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Manufacturing Managers' Strategies to Implement Successful Change

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This is to certify that the doctoral study by

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Abstract

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by

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MBA, University of Phoenix, 2010

HCM, University of Phoenix, 2010

BS, Rust College, 2003

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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Abstract

Approximately 70% of successful reengineering implementations and process design change initiatives within organizations fail to achieve expected results. Business leaders in manufacturing organizations are concerned that the low success rate hurts process improvement, business growth, and survival. Grounded in Lewin's three-step model of change, the purpose of this qualitative multiple case study was to explore strategies manufacturing managers use to implement and maintain reengineering and design change initiatives. Participants were four managers who successfully implemented and maintained reengineering and process design change initiatives in the south region of the United States. Data were collected from face-to-face semistructured interviews and various organizational documents. Data were analyzed using thematic analysis. Proper planning, clear communication, leadership, and employee engagement were identified as themes. A key recommendation is that business leaders use open and effective communications that allow employees to input the change initiatives. Implications for positive social change include the potential to continue growing businesses and increasing employment opportunities for citizens of the south region of the United States.

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Dedication

I dedicate this doctoral study to the Almighty God for providing me the strength, and the light at every step of this incredible journey. Also, I would like to make a special dedication to my entire family for their appreciation, support, and prayer throughout the process. To my wife Lena M. Mendy, thank you for prayers and support. To my wonderful children, Simon M. Mendy, Jowardry P. Mendy, and Emmanuel M. Mendy thank for your inspiration, prayers, and encouragement throughout this difficult journey. All of you had a unique way of championing my efforts, especially when I could not see way forward especially in this COVID-19 pandemic. To my friends in this challenging journey, thank you for encouraging me never to give up.

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Section 1: Foundation of the Study

As business owners and organization managers respond to new technologies, globalization, and new market opportunities, the successful implementations of reengineering and process design becomes a tool for organizations survival. Khan et al. (2019) investigated process reengineering and optimization in manufacturing industries and said clear approaches are required to successful implement r-engineering and process design in the manufacturing process to achieve levels of performance beyond organizations' current capability. Change in reengineering and process design can be challenging and sometimes fail because managers lack strategies needed to implement and maintain successful process change initiatives. Therefore, an organization's management team should identity strengths, weaknesses, opportunities, and threats (SWOT) that may hinder the success of organizations' reengineering and process design change initiative.

Background of the Problem

As globalization continues to increase, many organizations undergo reengineering and process design for businesses to survive and prosper. Change in reengineering and process design to bring efficiency and increase productivity can be challenging and have a negative or positive impact on the performance of the organization. Therefore, implementing and maintain successful reengineering and process design change requires management commitment, people management, information technology (IT) infrastructure, change readiness, and approaches to transform products or services from manufacturing operations and designs to meet customers' needs (Hashem, 2019). Bakari

et al. (2017) said successful organizational change requires a clear vision, change implementation plans, commitment from organizational leaders, and employees' motivations. Findings from this study may assist organizational leaders in terms of acquiring various change strategies that organizational managers could use to succeed in reengineering and process design change management initiatives within their organization.

Problem Statement

Business leaders face challenges in implementing and managing successful reengineering and process design change initiatives to increase productivity (Khan et al., 2019). Approximately 70% of successful reengineering implementations and process design change initiatives within organizations fail to achieve expected results, which is attributed to lack of suitable strategies (Bhaskar, 2018). The general business problem was that some change managers experience high failure rates for implementation of successful reengineering and process design change initiatives which may result in lack of a clear framework to guide implementation processes. The specific business problem was that some manufacturing managers lack strategies needed to implement and maintain successful reengineering and process design change initiatives.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that some manufacturing managers used to implement and maintain successful reengineering and design change initiatives. The specific population for this study was four managers in manufacturing plants located in south region of the United States who have successfully

implemented and maintained reengineering and process design change initiatives.

Through this research, business managers in manufacturing industries may use their skills

and enhanced knowledge to develop strategies to implement and manage change

initiatives to potentially expand new business industries in the south region of the United

States and elsewhere. Also, findings might contribute to social change by increasing

manufacturing managers' knowledge and abilities to improve organizations performance

and sustainability that could lead to investment opportunities in local communities.

Nature of the Study

Three research methodologies are qualitative, quantitative, and mixed methods

(Kankam, 2020). Qualitative researchers seek to establish patterns by organizing data

inductively into multiple units of information (Grodal et al., 2021). The examination of

quantitative data does not allow researchers to fully understand important themes and

participants' stories about strategies (McKim, 2017). Likewise, a mixed methods

approach was not appropriate for this study because researchers use mixed methods when

undertaking a study requiring both qualitative and quantitative approaches. A mixed

method approach is appropriate when researchers use qualitative and quantitative

approaches to gather data in a single study (Kankam, 2020). For this study, the qualitative

research method was used to understand strategies manufacturing managers use to

implement and maintain successful reengineering and process design change initiatives.

Qualitative research designs include narrative inquiry, phenomenology,

ethnography, and case study (Yin, 2018). Narrative inquiry is appropriate when exploring

the life stories of individuals (Madden et al., 2018), which was not suitable for exploring

strategies that some manufacturing managers use to implement and maintain successful reengineering and process design change initiatives. Researchers use a phenomenological design to study participants' lived experiences within the world (Larkin et al., 2019), which is not the purpose of the study. The phenomenological design was not the best fit in this study, because there was no intention to explore individuals' or participants' lived experiences. The ethnographic approach is appropriate when exploring cultures, values, languages, and attitudes that structure the behavior and practices of social groups (Yin, 2018). This study did not contain data involving individual life stories, describe the phenomenon of a cultural group, nor study the perceptions or experiences of individuals as they related to phenomena. A case study design was the appropriate design choice. The multiple case study design involves an in-depth exploration of a phenomenon in a real-life context (Yin, 2018). For this study, I used a multiple case study design to research strategies some manufacturing managers need to implement and maintain successful reengineering and process design change initiatives.

Research Question

What strategies do manufacturing managers use to implement and maintain successful reengineering and process design change initiatives?

Interview Questions

The following interview questions support the central research question:

1. What strategies have you used to implement reengineering and process design change initiatives?

2. What barriers you have encountered to implementation of change?

3. How did you overcome barriers?

4. What strategies have you used to maintain successful reengineering and process design changes within the organization?

5. What are barriers to maintain successful reengineering and process design change initiatives?

6. How do you address barriers to maintain change within the organization?

7. What additional information on successful change initiatives would you like to add to this interview?

Conceptual Framework

The conceptual framework that guided this study was Lewin's three-step model of change. Lewin (1947) formulated the three-step model to change the behavior of an individual or a group to bring about change. Lewin's approach to achieving successful organizational change requires (a) an organizational structure, (b) new behaviors, attitudes, and motivations, and (c) a planned approach to change (Bakari et al., 2017; Rosenbaum et al., 2018). Lewin's three-step model consists of unfreezing, changing, and refreezing. *Unfreezing* involves preparing individuals and organizations for change (Lewin, 1947). During the *changing* phase, individuals and organizations move toward changes (Lewin, 1947). During the *refreezing* phase, individuals and groups embrace new ways of operations and accept changes as the norm (Lewin, 1947).

The three-step model is widely used in implementing change initatives because leaders of change require a structured process and the steps in implementing and managing organizational change (Burnes, 2020). As applied to this study, Lewin's three-

step model of change was an appropriate framework to effectively explore strategies manufacturing managers use to implement and maintain successful reengineering and process design change initiatives. Lewin's three-step model was used to provide direction regarding how to successfully implement changes. Also, Lewin's model provided a basis for understanding organizational change process, potentially giving change managers knowledge how to design, deploy, and initiate successful organizational change.

Operational Definitions

The following terms are used throughout the study and defined here:

Change management: The ability to identify, plan, and create the ideal standard that may assist organizations in an environment of constant change (Rosenbaum et al., 2018).

Leading change: Having the authority to influence and direct employees to successfully create strategic change in and outside of an organization to meet organizational needs (Page & Schoder, 2019).

Change initiative: Having the ability to identify plans and measurement system to track operational performance within an organization (Naslund & Norrman, 2019).

Planned change: Managers' ability to focus on desired employees behaviour to buy-in and support organizational change (Onyeneke & Abe, 2021).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are ideas that are accepted without verification (Cypress, 2017). According to Anderson (2017), assumptions are statements the researcher considers true

without the need for evidence. In this study, I made two assumptions. The first

assumption was that participants were managers in management roles with industry

management experience who successfully implemented change initiatives and provided

truthful and correct answers to questions. The second assumption was that my interview

questions were sufficient to capture data needed to answer questions concerning

strategies that manufacturing managers use to implement and maintain successful

reengineering and process design change initiatives.

Limitations

Limitations are shortcomings beyond the control of the researcher that might

affect the validity of research (Yin, 2018). Podsakoff and Podsakoff (2019) said

limitations are potential weaknesses or failures of the study that are typically out of

researchers' control. Researchers who use case study designs rely heavily on participants'

descriptions of their experiences in interviews (Yin, 2018). Participants' may not have

been able to interpret and communicate their experiences effectively to allow for data

saturation of the proposed study.

Delimitations

Delimitations are characteristics that limit the scope and boundaries of the study,

as designated by the researcher (Qiu & Gullett, 2017). The setting was manufacturing

plants located in the south region of the United States, which may not be representative of

other businesses elsewhere. Participants were managers presently in a management role

with experience involving implementing and managing successful reengineering and

process design change initiatives. The sample size consisted of four managers, and I did

not need to add participants to reach data saturation. I selected participants through purposive sampling.

Significance of the Study

Contribution to Business Practice

Results of this study may assist in terms of providing organizational leaders with information on successful change management strategies. Business leaders with successful change management strategies might bring new knowledge to managers in manufacturing management involving how to develop change strategies and engage employees in change initiatives to ensure success of their business. Manufacturing managers and business owners can potentially use study results to modify or improve the implementation of organizational change initiatives to meet customer needs.

Implications for Social Change

Implications for positive social change include the potential to educate manufacturing industry managers on the importance of both successful change strategies and maintaining change initiatives to continue growing in business. As these enterprises succeed, corporation owners and leaders can help broaden the economy of the markets they serve, which may lead to additional job creation for citizens in domestic and global markets. Rosenbaum et al. (2018) said when strategies for organizational change are properly planned and executed, this could provide learning opportunities for employees to support change. Improving change efforts may assist organizations in all industries, specifically in manufacturing organizations, as well as improve their successes in

business. Improvement in manufacturing systems may create employee benefits for local communities such as enhanced business growth and increased employment opportunities.

A Review of the Professional and Academic Literature

The literature review includes information regarding organizational change, change management, organizational culture, leadership, leadership styles, and change initiative strategies. The literature review on change management begins with Lewin's change model and extends to implementing change, change success factors, factors affecting change, and changes in the manufacturing sector, including sustainable practices. I used Lewin's three-step model of change as the framework for this study to explore strategies that some manufacturing managers use to implement and maintain successful reengineering and process design change initiatives.

This review contains a brief discussion of research, including critical analyses and syntheses of results from published research journals, reports, peer-reviewed articles, scholarly books, project materials, other seminal works, research documents, and dissertations that were relevant to the research question. Academic databases I used to find literature for this study were the following business and management databases: Emerald Management, SAGE Premier, Business Source Complete, EBSCOhost, Google Scholar, online academic journals, government websites, and ProQuest via the Walden Library. Keywords I used for this literature search are related to management strategies and competence: *change initiatives*, *change strategies*, *effective leadership*, *sustainability*, *organizational change*, *management social responsibilities*, *management*, *management strategies*, *manage change*, *manufacturing*, *implement change*, *planning*

change, *Lewin*, *Lewin's field theory*, *unfreeze*, *change*, *refreeze*, and *Lewin's force-field analysis*.

The literature review included 99 references. The publication period was between 1947 and 2021, with a minimal number of articles published before 2016. Of 99 sources examined, 96 were peer-reviewed publications, representing 97% of the literature review, and two were books, representing 2% of the literature review. Of the 96 peer-reviewed articles, 87 sources were less than 5 years old, and nine peer-reviewed articles were published prior to 2016. I ensured that 85% of total references were published between 2016 and 2022.

Lewin's Theory of Change

Lewin's change model is widely accepted model for implementing planned organizational change initiatives (Bakari et al., 2017). Lewin focused his change model on finding tools and processes for managing change, improving performance, and overcoming resistance to change (Lewin, 1947). Lewin (1947) said the change model allows researchers to examine patterns of an individual or group behaviors and surrounding environments. Lewin's classical three-step model was built as a central model for understanding behaviors and psychological forces of change (Endrejat et al., 2017). According to Capatina et al. (2017), force field analysis involves interactions between two opposing forces: the positive forces that promote change (driving forces) and the negatives forces that attempt to keep the status quo (restraining forces).

Lewin's model of change was used to address individual and group behaviors and facilitate overcoming resistance to change (Endrejat et al., 2017).

Key components of Lewin's theory of change are (a) unfreezing, (b) changing, and (c) refreezing (Lewin, 1947). Unfreezing is the first stage of Lewin's (1947) model of change process. Unfreezing involves preparing individuals or organizations to become aware of a need for change and accepting it (Memon et al., 2021). According to Lewin (1947), unfreezing is the stage of unleashing the current system as an urgent concern. Changing is the second step of Lewin's (1947) change model and involves people resolving their uncertainty and starting to believe and act in ways that support the new direction with proactive participation. During changing, people need time to understand the changes and feel connected (Memon et al., 2021). According to Appelbaum et al. (2017) new change occur when people or organization begin to move into the new state of being while connecting with the managers through a change of task, structure, and operation. Refreezing is the third stage of Lewin's (1947) change model. Lewin (1947) said refreezing occur when employees feel confident, embrace new ways of working and become comfortable. Burnes (2020) said, leaders remain motivators and reward employees for operating in the new status quo. According to Okenda et al. (2017) leaders who are aware of Lewn's model of change can better manage change and motivate employees' toward achieving common goals and improving organizational performance.

Appelbaum et al. (2017) investigated factors that affected success of organizational change in Fino Techno, a North American institutional fund management investment company. Participants were managers Fino Techno who participated in organizational change process. Appelbaum et al. said managers should communicate and educate employees about the change implication to help prevent resistance to change.

According to Lewin (1947), when one is planning to implement a change such as a change in manufacturing management, it is helpful to identify factors that will affect the process of implementation of that change. Influencing factors can be facilitators (driving forces) or obstacles (restraining forces). Driving or positive forces are those associated with encouraging changes, and forces related to discouraging changes are known as restraining forces (Lewin, 1947). By discerning when these forces become balanced, managers could guide organizations to stability by exploring differences between driving forces and restraining forces during change management. Lewin (1947) said change leaders need to reinforce the need for change by stressing the circumstances and forces that sustain equilibrium when bringing about change. Kotter (1996) said employees can overcome resistance when managers use communications that include active listening and employees accept alternative ways for implementing change initiatives. Costello and Arghode (2019) said employees become involved in change initiatives when leaders focus on establishing effective communications to modify individual and group behaviors.

Lewin's three-step model of change was appropriate to use as the conceptual framework for this study because constant changes in the economy have forced many organizational leaders to reconstruct their businesses to remain viable in the marketplace. When organizational leaders are faced with change, some employees resist, and behaviors toward the organization become negative. Therefore, to maintain positive behaviors among employees, leaders should create an environment of trust and generate trusting relationships with employees to assist in smooth organizational transitions.

Lewin's theory of change was used to outline specific principles that may assist organizational leaders in terms of counteracting negative behaviors that employees may demonstrate in the midst of organizational change.

Comparison of Lewin's Theory of Change with Other Theories

Several researchers have adapted Lewin's theory for advancing the study of successful organizational change. Kotter revealed an eight-step change model involving success factors of organizational change and Luecke developed the seven-step change model involving maintaing a motivating workforce through organizational change. Each model was adapted from Lewin's theory to assist organization leaders during change initiatives.

Kotter's Eight Step Change Model

Kotter's model provides an idealized and systematic depiction of a best- practice change management approach in leading change processes in any organizational setting (Teixeira et al., 2017). Kotter's eight-step change model was used to address common mistakes that organizations make when implementing and managing change. The eight steps in this model are: (a) creating a sense of urgency about the need for change, (b) forming a powerful coalition, (c) creating a vision for change, (d) communicating the vision, (e) removing obstacles that potentially impede the change, (f) creating short-term and long-term wins and objectives, (g) building on the change, and (h) anchoring the change (Kotter, 1996).

Similar to Lewin's three-stage model of change, Kotter's eight-stage model is also a guide for leadership to prepare their employees for change. Kotter's and Lewin's

models have different steps for implementing planned organizational change. According to Kotter (1996) successful change of any magnitude goes through all eight steps and skipping steps creates the illusion of speed and does not produce a satisfying results. Lewin(1947) three-step model includes creating the motivation to change, moving throughthe change process by promoting effective communication and empowering people to embrace new ways of working. Kotter (1996) said leaders and top managers are responsible for creating a sense of urgency and motivate all relevant stakeholders. According to Hackman (2017), establishing a sense of urgency is crucial to gaining needed cooperation in terms of managing and implementing change. Creating a sense of urgency includes establishing best practices and motivations for leaders and employees to engage in the change process (Teixeira et al., 2017).

During the changing phase, individuals and organizations move toward changes (Lewin, 1947). Kotter (1996) said change leaders and managers should focus on (a) forming a powerful coalition, (b) creating a vision for change, (c) communicating the vision, (d) removing obstacles that potentially impede the change, (e) empowering others to act on the vision, (f) institutionalizing new approaches, (g) consolidating performanceand and producing still more change, and (h) creating short-term and long-term wins objectives. Forming a powerful coalition involves creating a group with the right mix of position power, expertise, and leadership to effectively move needed changes forward (Wentworth et al., 2020). Kotter (1996) said for organizational leaders to sustain change, senior management, workers, and customers must buy into the change process.

Leaders and their guiding coalitions should create a simple vision and well-defined strategies and share with staff across the entire organization (Kotter, 1996). Communicating the change vision to all employees and assuring followers about organizational growth can be used to address resistance to change (Venus et al., 2019). Kotter (1996) said managers should share the change vision through training sessions, meetings, performance reviews, newsletters, and company Internet.

Engaging leaders helps in terms of removing obstacles during the change process, such as resistance and indifference among subordinate employees, and leads to rewards for employees throught the change process. Leaders and top managers should continue to provide opportunities for success, and not declare a change to be successful too early (Teixeira et al., 2017). Kotter (1996) said change visions and strategies should be grounded in companies' culture. In addition, Kotter (1996) said leaders and managers should continue to reinforce and institutionalize changes to ensure the next generation of management is fully committed and equipped to adjust to new ways of business. Also, Kotter (1996) emphasized that each steps of change is build on the previous steps and skipping steps create the illusion of speed and does not produce a satisfying result. Kotter's model lacks templates for each stage of the framework to promote change adoption.

Luecke's Seven-Step Theory

Luecke's seven-step theory consists of (a) identifying problems and solutions, (b) developing a shared vision, (c) identifying the leadership, (d) focusing on results, (e) initiating change at peripheries, (f) instilling success through policies, procedures, and

systems, and (g) reviewing and adjusting strategies in response to rising problems in the change process (Errida & Lotfi, 2021). In comparison with Lewin's model, Luecke's seven-step method emphasized strong leadership in supporting change and motivating employees to accept change. Luecke argued that identifying the business problems and their solutions is the first step in the change process, followed by developing a shared vision, identifying leadership, implementing change, and finally monitoring and adjusting strategies for any potential issue in the change process. Luecke's method emphasized how strong leaders support change and motivate employees to accept that change (Errida & Lotfi, 2021).

Lewin's and Luecke's seven-step theories both indicate that organizational leaders should communicate a shared change vision to the team and involve the team in the change process. Also, Lewin and Luecke's seven-step theory stressed that successful change initiatives go through a series of phases and requires planning. Lewin (1947) further suggested leaders anchor changes into the work culture, develop ways to sustain change, and celebrate successful implementation of the change.

Implementing Change

Organizational change begins with identifying the desired state; leaders can then consider how to understand individual and group behaviors and develop strategies for mitigating actions underlying resistance to change (Bakari et al., 2017; Lewin, 1947). Once leaders and managers realize the need for change, they are faced with the challenges to implement and manage change initiatives successfully. Change management includes communicating the change process, motivating employees for

change and coordinating with employees in order to achieve organizational goals (Rosenbaum et al., 2018). As part of the relevant strategies for implementing and managing successful change initiatives in the 21st century, some researchers suggested that leaders foster employee empowerment and trust (Yue et al., 2019).

Change is a continuous process that requires organizations to identify the purpose of the change and change leaders communicate the vision to employees to encourage their participation in the change process (Venus et al., 2019). When implementing change, leaders of change must consider the level of understanding by employees, and their ability to accept and embrace the change in the present business environment (Bakari et al., 2017; Lewin, 1947). Caulfield and Senger (2017) suggested that successful change requires leaders who have ability to improve employees' views of change initiatives and work engagement into meaningful communications related to the goals of change.

Lewin (1947) stated using a planned approach to emphasize understanding of his three-step model of change and the forces that sustain an organization's current state. Other researchers (e.g., Burnes & Bargal, 2017; Rosenbaum et al., 2018) have posited that using a planned approached to change enables successful adaptation to a new organizational state. Burnes and Bargal (2017) argued that understanding the forces that sustain negative behaviors and being aware of the dynamics of how particular social groups were formed is the first step in the planned approach to change, followed by conducting action research focused on structured, participative, and iterative processes

for identifying and analyzing change options, and finally implementing his three-step model for change.

Change leaders should be unimpeded when establishing processes, contingencies, and communications aimed atmodifying the behaviors of individuals and groups. Burnes and Bargal (2017) emphasized that the focus of change should be on behaviors and motivations related to the dynamics of the groups involved in the change process. Hussain et al. (2018) studied Lewin's change model to identify the development of planned organizational change. Hussain et al. (2018) viewed change as occurring in three phases, as Lewin (1947) noted and represents a framework for planned change, but Hussain et al added that unfreezing should involve motivating employees to change by unlearning previous knowledge. However, planned management could assist in the learning of current knowledge that may allow collaboration between employees and management to create psychological safety nets to survive their anxieties within the change process.

In the changing stage, individuals and organizations are moving toward a new way of operating (Kotter, 1996; Lewin, 1947). Hussain et al. (2018) suggested that employees learn new ideas and meanings from role models to replace old ideas and scan their surrounding for solutions as they do via a trial-and-error process. In the refreezing stage, employees embrace new ways of working and become comfortable with their daily routines that have stemmed from the change (Burnes & Bargal, 2017; Lewin, 1947). Rosenbaum et al. (2018) suggested that Lewin's approached to change represents a

framework for implementing change should involve internalizing newly learned ideas by incorporating meanings into employees' new identities and relationships.

Change Success Factors

Managing change to achieve an organization's objectives has become a challenging task for many organizational leaders. Several factors serve as facilitators or obstacles to change: planning and communication, management commitment to change, shared vision and employee empowerment, and managing resistance to change. Caulfield and Brenner (2020) conducted a research workshop to determine the critical analysis of Kotter's change management framework. The researchers revealed that good vision, communication, employee empowerment, and a standard change management framework can help and direct organizations for successful re-engineering and process design change initiatives.

Planning and Communication

Having a sound plan in place enables leaders to implement and manage successful change initiatives. Manufacturing business managers need skills and clear approach to attain organizational goals in an effective and efficient manner (Bhaskar, 2018). Ballaro et al. (2020) explored how organizations can optimize its leadership talents through successful organization change and performance. Ballaro et al. revealed that leaders must be able to communicate and demonstrate the proper leadership style to enhance organizational change and performance. Also, through the exploration of the various leadership styles used in organizational change management, Ballaro et al findings indicated that trust among leaders help to sustain talents and enhance organizations

performance. When organization leaders use the transformational style of leadership, if executed correctly, it can assist in a smooth transition and cultivate an environment of empowerment for the employees. Appropriate planning enhances organizational performance, along with the development of written documents to support a sound change strategy (May & Stahl, 2017).

For change strategies to be successful, there must be a reduction in the employees' resistance to change. Kotter (1996) emphasized that leaders have to align their project goals with their organizations' strategic plans. Lewin (1947) emphasized that successful organizational change requires proper planning and communication. Strategic planning is a blueprint for organizations to achieve goals (George et al., 2019). Successful organizational change initiatives require structural planning to guide actions (Lewin, 1947). Despite the increasingly complex and competitive atmosphere in business, leaders should use strategic ways to lead change initiatives, especially when it concerns organizational change, which includes setting a mission and vision in preparation for future action (Errida & Lotfi, 2021). For each phase of change plans, managers should convey the details of their strategic plans to stakeholders (Lewin, 1947).

Leaders should set short and long-term goals, communicate change initiatives to all employees, and outline the process of change to promote a smooth transition (Kotter, 1996). In addition, high-level communications strategies have a significant effect on employees' ability to accept the implementation phase of a change (Parsells, 2017). As a first prerequisite for implementing and managing successful change initiatives, Oreg et al. (2018) suggested that statements of project attributes should be easy to communicate

to all levels. Syahmi et al. (2019) investigated the influence of dialogic communication and organizational change initiatives and suggested that change practitioners adopt communication approach to ease the resistance to change among affected stakeholders and employees. To overcome change resistance, it is essential to build trust among leaders and communicate the vision of change and destination to employees (Ballaro et al., 2020).

Management Commitment to Change

Management's commitment to change is necessary for successful business change initiatives (Mangundjaya, 2019). Janjić et al. (2019) found that managerial commitment is the key to successful implementation of change. Committed managers are well prepared to promote employees' involvement in such processes. These managers understand that employees who exhibit strong commitments to their companies are typically willing to (a) embrace their organizations' values and goals, (b) expend significant efforts to help their companies to succeed, and (c) demonstrate loyalty by remaining with their organizations (Stoyanova & Iliev, 2017).

Faupel and Süß (2019) examined employees' reaction to organizational change, using a sample of 328 employees from various organizations and industries. Faupel and Süß (2019) used quantitative methods and their data were collected through questionnaire surveys from employees who were experiencing organizational change. Faupel and Süß (2019) found that employees support and engage change motivated and transformational leaders increases employees' work engagement and continuously offering support during change implementation. Similarly, Ouedraogo and Ouakouak (2018) emphasized that

employees' affective commitment to change constitutes strong predictors of the success of change initiatives in organizations. Employees are commited to change when change is meaningful and supported by managers (Van der Voet et al., 2017). Krajcsák (2019) found that when employees are motivated, they are more likely to increase their level of affective commitment to successful organizational change.

Shulga (2021) suggested that leadership is essential to affect employees' organizational commitments. Employees' commitments to organizational change is increased by offering career development opportunities (Stoyanova & Iliev, 2017). Employees' commitments to organizational change grow stronger when they perceive trust and empowerment with change leaders (Mangundjaya, 2019). Empowering leaders with a sense of ownership and trust increases employees' engagement and commitments to change (Lee et al., 2017). Transformational leadership facilitates employee engagementment, increase productivity, and tends to influence organizational commitments (Yue et al., 2019).

Shared Vision and Employee Empowerment

Research results concerning change management indicated that shared visions and employee empowerment support the dynamics of successful organizational change (Stouten et al., 2018). Grobler et al. (2019), using a sample of 5 Broad-Based Black Economic Empowerment (B-BBEE) executives experts from sixteen organizations selected from the top hundred rated most Empowered Companies, investigated how to establish transformational change leadership frame for implementing B-BBEE in South African, applying Kotter's eight-step change leadership model and revealed

transformational leadership provide framework for employee empowerment is an effective management practice of sharing information, assist in decision making, and enhance organizational commitment. Effective change management will allow the employees and management to collaborate on decisions in the organizations change process. Change leaders who can foresee new realities can contribute to employee empowerment (Mangundjaya, 2019). Empowering leadership can influence employees' behavior and increase work engagement (Lee et al., 2017).

In fact, as managers analyze their organizational needs, change should also include creating shared visions and guidelines with directions for all employees who are part of the change process (Kotter, 1996). However, lack of employee motivations and middle management involvement in implementing and managing change initiatives can affect the chances of survival and success of organizations in the change process (Groskovs & Ulhøi, 2019). Mangundjaya (2019) suggested that when leaders and managers recognize and empower employees, trust in organization, in increasingly complex global workplaces, then workers are likely increase supports and commitment to change.

Managing Resistance to Change

Resistance to change has a significant impact and influence on the success of the organizational change. Resistance presents difficulties for both managers and employees. Resistance to change arises when there is no clear communication strategies and employees face direct impacts on their jobs that are related to organizational change (Parsells, 2017). Amarantou et al. (2018) posited that an employee's relationship with

management, individual personality traits, employee participation, and job security, can influence employee resistance to change initiatives. For employees to accept change and improves the change process, change managers need to enhance knowledge sharing, address the concerns of employees, and enhance social interactions (Naeem, 2020).

Strategies to mitigate worker resistance to change may be implemented best by managers who have deep knowledge and participate in knowledge sharing to facilitate the change implementation process (Naeem, 2020). Venus et al. (2019) found that shared vision and strong communication skills can help managers facilitate organizational change, motivates employees to contribute to change, and influence employees' resistance to change. Team participation helps prepare employees for change. Teams participation encourage employee commitment to organizational change (Aujla & Mclarney, 2020). Employees may express concerns about the potential impacts of change initiatives on their career opportunities or lack of support from management team to effectively implement change. The type of resistance might prevent managers from implementing change (Buick et al., 2018). By contrast, Stoyanova and Iliev (2017) found that employee engagement supports and helps managers in the change process. Furthermore, employee engagement contributes to long-term organizational sustainability in the global market.

The key management strategies for successfully managing employees' resistance to change are (a) mutual trust between employees and management, (b) organizational support, and (c) emotional attachementwith management (Thakur & Srivastava, 2018). Ouedraogo and Ouakouak, (2018) emphasized that success factors in managing employee

resistance lie in effective communication and commitment. Change sometimes implies

adjustments in communication strategies and leadership style (Ballaro et al., 2020).

Lewin (1947) suggested that overcoming resistance to change requires an implementation

plan that incorporates appropriate strategies managerscan use to encourage employee

engagement in teamwork that focuses on long-term goals for their organizations.

Participants' involvement and consistent communications from leaders to employees

encourages employee engagement and reduces resistance to change (Caulfield & Senger,

2017). In addition, researchers have determined that individuals prefer to work in

organizations where the leaders treat employees with respect. Effective communication

between followers and leaders can create strong emotional bonds within their

organizations (Ouedraogo & Ouakouak, 2018). In a study to identify the application of

social media in implementing effective organizational change, Naeem (2020) found that

social media can help organizational leaders identify strategies necessary for the

implementation of successful change and help overcome challenges in the change

process.

Trust and respect for employees, a delegation of responsibilities, employee

empowerment, and healthy leader/employee relationships are considerations in removing

barriers or obstacles to implement and manage change. Change leaders in career

development programs encourage employees to focus on the *big picture* of change.

Transformational leaders can mobilize, inspire group members within organizations, and

providing necessary resources for successful change (Page & Schoder, 2019). These

resources could be controlled by managers at various levels of organizational hierarchies;

additionally, distinct resources are needed for different groups of stakeholders. Successful

change managers can design plans that promote employees' readiness for change and

reduce barriers that interfere with initiatives (Bakari et al., 2017).

Factors Affecting Change

Organizational Culture

Organizational culture is comprised of shared organizational values and

operational norms that characterize organizations (Hemme et al., 2021). According to

Pakdil and Leonard (2017), culture describes how members of organizations share

experiences, standardized workflows, and acceptable methods to achieve goals.

Organizational culture affects employees' levels of performance as well as the

communities in which companies operate (Ben Saad & Abbas, 2018). Stoyanova and

Iliev (2017) suggested that change managers are consider the key to determine

employees' behaviors and increase commitment to change.

Managers need to pay attention to the importance of organizational culture when

developing business relationships and organizational financial performance (Smit, 2021).

Organizational leaders must be concerned with the reputation, competition, and the

success of organizational goals. Kotter (1996) and Lewin (1947) noted change leaders

should redirect employees' beliefs, values, and practices away from the status quo to

sustain an environment of change. Meredith and Zwikael (2019) noted the performance

of the project managers and project owners is determined by the achievement of

organizational goals. Caulfield and Brenner (2020) suggested that organizational leaders

are facilitators who continuously guide their employees towards the achievement of

organizational goals and the needs of their customers to remain competitive within their industries.

Leadership and Leadership Skills

The success of an organization is directly connected to leadership and leadership style, as leaders can promote an employee's motivation toward achieving common goals and improving organizational performance (Okenda et al., 2017). Leadership styles and employee engagement positively influence change processes and outcomes (Burnes et al., 2018). A leader's communication style can potentially build or harm relationships in organizations change environment. When managers communicate in manners that empower employees, employees build trust in organizational leadership and embrace the changes (Erjavec et al., 2018).

Effective leaders use honest messages to promote employees' motivation towards achieving common goals and improve organizational performance (Ouedraogo & Ouakouak, 2018). Moon (2017) suggested that effective leadership styles affect workers' performance and organizational commitment. Effective leadership styles and management commitment improve organization productivity (Hashem, 2019). For this reason, it is useful to explore individual managers' leadership styles and behaviors to understand how success emerges during organizational change, particularly when using transformational leadership (Miller & Miller, 2020).

Importance of Trust

Trust has significant impact on change success (Ouedraogo & Ouakouak, 2018).Trust is a key factor regarding employee belief in their leaders and the leaders'

ability to lead organizations; thus, trust has been linked to employee confidence (Mangundjaya, 2019). Fairness, integrity, and benevolence are also important contributors to the creation or erosion of trust in management. Change initiatives sometimes fail when employees lack trust in change leaders and their organization's visions of change. Employees' trust in the leaders positively influence the successful implementation of knowledge management, and consequently improves organizational performance (Koohang et al., 2017). Leaders who used communication and vigilance to demonstrate their competence also sustained trust with their employees (Lewin, 1947).Trust and affective communication between employees and managers can improve organizational performance and change implementation (Ballaro et al., 2020).Yue et al. (2019) examined the effect of transformational leadership and transparent organizational communication on cultivating employees organizational trust during an organizational change, and concluded trust is one of the key challenges in building employee confidence and openness to change.

Transformational Leadership

Transformational leadership is a style in which leaders and followers interact in ways that enhance all parties' motivations and standards of morality (Burns, 1978). Transformational leaders work with their followers, pay attention to their needs, and work to understand the followers' motivations (Burns, 1978). Transformational leaders are directly related to sharing a vision who work with employees to identify needs for change, and these leaders then provide vision and guidance to execute changes with their team members (Chai et al., 2017). Transformational leaders can convey needs for change

to their employees and help subordinates to adjust to the change (de Gennaro, 2019).

Using the transformational leadership style can assist in helping employees internalize

change initiatives. Transformational leaders additionally influence employee

commitments to their companies by their willingness to participate in selfless actions.

Kark et al. (2018) suggested that transformational leadership encourages self-regulation

motivation, which contributes to increasing employees' creativity.

Autonomy, competence, and relatedness are core aspects of leadership that

encourage positive relationships between transformational leaders and their subordinates

(Chua & Ayoko, 2021). Some researchers have investigated transformational leadership

styles and practices related to business and employee outcomes. Transformational leaders

tend to have organizational support and positive relationships with employees; hence,

their followers can become more creative and have higher levels of self-efficacy (Suifan

et al., 2018). Islam et al. (2020) explored the influences of transformational leadership on

work engagement and the mediating effect of trust in a context of significant

organizational change. The researchers concluded that a transformational leadership

approach enhances work engagement, which were direct functions of their leaders'

transformational behaviors Puni et al. (2020) examined the affects of leadership styles

more commonly used for organizational change (e.g., transformational, transactional, and

laissez-faire leadership) and concluded transformational leadership has the most positive

effects on all the aspects of organizational change.

Transformational leaders create a vision of the future, and they directly affect

employees' behaviors, which can support change. These leaders indirectly impact change

behaviors through enhanced self-efficacy of followers in organizational change contexts (Burnes et al., 2018). Furthermore, transformational leaders motivate employees and increase their engagement in the change process (Faupel & Süß, 2019).

Participative Leadership

The goal of participative leadership is to give employees more support, attention, and involvement in solving problems and making decisions. Participative leadership plays a role in decision-making between leaders and employees' work engagement and job satisfaction (Chan, 2019). Participative leaders address the challenges that are encountered when change is being implemented, and they create positive work attitudes in their employees toward enhanced organizational effectiveness (Kraft et al., 2018). Hahm (2020) noted that participative leadership provides guidance on how leaders work and participate in their work as a model for their members to follow. Participative leaders have a more change-oriented attitude, empower their members to participate in the decision-making process to expand new knowledge and learn skills (Hahm, 2020). When members become more independent and able to participate in goal setting processes; they tend to have a more positive attitude in the future. Therefore, the participative leadership style has a positive effect on members' acceptance of implementing change initiatives. Coaching employees empowers them to take part in knowledge sharing and improve the expectancy of the members (Hahm, 2020). These positive influences can encourage employees to focus on the importance of the change process (Lewin, 1947).

Change in the Manufacturing Sector

Growing uncertainty in the global business environment has increased the vulnerability of manufacturing management operations (Khan et al., 2019). Shifting global and domestic economies are forcing organizations to initiate change. The spread of coronavirus throughout the world has interrupted global trade, manufacturing sectors, supply chains, and temporarily halted business activities (Ayittey et al., 2020). The lockdown of Wuhan in China, including automakers, German software company SAP, and the Microsoft corporation has slowed down their productions and the supply of auto-parts to carmakers around the world. This lockdown has led to a loss of jobs and created a massive negative effect on the global economy (Ayittey et al., 2020). Customer demand and a lack of supply has had an impact on the global economy and forced many business leaders to make hard decisions with limited information on how to implement change, particularly in a crisis such as the global pandemic.

Customers demand that companies constantly innovate to keep up with changing consumer tastes, preferences, and expectations (Vantrappen & Wirtz, 2018). Changes in manufacturing environments potentially create career opportunities. Likewise, organizational expansions and changes in strategies often lead to opportunities for employees to develop or adapt new skills (Lewin, 1947). Food, beverage, and consumer products industries play unique roles in the U.S. economy, however, the COVID-19 pandemic results in shortage of workers, more expired products, and remain difficult in carrying out operations in manufacturing sectors (Chen et al., 2021). Schultz et al. (2017)

suggested that managers and business owners need to embrace innovation and technology to sustain long-term business growth.

Innovation and Technology

Organizational innovation is the adoption of new approaches to respond to technological, social, and market challenges and determine if such concepts are plausible (Jia et al., 2018). Constant changes in technology and innovation have increased pressures on manufacturing organizations in the U.S. to implement successful transformations for survival (Elkhalil, 2018). Katsamba and Pellissier (2021) explored how organizational innovation success factors can be used to support survival and growth of business despite volatility in the global environment. The researchers concluded that innovation enhances business growth as product innovation may strengthen local economies and increases the attractiveness to global markets of those localities that embrace modernization; furthermore, product innovations can positively transform members of organizations.

Company leaders can use the creativity of their staffs to generate new ideas; new concepts are then put into actions that which supports superior performance across the board (Miller & Miller, 2020). Appropriate organizational culture, coupled with sound innovation, can encourage employees to create new ideas and to share knowledge within their organizations, which consequently enhances both organizational and staff performance (Manca et al., 2018). Therefore, considerations regarding innovation and technology should be woven through all theoretical models and planned change (Hashem, 2019). Additionally, Kerber and Buono (2018) suggested planning and excellent

communication promote sustained change. In the 21st century business world,

organizations are under pressure to change due to turbulent environments like the Covid-

19 global pandemic to survive and prosper (Katsamba & Pellissier, 2021).

Technology is a primary driver of wealth creation, social development, and

economic development. The Internet is a late 20th century innovation that contributes to

expanding competitive business markets beyond local geographical spheres and are

increasing the pressure for organizational change (Aslam et al., 2018). Proper

technological development can trigger the effectiveness of the production process and

expand bodies of knowledge (Hashem, 2019). Khoza and Marnewick (2021) examined

challenges and success factors of scale agile adoption in South African and concluded

that customers satisfaction remains at the epicenter of adopting new technology.

Technology, coupled with significant innovations, can be the driving forces behind

change that opens opportunities to increase social welfare and organizational growth

(Gries et al., 2018).

Sustainable Practices

Sustainability-oriented innovation practices are significantly associated with

organizational performance (Varadarajan, 2017). Sustainable practice is defined as the

full integration of social and environmental features into the vision, culture, and

operations of organizations. Fundamental to these practices are intense processes of

organizational change (Marshall et al., 2019). Sustainable practices and education have

become increasingly important aspects of change that prompt transitions toward a more

sustainable global society (Cole & Snider, 2019). The right leadership and cultural

balances are keys to winning frameworks for business excellence and change management plans that accelerate journeys toward sustainability. Chen et al. (2021) explored the impact of the Covid-19 pandemic, as well as strategies dealing with those impacts, in the food and beverage industry in Bangladesh and concluded that Covid-19 has had negative impact on sustainable growth, but customers concentration can mitigate this negative association. Sustainability has become a mainstream business practice for leading corporations (Sroufe, 2017). For employees to accept change, leaders and managers need increase resources , pay attention to fair procedures, support, and reassure employees job security (Bayraktar, 2019).

Leadership roles for implementing sustainability and promoting employee acceptance of change include communicating sustainability goals and inspiring and motivating employees (Shulga, 2021). A leader's collaboration with employees may increase members' input into decisions that improve the organization's performance and employees' well-being during the change process. Leaders need to empower employees and provide directions for development of ideas to help employees to take part in the process of change (Adda et al., 2019). Komodromos et al. (2019) emphasized that effective communication and mutual trust with managerial employees enhance employee performance. Faupel and Süß (2019) claimed that a transformational leadership style increases employees' engagement in contributing to successfully implementation of organizational change and help overcome resistance to change. In this type of leadership, leaders motivate employees, share their knowledge, give employees opportunities in making decisions at the individual and organizational level to make the loop of the

change process, and information about how to sustain the organization's transformation (Page & Schoder, 2019). Leaders' and employees' commitment to sustainability is an intangible resource that increases organizational values (Rego et al., 2017).

In the 21st century shift in the global business environment, change has become the norm for organizations to sustain their success and existence. In relationship to sustainability in implementing and managing change in manufacturing organizations, manufacturing organization managers need to focus on their product development processes and their employees' involvement in the change process (Dubey et al., 2017). In a study relating to change and sustainability assessment, Sangwan et al. (2018) suggested manufacturing organizational leaders should apply integrated assessment systems and key performance indicators (KPI) as sustainable measures, as well as consider organizational performance measures in their change processes as both valid and reliable.

Gupta et al. (2018) conducted a quantitative study to assess sustainable manufacturing practices in diverse manufacturing sectors in India. Using the survey method, the authors collected 345 responses from four manufacturing sectors: automobile, electrical and electronics, machinery, and process (Gupta et al., 2018). The researchers concluded that manufacturing companies in India need to (a) work on reducing raw materials and energy consumption; (b) improve methods for waste reduction and waste treatment; and (c) practice lean manufacturing principles to transition production methods toward sustainable development (Gupta et al., 2018).

Summary

Many researchers have used Lewin's three-step model of change to assist organization leaders manage change, positively redirect the employees' perceptions of change, and build a relationship of trust from conception to completion of the change initiative (Errida & Lotfi, 2021; Kotter, 1996). If organizational leaders incorporate employees in the change process, the employees become motivated and feel they are a valuable part of the process. When employees feel valued, they are more likely to assist in ensuring the organization has positive change outcomes. In addition, organizational leaders need to be open regarding the change process. This includes communicating all aspects of the change process, whether negative or positive, and keeping everyone involved informed, will assist in a smooth change transition.

The leader can control the behavior of the employees through the change process by setting an environment of inclusion, communication, and trust. According to Kerber and Buono (2018), organizational leaders should learn how to involve employees in the planning change, this may allow the employees to demonstrate their commitment to the organization. When change initiatives are necessary, organizational leaders should empower employees, increase communication strategies, and create a culture and environment inclusive of positive behavior towards organizational change (Lewin, 1947).

Transition

In Section 1, I presented the foundation of the study, the background, problem statement, and purpose statement involving strategies that some manufacturing managers use to implement and maintain successful change initiatives, in addition to the nature of

the study and the methodology and design. In this section, I also provided the central research question and interview questions to explore the research phenomenon, conceptual framework, operational definitions, assumptions, limitations, delimitations, significance of the study and contributions to business practice, implications for social change, and a review of professional academic literature related to the research problem.

One central research question guided this study: What strategies do manufacturing managers use to implement and maintain successful reengineering and process design change initiatives? The conceptual framework for this study was Lewin's three-step model of change. The literature review in this section included information regarding organizational change, change management, organizational culture, leadership, leadership styles, and change initiative strategies. Section 2 includes a discussion of how I conducted this proposed study. In Section 2, I include the purpose of the study, a review of my role as the researcher and compliance with Walden's Institutional Review Board (IRB), detailed discussions of participants, an overview of the research method and design, population and sampling methods, and ethical research procedures. Also, I explain the data collection and techniques, data organization, data analysis, and reliability and validity. In Section 3, I include an overview of my study, research findings, applications to professional practice, implications for social change, and recommendations for future research.

Section 2: The Project

In Section 2, I explain how I structured my research efforts. Included in this section is a restatement of my purpose and role as the research instrument. I also address participant recruitment methods, the research method and design, target population and sampling, ethical research procedures, data collection instrument and analysis techniques, data organization, and reliability and validity of the study.These discussions build upon Section 1, providing a firm foundation for conducting the proposed study.

Purpose Statement

The purpose of this qualitative multiple case study was to explore strategies that some manufacturing managers use to implement and maintain successful reengineering and design change initiatives. The specific population for this study was four managers in manufacturing plants located in the southern region of the United States who have successfully implemented and maintained reengineering and process design change initiatives. Through this research, business managers in manufacturing industries may use their skills and enhanced knowledge to develop strategies to implement and manage change initiatives to potentially expand new business industries in the southern region of the United States and elsewhere. Also, findings might contribute to social change by increasing manufacturing managers' knowledge and abilities to improve organizations' performance and sustainability, which could lead to investment opportunities in local communities and increased employment opportunities

Role of the Researcher

The role of the researcher in a qualitative study is to serve as the primary instrument for data collection (Saxena, 2017). As the primary investigator, I served as the primary instrument for data collection, developed a sampling strategy, communicated with potential participants, followed an interview protocol (see Appendix A), conducted complete interviews, analyzed data, applied triangulation, formed conclusions, and presented findings of the study. During this study, I served as the primary research instrument for data collection, interpretation, and analysis. Rashid et al. (2019) said researchers should use an interview protocol as a practical guideline for data collection. Also, I listened carefully to participants' viewpoints and encouraged participants to clarify information that was unclear.

According to Wadams and Park (2018), another role of the researcher is to ascertain the presence of bias and take appropriate steps to avoid preconceptions that potentially affect data collection and data analyses. I used an appropriate research methodology and design, recruited participants, (collected and analyzed data, and worked to ensure data and findings of the study were credible and trustworthy. I selected participants based on their experiences involving the research phenomenon.

Primary investigators should maintain awareness and monitor themselves for bias (Wadams & Park, 2018). I mitigated research bias by incorporating member checking and data triangulation. I performed member checking by asking each potential participant to validate interpretations of data. According to Yin (2018), member checking allows participants to review study findings and provide input. I performed triangulation using

multiple data sources. The researcher's ability to mitigate bias and correctly interpret data determines the quality of a study (Wadams & Park, 2018).

Before interviewing potential participants, I built trust with them by communicating openly and honestly so they could make informed decisions regarding their participation in the study. I used an interview protocol outlining procedures for conducting interviews (see Appendix A). The interview protocol helped in terms of ensuring consistency during the interview process. I applied the interview protocol identically to all potential participants. The interview protocol was meant to ensure that I asked the same open-ended questions in an orderly manner for each participant. I used an interview protocol to ensure participants provided answers to one question at a time in the same order to remain in control of the interview process. I followed data collection procedures and guided interviews with open-ended questions to help answer my research question.

The Belmont Report contains appropriate guidelines for conducting ethical research. I followed ethical guidelines in *The Belmont Report* to maintain prescribed standards. *The Belmont Report* contains summaries of ethical principles that are useful for addressing issues and avoiding problems in research with human subjects. *Belmont Report* principles are respect for persons, beneficence, justice, and ethical action (Friesen et al., 2017).

Participants

Participants in this case study were managers in manufacturing plants located in the south region of the United States who had successfully implemented and maintained

reengineering and process design change initiatives. The purpose of this qualitative

multiple case study was to explore strategies that some manufacturing managers use to

implement and maintain successful reengineering and process design change initiatives.

Establishing criteria that potential participants must meet ensures that participants have

the proper experience and knowledge needed to answer the research question (Yin,

2018).

All participants were managers presently in a management role who had

experiences managing others, were familiar with the research topic, were 18 or older, had

successfully implemented and managed reengineering and design change initiatives since

2017, and were currently working in manufacturing plants located in the south region of

the United States. Persons who did not meet these criteria were not eligible to take part in

the study.

My recruitment strategy was to review potential participants' profiles through

public directories or LinkedIn and contact the company management team to secure

email addresses. Once I obtained contact information, I sent emails and made phone calls

to prospective participants to discuss the study and gather recommendations or guidance

about individuals who met eligibility criteria for this study. I recruited potential

participants through purposive sampling. Purposive sampling allows researchers to

recruit participants who fulfill criteria for the study or are likely to have information

needed to answer research questions (Lodhia & Smith, 2019). I emailed invitations to

individuals who met criteria for this research study. To enhance trust and openness, I

asked participants to sign a consent form, explaining intentions and potential benefits to

the organization. Building trust and establishing good working relationships is imperative to ensure that participants respond to questions honestly (Lodhia & Smith, 2019).

Good working relationships between participants and the researcher is imperative to research outcomes (Guillemin et al., 2018). Therefore, I established working relationships with participants by introducing myself via email or telephone. I ensured that participants were adequately informed to understand ethical aspects of research and reassured participants that their contributions would be kept confidential. Duringinterviews, I continued to foster good working relationships with participants by giving them the opportunity to choose a location that was free from distractions, explaining reasons for interviews, addressing confidentiality, and explaining the format of interviews.

After identifying potential participants, I provided participants with an overview of the study, an explanation of the informed consent forms, and information on the value of their participation. Likewise, the email stated that participant contributions remained confidential, and I explained the procedures I had put in place to protect their identity. I informed each participant of his or her freedom to leave the study at any time without any consequence. Finally, the email included instructions for expressing interest in participation, according to the requirements for the study.

To build confidence in participants, I explained to them that the use of a signed consent form complies with a strict academic code of ethics; also, the timeline of the interviews was accommodate potential participants' schedules. After the interviews, I asked participants for recommendations of others in their workplace who may fit the

requirements for participation and may be willing to participate in case I needed more participants to reach saturation. A good rapport between the researcher and participants enables participants to provide access and yield valid data (Guillemin et al., 2018). Guillemin et al. (2018) suggested that it is vital for the researcher to promote transparency and openness in research involving human participants.

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Research Method and Design

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The purpose of this qualitative multiple case study was to explore strategies manufacturing managers use to implement and maintain successful reengineering and process design change initiatives. By using qualitative case studies, the researcher can explore participants' life experience as relates to the phenomenon (Mohajan, 2018). Yin (2018) noted researchers conducting qualitative case studies explore real-world experiences of participants involve in the research. The following was a discussion of the rationale behind the choice of research method and design for this study.

Research Method

Qualitative researchers require rigorous data collection, analysis, and interpretation by observing a phenomenon in a natural setting (Maher et al., 2018). Qualitative researchers use interviews to gain better perspectives on the topic, observe participants' behaviors, and link similar meanings in data collections, analysis, and interpretation (Yin, 2018). Similarly, Guetterman and Fetters (2018) suggested that researchers use a qualitative method to explore phenomena in which no predetermined answer exists and to provide an understanding of how individuals interpret the environment in which they live and experience. A qualitative research method was

appropriate for this study because information was about manager participants' experiences. I collected information about participants' experiences and elucidate phenomena through their real worldviews.

Researchers typically use quantitative methods to examine the relationships and differences among variables, using closed-ended questions, testing hypotheses, and employing statistical methods to analyze numerical data (Kankam, 2020). Quantitative research centers on the quantification of phenomena to test a theory or examine causal relationships (McKim, 2017). Because the goal was not to test a theory or examined causal relationships, quantitative methods were not suitable for this study. The objective of this study was to explore strategies that manufacturing managers use to implement and maintain successful re-engineering and process design change initiatives.

Likewise, mixed methods were not appropriate for this study. I did not seek to use mixed methods for this study because the study objective did not include testing for contradictions in qualitative or quantitative data, as suggested by Guetterman and Fetters (2018). Rather, the purpose of the proposed study was to explore the strategies manufacturing managers use to implement and maintain successful change initiatives. McKim (2017) asserted that the qualitative research approach helps researchers to understand people's thoughts and actions, and the approach had been significant in business research for a long time. I used a qualitative method via interviewing to allow potential participants to describe their experiences on how to implement and maintain successful change initiatives. Using the qualitative research method gives the novice researcher the ability to gain a better understanding of the phenomenon and could

possibly give voices to the potential participants (Moalusi, 2020). Aqualitative research method would produce the desired objective of understanding the strategies manufacturing managers use to implement and maintain successful change initiatives. In conclusion, a qualitative research method was appropriate for this study because information was about manager participants' experiences.

Research Design

Research designs associated with qualitative research include narrative inquiry, phenomenology, and case study (Yin, 2018). Researchers use narrative inquiry to highlight the life stories of individuals (Madden et al., 2018), which is not the purpose of this study. The phenomenological design enables a researcher to explore a particular phenomenon through lived experiences of potential participants (Christensen & Whiting, 2018). Because I was not exploring the participants' lived experiences in this study, phenomenological design was not the best fit. In this study, I used case study design to guide and discover the strategies that some manufacturing managers use to implement and maintain successful change initiatives. The case study design was the best fit for this study because the case study design provides researchers with the opportunities to generate rich data and investigations into new empirical phenomenon within a real-world context (Yin, 2018).

A case study design is an in-depth exploration of a phenomenon in the real-life context (Yin, 2018). I chose to use multiple case study method because it allowed the cross reference of each participant's experiences with others' responses. A multiple case study design enables the researcher to analyze the data and gain an understanding of the

differences and similarities of the data that may add value and credibility to the study (McGrath et al., 2019). Case study researchers consider the study of a real-life, present-day context or setting (Bansal et al., 2018). A researcher uses a case study design to contribute to the knowledge of the individual, group, organizational, social, political, or related phenomena (Yin, 2018). One advantage of the case study design is that researchers have six sources from which to choose (Yin, 2018), whereas, most phenomenological studies are based on interviews of lived experiences of participants about phenomena (Hailemariam et al., 2017).

In this qualitative case study, my aim was to understand the strategies that some manufacturing managers use to implement and maintain successful change initiatives. Using a case study design allows a researcher to use multiple sources of data (Sampson et al., 2019). According to Yin (2018), multiple sources of data consist of collecting data through documentation, archival records, interviews, direct observations, participant observation, and physical artifacts. I will use semistructured interviews and review organizational documentation to complete my research. Case study researchers consider the study of a real-life, present-day context or setting (Rashid et al., 2019).

In this case study, I focused on a specific period of the participants' lives in their roles as managers and experiences regarding the implementation and maintenance of successful change initiatives. In a qualitative case study, researchers use data saturation to determine when interviewing is completed (Sampson et al., 2019). Hennink et al. (2017) claimed that interviews are one method by which a researcher can obtain data saturation. In this study, I will employ semistructured interviews using open-ended questions.

Constantinou et al. (2017) suggested that reaching data saturation can have a positive effect on the validity of the study. Researchers achieve data saturation by selecting and interviewing qualified participants until no new information or themes about the phenomena emerge as suggested by Constantinou et al. (2017). I used purposive sampling to recruit potential participants who can provide quality data related to the research topic. Yin (2018) suggested that using 1 to 10 participants provides enough participation to reach data saturation. I will repeat this approach until the point of data saturation at which no new information or themes recurring pattern as suggested by Lowe et al. (2018). Constantinou et al. (2017) indicated that attainment of data saturation occurs when repeating data lack new information.

Population and Sampling

The population for this qualitative study was operation managers in manufacturing plants located in the south region of the United States, who have successfully implemented successful reengineering and process design change initiatives and were willing to provide data for the study freely. Sampling is a process in which a researcher interviews a portion of a larger population (Moser & Korstjens, 2018). Quantitative and qualitative researchers view sampling from a different perspective (Moser & Korstjens, 2018). According to Kankam (2020), researchers using quantitative methods typically use probability or random sampling from the population of interest. Random sampling is relatively straight forward statistics-based rules and every participant has an equal chance of being selected from the population (Vasileiou et al., 2018).

By contrast, qualitative researchers tend to use purposive sampling, purposive is cheaper than probability sampling, and sample selection is not based on a mathematical process for a random selection (Moser & Korstjens, 2018). In nonprobability samplings, researchers recruit potential participants who are proficient and well-informed with a phenomenon of interest (Moser & Korstjens, 2018). Probability or random sampling will not be suitable because of the need for a specific group of participants for this study, and nonprobability sampling techniques do not rely on a mathematical process for random selection (Guest et al., 2017). Nonrandom sampling techniques qualitative researchers tend to use are (a) convenience sampling, (b) purposive sampling, and (c) snowball sampling (Moser & Korstjens, 2018). Snowball sampling, a type of random sampling technique where researchers start the ball rolling with the first participant, and individuals in the sample are asked to identify other participants (Mortara & Sinisi, 2019).

The technique researchers used to identify participants in snowball sampling is through recommendations from other participants (Guest et al., 2017). The main disadvantages about snowball samplings are (a) selection bias, (b) diversity of subjects, and (c) researchers struggling to overcome validity (Mortara & Sinisi, 2019). Therefore, there will be no guarantee that the samples will be representative or provide validity to my study.

Convenience sampling, a type of nonrandom sampling techniques focuses on a large number of participants, likely to be biased and the problem of outliers, while purposive sampling techniques place the main emphasis on saturation (Moser & Korstjens, 2018). I used purposive sampling techniques to obtain a comprehensive

understanding of the research problem under investigation by continuing to sample until no new substantive information is acquired. Purposeful sampling requires a thoughtful choice of participants with a clear, coherent understanding of the research problem (Lodhia & Smith, 2019). Vasileiou et al. (2018) posited that a purposive sample should provide richly textured information essential to the phenomenon under investigation as opposed to probability sampling employed in quantitative research.

The goal of this research was to explore the strategies manufacturing managers use to implement and maintain successful re-engineering and process design change initiatives. The sampling method was purposive sampling. Purposive sampling allows the researcher to recruit participants who fulfill criteria for the study and likely to have the information needed to answer the research questions (Moser & Korstjens, 2018). Unlike random sampling, where the researcher selects a diverse group of participants, I used purposive sampling methods to target the population that helps capture rich data in support of the research findings as recommended by Yin, (2018). Researchers use purposive sampling when the variables in the study are qualitative in nature (Moser & Korstjens, 2018).

Expert sampling was most appropriate for this study as it allowed me to glean knowledge from participants who have explored the strategies manufacturing managers use to implement and maintain successful change initiatives. The population included five operations managers who had successfully implemented change initiatives strategies in manufacturing plants located in the south region of the United States. I purposefully

recruited participants who were likely to have the information needed to answer the research questions.

Researchers use limited purposive samples size to seek specific knowledge (Ame et al., 20219). Purposeful sampling enables a researcher to recruit participants who fulfill criteria pertinent to the study and its purpose (Ame et al., 20219). Establishing criteria for participants selection were based on the following: (a) presently in a management role and have management experience; (b) experience in implementing and managing change initiatives; and (c) currently working in manufacturing plants located in South Region of the United States. I used the guidance of *The Belmont Report* to treat all participants as independent agents and to avoid any harm related to the research process.

Sample size in the quantitative research community has established relatively straight forward statistics-based rules while the qualitative researchers believed that the sample size should be large enough to allow the unfolding of a new and richly textured understanding of the phenomenon under study (Vasileiou et al., 2018). The prevailing concept for sample size in qualitative studies is data saturation and in quantitative studies it is power calculations (Guetterman & Fetters, 2018). Constantinou et al.(2017) noted that data saturation in qualitative interviews does not depend on the number of participants, but the quality of the information provided from the interviewees.

In justifying the sample size, I rely on the guidance of Yin (2018), who suggested that in conducting a qualitative study, a small sample size does not detract from the legitimacy of the study. Achieving data saturation is the key to qualitative research because it plays an instrumental role in determining the sample size in purposive

sampling (Constantinou et al., 2017). Saturation is the common proposed criteria for determining when sufficient sample size has been reached, which is determined by the number of interviews rather than the number of participants as suggested by Sampson et al. (2019). The use of five participants in this study may or may not provide quality, and rich data concerning the strategies manufacturing managers use to implement and maintain successful change initiatives.

To reach data saturation, I recruited participants, interviewed, and reviewed the important organizational document. In a case study, using in-depth interviews, recruiting the appropriate number of participants is important to the success of the research (Yin, 2018). The number of participants should be sufficient to achieve data saturation. Data saturation occurs when the data obtained from interviews becomes repetitive, and no new information emerges as analysis proceeds (Majid et al., 2018).

The attainment of data saturation requires the continual collection of data until there is repetition in the data collected (Sim et al., 2018). I ensured data saturation via multiple interviews and document reviews. I first recruited an initial pool of five potential participants. I continued to interview participants, transcribed the responses from audio recordings, coded all data collected from interviews, provided ongoing assessment of emerging themes, and continued reviewing relevant organization documents until the data reflect no new information.

I continued doing face-to-face interviews until I found enough participants and gather enough information to reach saturation, as recommended by Harrison et al. (2017). Member checking gives the participants the opportunity to review results of the

researcher's interpretation of the participants semistructured interview responses and can reduce personal bias and increase credibility of the results (Yin, 2018). The collection should conclude when the researcher finds no new concepts (Sampson et al., 2019). Reaching data saturation enhance the quality and content validity of a study's result (Constantinou et al., 2017).

Ethical Research

The Walden IRB requires scholarly researchers to follow ethical principles of research taken from *The Belmont Report* protocol to ethically protect the research participants. I applied and received permission from the IRB before conducting participant selection and data collection. I obtained permission to use the company sites that will be involved in the study before the interviews take place. Organizational agreements could be in place before I had any participant interaction, as recommended by Whitney (2016).

An important principle of ethical research is to ensure that all steps in the research comply with the policies of organizations employing participants. Haines (2017) suggested that researchers have an ethical duty to protect study participants from harm, safeguard their confidentiality, and obtain informed consent before they take part in the study. As the primary investigator, I asked potential participants to confirm their willingness to participate in the research by signing the consent form. Additionally, potential participants have an opportunity to ask questions regarding the study requirement.

In the consent form, I explained to the participants (a) the background

information, (b) the procedures of the study, (c) the assurance of confidentiality of the

data to be collected, (d) the voluntary nature of the study and sample interview questions

(see Appendix B), (e) the contact information, and (f) the freedom to opt out of the study.

Also, I offered potential participants to an opportunity to ask questions before signing

consent form. All potential participants received, review, and sign consent forms and a

confidentiality agreement for this study. The data collected for this study remained

confidential. I executed these steps before the commencement of the interviews, as

suggested by Yin (2018).

The consent form clearly stated the purpose of the study, the nature of the study,

the participant's right to withdraw from the study, assurance of the participants'

confidentiality, and the strictly voluntary nature of participation and lack of incentives.

Haines (2017) noted that ethical researchers protect participants' rights, protect them

from any potential harm, and guarantee the research integrity of the project. Walden IRB

requires all researchers to complete the online National Institutes of Health (NIH)

training for the protection of human research participants before recruiting participants

for a study. I have completed the online training and received the certificate required to

take part in research involving human subjects.

Once I received approval from Walden IRB, I recruited participants through a

letter of invitation. I sent an invitation letter via email to potential participants introducing

myself and explaining the purpose of the study. Also, I informed participants that their

participation in the study was voluntary, and they have the option to withdraw from the data collection process at any point either verbally or in writing without any penalty.

The consent forms were presented to the participants electrnically with detailed information reagarding the purpose of the study. If the participants agree to participate, they acknowledge their participation by replying *consent* to the email and return the acknowledgement electronically. The electronic copy was presented to the potential participants as a hard copy at the time of the interview for signature. If the participants have any questions or concerns regarding the study, they may contact me via email or phone.

Once all documentation was received from the participants, I scheduled interviews. There was no monetary payment or gifts attached to participating in this study. The identity of the participants remained confidential. Each participant was identified as P1 through P4. All information gathered in the research data collection process (recordings, consent forms), will be kept in a lock box and storedon a password-protected flash drive for 5 years as recommended by Wang et al. (2018). After the 5-year term, all documentation and recordings will be destroyed.

Data Collection Instruments

In this study, I was the primary data collection instrument, data collector, facilitator, and interviewer. In qualitative study, the researcher is the main instrument for data collection (Saxena, 2017). The researcher ability to collect data is one of the primary instruments in qualitative research (Clark & Veale, 2018). Yin (2018) suggested six potential data sources when gathering evidence for a case study: documentation, archived

records, interviews, direct observation, participant observation, and physical artifacts. I collected data from two sources: semistructured interviews and document review.

Heath et al. (2018) indicated that interviews are a useful method of collecting data in qualitative research. Interviews enable individuals to talk candidly about their experiences and understandings. Atherton et al. (2018) suggested that semistructured interviews using open-ended questions will allow potential participants to explain their true opinions and in-depth experiences. Open-ended questions allow participants to express their views, interpret questions fairly, and share detailed answers to the questions during the interview (Yin, 2018). Atherton et al. (2018) suggested that the semistructured interview using open-ended questions allow participants to explore information about any topic during the interview. The presence of a researcher may change the behaviors of the participants during face-to-face interview process can be a disadvantage as noted by Atherton et al. (2018). I observed participants and took detailed notes during the interview process. Yin (2018) noted observational evidence is often useful in providing additional information about the topic being study.

I asked the managers to answer the interview questions from their personal experiences in implementing and managing change initiatives in their companies. The goal of using interviews as the primary collection instrument was to explore the strategies used by manufacturing managers to implement and maintain successful reengineering and design change initiatives. I used the interview protocol (see Appendix A) as a guide to direct participants' conversations toward the research topic. I designed the interview questions for responses that may answer the over-arching research question of this study:

What strategies do manufacturing managers use to implement and maintain successful

reengineering and process design change initiatives? I seek permission from participants

to employ a tape recorder during the interview to accurately capture the participants'

conversation and responses. I continued with face-to-face interviews until data saturation

was attained. Before data collection, I obtained IRB approval and had each participant

sign an informed consent along with the participating manufacturing companies.

     The second source of data collection was document reviews. I conducted

document reviews, as recommended by Yin (2018). I conducted these reviews using

company documents related to the research topic provided by the research participants. In

this study, I collected information concerning the participants' experiences in

implementing and maintaining successful change initiatives. Yin (2018) noted that

flexibility and control during interview with participants can be additional advantage for

semistructured interview and document reviews. Reliable research findings when other

researchers can repeat the data collection procedures and obtain similar results (Yin,

2018). I enhanced the rigor, reliability, and validity of my data collection through

member checking; this entails allowing participants to review a researcher's

interpretation of their responses after the interviews. I used member checking techniques

to verify the accuracy of the interpretation of participants responses as suggested by

Smith and McGannon (2017). I contacted participants by phone or email to verify the

accuracy of the interpretation of their responses. Researchers use members checking to

enhance the reliability and validity of collected data (Yin, 2018).

Data Collection Technique

The primary technique I used to collect data was semistructured face-to-face interviews. Researchers used face-to-face interviews with open-ended questions to gain knowledge of participants' lived experiences (Moser & Korstjens, 2018). I used open-ended questions during the interviews to allow participants to use their own words in expressing their experiences. I conducted interviews at times that were convenient for participants who chose an environment that allow them to speak freely and without interruptions.

I followed the interview protocol (see Appendix A) as a guide for the procedures and a method to elicit responses during the conduct of the interviews. The use of an interview protocol supported that I ask the same questions in a similar order to all participants (Yeong et al., 2018). Using an interview protocol ensures that participants provide answers to one question at a time in the same order for all participants and gives the research control over the interview process. I informed the participants to email the signed consent form before the interview or pick it up at the interview before he or she participates. I informed the participants that the interviews will be audio recorded.

The advantage of semistructured face-to-face interviews is that the researcher can see interviewees' facial expressions and body language. These behaviors offer clues for potential follow-up questions that can be useful for data analysis (Atherton et al., 2018). The possibility that some participants may be nervous or uncomfortable with the face-to-face conversation will be a potential disadvantage; this may lead to less in-depth

information collected during the interviews (Yin, 2018). According to Atherton et al. (2018), face-to-face open-ended interviews requires two-way communication.

I only began looking for participants after receiving approval from Walden University's IRB. The potential participants in the study were three operations managers in a manufacturing plant, who have successfully implemented change initiatives. Open and trustworthy communication with participants can mitigate such risks (Yue et al., 2019). Researchers can gain trust with participants by openly explaining the goals for the research and the processes in place to ensure the protection of their identities. In the data collection process, I followed these steps: (a) I contacted potential participants via email or over the phone, (b) I introduced myself and thoroughly explain the purpose of the study, (c) I presented the informed consent to the potential participants to review, (d) I asked questions to make sure participants clearly understand the purpose of the study, and (e) I retrieved the signed informed consent forms showing the study participants' voluntary agreement to participate in the study before scheduling interviews at a place of their choice.

At the beginning of each interview, I reiterated study participants' rights, including the right to withdraw from the study at any time as contained in the informed consent. I then proceeded with data collection using semistructured face-to-face interview and document reviews. With the consent of the participants, I audio recorded all interviews and took notes during each interview. Recordings ensured that I have captured the participants' conversations and responses throughout the stages of the data collection process (Yin, 2018). I used a laptop as a digital audio recorder in the interview process to

help with data coding and analysis. I made notes of observations during the interview

procedure to ensure that I did not miss essential non-verbal information. The direct

observations provide researchers with an opportunity for immediate, precise, and accurate

information regarding participants behavior (Atherton et al., 2018). I observed

participants to ascertain whether the interviews accurately capture the context within

which people interact as recommended by Yin (2018). The disadvantage of using direct

observation is the researcher may need written permission. I followed the interview

protocol (see Appendix A) as a guide. With approval from each participant, I took in-

depth notes of each participant's responses and gestures. I informed participants that all

data obtain during interview will be treated with the strictest level of confidentiality and

will be stored in a placed that is only accessible by me. The advantage of observation

includes observing nature behavior, which will be necessary to get a real picture of the

behaviors (Yin, 2018). I interviewed one participant at a time record all interviews and

take notes.

At the end of each interview, I reviewed any handwritten notes or digital

recording with the participants to ensure the accuracy of the responses. I personally

transcribed the interview recordings, as suggested by Maher et al. (2018). After

transcribing the interviews, I paraphrased the participants' responses for each question

into my own words, and then ask the participants to ensure accuracy of interpretation.

The participants reviewed, corrected, and expanded on the synthesis of their answers to

the interview questions. I used member checking to enhance credibility and strengthen

the trustworthiness of the study. I performed member checking, which allowed

participants to review the analysis of their responses for accuracy of the interview. I

conducted a follow-up interview approximately 3 days after reviewing the interview data

and form interpretations. Ghaedi Heidari et al. (2019) noted, member checking is

conducted after the data collection to check, comment on, or approve the researchers' data

or interpretation.

I provided a printed copy of the interview summary and interpretation of each

potential participant to review. In the member checking process, participants review the

synthesized responses to the interview question to verify the accuracy and completeness

of the answers. Member checking is a technique to validate and enhance the

trustworthiness and credibility of the results (Smith & McGannon, 2017). Yin (2018)

indicated that member checking increases credibility and validity in a study. Smith and

McGannon (2017) suggested that providing an opportunity for study participants to

review the accuracy of the synthesized interviews can enhance the quality of the collected

data. I contacted participants by phone or email to set up a time to review my

interpretations of their interview responses, and then conduct member checking

interviews.

The other data source is organizational documentation. Yin (2018) suggested that

the use of document reviews can be an advantage and help researchers to achieve a more

credible study. However, reviewing documentation can also become a disadvantage if

documentation is not current and companies may not be willing to share relevant

documentation. Also, documents may not accurately reflect what companies are doing. I

conducted document reviews, as recommended by Yin (2018). I requested permission to

access company materials that are related to research topic, explore company websites, administrative documents, and other document that could aid me to understand the strategies manufacturing managers use to implement and maintain successful reengineering and design change initiatives. For a case study research, document review serves as a data collection source to understand the aspects that required clarification during the semistructured interviews (Krosnick, 2018).

Data Organization Technique

A researcher can achieve confidentiality by assigning generic codes to each participant (Maher et al., 2018). For this study, I coded the participants' responses into main categories with headings and subsections using alphanumeric codes P1, P2, P3, and P4 in place of the names or other identifying information to ensure the confidentiality of participants' personal and business information. Through the informed consent process, I obtained permission to audio record the interviews. After the interviews, I immediately transcribed participants' interviews verbatim into written documents. Organizing transcribing data will help researcher to identify themes as suggested by Yin (2018). After the interviews, I transcribed the recording. Yin (2018) noted excellent organized database helps make data retrieval easy. Next, I reviewed transcriptions and I assigned codes to data using an open coding system to drive emerging themes. I used alphanumeric codes P1, P2, P3, and P4 in place of the names or other identifying information to ensure the confidentiality of participants' personal and business information.

Ravitch and Carl (2019) suggested that research log can serve as a reflective journal while collecting and analyzing data. Researchers used research log to keep track of changes to data collection plan and progress in research process (Ravitch & Carl, 2019). To stay organize, I used spreadsheets log to keep notes, keep track of any modifications to data collection plan, and information gathered from participants. I kept transcribed documents in each participant's folder on a password-protected laptop. Data coding is essential to analysis; it is a method to sort and organize data so that the results become clearer to the researcher (Yin, 2018). I used a coding system to label and organize participants' data. I labeled each participant's responses with a single pseudonym (P1 to P4) to maintain their confidentiality. Ravitch and Carl (2019) suggested that researchers categorize and label data for consistency

Utilizing NVivo® 12 software, I organized, identified, and compared the themes I found in the data against the key themes from the literature review and conceptual framework to discern the relationship of the study results to the findings from the literature review. I presented the findings in the final section of the study. Upon completion of the interviews, I kept all documents, including the interview notes, the consent forms, interview recordings, and transcripts in a locked cabinet and on a password-protected flash drive. I continue to save and protect all documents for 5 years following the end of the study and then shred printed materials and erase digital data to protect the confidentiality of the participants.

Data Analysis

I used methodological triangulation to confirm the data and check them with multiple sources to mitigate bias and to enhance credibility. In this study, I collected data from two sources: semistructured interviews, and document reviews to provide answers to the research question. Using multiple sources to triangulate the data elevates the reliability and validity of the study (Harrison et al., 2017). Fusch et al. (2018) stated that data triangulation, which includes more than one approach, can enhance confidence in the findings.

Qualitative data analysis is the process of coding information to identify central themes (Yin, 2018). According to Ravitch and Carl (2019), the researcher is required to follow a sequential data analysis to ensure the validity of presenting themes. I used the data I have collected through the interviews and reviews of relevant company documents to address the research question. The responses and terms were coded into categories that emerge during the literature review process. I used data coding to identify common terms, ideas, and phrases in the interviews and were document these in the data analysis section of the research report. Each participant will have a code: *P1* = Participant 1, *P2* = Participant 2, *P3* = Participant 3, and *P4* = Participant 4. I used only the code when uploading data into NVivo® 12 software for data analysis.Yin (2018) stated that the assignment of codes protects the confidentiality of participants. I used Microsoft Excel to form columns to keep track of the data such as themes and patterns.

The thematic analysis approach to data analysis consist of (a) grouping of significant data from participants, (b) clustering of related ideas to identify main themes,

(c) identifying common themes, (d) developing structural and textual patterns, and

creating meaningful descriptions (Yin, 2018). Using NVivo®12 software, I compared the

key themes resulting from the analysis of the data against the key themes from the

literature review and the conceptual framework. These data analysis activities allow an

understanding of how the study results may be consistent with previous research findings.

To maintain the timeliness of the literature review, I setup database alerts. These track the

publication of new studies related to change management, strategies to implement and

maintain successful change initiatives, employees' resistance to change, and changes in

technology. The alerts might indicate a need to update the literature review and study

themes. These alerts occur at least weekly and continue throughout the course of this

study.

<div align="center">**Reliability and Validity**</div>

Reliability and validity are two elements that any qualitative researcher should

address while planning a study, evaluating results, and assessing the quality of the study

(Yin, 2018). Reliability and validity are important factors that determine the credibility of

research findings (Cypress, 2017). Measures that are useful for assessing the reliability

and validity of qualitative studies such as credibility, transferability, dependability, and

confirmability (Maher et al., 2018).

Reliability

According to Spiers et al. (2018), reliability refers to replication and consistency

of result. Reliability refers to the extent that research findings are replicable in other

similar studies (Cypress, 2017). To achieve reliability in the study, I selected participants

who have demonstrated skills in implementing and managing successful change initiatives and who can provide credible information for analysis. I used a single set of open-ended questions for all participants to allow replication of the research. I used the interview protocol (see Appendix A) as a guide to minimizing the errors and biases in a study. The use of an interview protocol is to ensure that the researchers ask the same questions in a similar order to all participants (Yeong et al., 2018). I included various sources of evidence in my study such as interviews, reviews of company documents, and observations to reduce errors, eliminate bias, and enhance the study findings. Yin (2018) suggested the use of multiple sources of evidence will increase reliability. I enhanced research reliability by conducting member checking. Thomas (2017) stated that member checking allows participants to review the researcher's interpretation of their responses for accuracy, which increases the reliability of the research findings. After transcribing the interviews, I paraphrased the participants' responses for each question into my own words, and then ask the participants to ensure accuracy of interpretation. I supported all inferences with valid information that is clear and easy for readers to comprehend; thus, contributing to confirmation of the results. I keep records of data and transcript to ensure reliability of research as suggested by Cypress (2017). Spiers et al. (2018) noted that reliability is equivalent to dependability which means the consistency of results.

Dependability refers to a researcher's ability to draw the same conclusion when the same phenomenon is explored in another research study (Maher et al., 2018). To eliminate doubt and ensure dependability, I included member checking and triangulation as suggested by Ghaedi Heidari et al. (2019) and Cypress (2017). I conducted transcript

review to provide the participants with the opportunity to clarify, confirm, and provide additional views on the study. Member checking enhance dependability of the findings (Smith & McGannon, 2017). In addition to interviews, I included reviews of company documents to enhance the consistency of results as suggested by Yin (2018). According to Jentoft and Olsen (2019) data triangulation, which includes more than one approach, can enhance confidence in the findings.

Validity

Validity involves the ability to confirm the credibility and trustworthiness of the research (Cypress, 2017). Smith and McGannon (2017) noted that researchers must use the appropriate methodology for data collection, data analysis, and member checking to enhance credibility of the research. Similarly, Cypress (2017) indicated that triangulation decreases biases, increases validity, and strengthens the research. After transcribing the interview recordings, I then performed member checking to enhance credibility and strengthen the trustworthiness of the result. The participants reviewed, corrected, and expanded on the synthesis of their answers to the interview questions. Yin (2018) suggested that researchers use members checking to enhance the reliability and validity of collected data. Similarly, Smith and McGannon (2017) indicated allowing the participants to perform member checking can reduce personal bias and increase credibility of the results of the researcher's interpretation of the participants semistructured interview responses. In addition, I reviewed relevant organizational documents related to the strategies manufacturing managers use to implement and maintain successful change initiatives. For a case study research, document review serves

as a data collection source to ensure the accuracy of interpretations of data and that increases credibility of the research (Yin, 2018). Fusch et al. (2018) claimed that researchers enhance the credibility of the study through triangulation. Cypress (2017) indicated credibility, transferability, confirmability, and dependability are criteria that establish trustworthiness of a research study. I used the qualitative techniques of credibility, confirmability, and transferability, to assess the validity of my study. The following describes how I addressed the reliability and validity of this study.

Credibility

In the data collection process, credibility is a measure of the researcher's account of the truth (Cypress, 2017). Maher et al. (2018) indicated that credibility is reflected when the participants' perceptions align with the researcher's portrayal of them. Credibility refers to the level of trust a person can place in the researcher's interpretations, and the researcher demonstrates credibility by spending sufficient time on the topic (Liao & Hitchcock, 2018). Researchers use document reviews, interviews, and interviews to achieve study credibility and enhance the quality of case studies (Turner et al., 2017). According to Fusch et al. (2018), strategies to enhance the credibility of the study results is through triangulation. Fusch et al. (2018) noted that researchers use triangulation to test the validity of data by using multiple methods to collect data. In this regard, I used methodological triangulation to support and enhance credibility by diversifying sources of data. I conducted interviews, made physical observations during the interviews, and reviewed of organizational documents related to strategies that some manufacturing managers use to implement and maintain successful change initiatives. I

used member checking to validate the correct interpretations of participants' experience. I transcribed participants' interviews and contacted participants by phone or email to provide feedback about the accuracy of research findings. Confirming research findings with participants increases credibility by ensuring the accuracy of interpretations of data (Yin, 2018).

Confirmability

Results reflect participants' understandings and experiences as observed and heard by me, rather than reflecting my preferences, biases, or expected outcomes. Researchers use the following actions to achieve confirmability: (a) participants confirms the the accuracy of the results (Smith & McGannon, 2017), (b) conducting member checking can increase confirmability (Yin, 2018), (c) ensuring that the research findings reflect the understandings and experiences of the participants (Korstjens & Moser, 2018). To achieve confirmability, I recorded all interviews and collected data from multiple data sources. I used the NVivo software to organize and confirm all decisions for coding and comparing the emerging themes. Also, I used member checking as recommended by Smith and McGannon (2017) so that the findings reflect an accurate understanding of the participants' responses rather than the researcher's preferences.

Transferability

The extent to which other researchers can transfer findings from one study to other situations without losing the integrity of the original findings (Yin, 2018). Similarly, transferability occurs when the readers of research determine whether similar processes might apply to other settings and cultures in their research (Maher et al., 2018).

As recommended by Korstjens and Moser (2018), I described the context of the research rigorously so that readers can make judgments as to similarities with other situations. To enhance transferability, I provided complete details for this study related to the type of industry, geographic location, and the population to allow other researchers to judge the applicability of the results to other cases. Korstjens and Moser (2018) noted that providing enough information about the participants and the research context help the reader to assess the transferability of the findings.

Data Saturation

The researcher can identify data saturation when no further data add meaning to the study (Lowe et al., 2018). Data saturation is reached when the researcher is no longer seeing new information (Sim et al., 2018). Also, Lowe et al. (2018) indicated that attainment of data saturation occurs when repeating data lack new information. I achieved data saturation by selecting and interviewing qualified participants. I followed the interview protocol, ask each participant the sam question in the similar format during an interview process as suggested by Fusch et al. (2018). I began with five participants in this study, however, if data saturation was not reached with the use of the five participants, I would add participants until data saturation occurs. I would repeat this approach until the point of data saturation at which no new information or themes recurring pattern as suggested by Yin (2018).

The likelihood of achieving data saturation is greater when researchers use a second data source, such as document reviews (Fusch et al., 2018). According to Fusch et al. (2018), using a qualitative multiple case study design with methodological

triangulation helps researchers in reaching data saturation and recognizing biases. I

mitigated bias by incorporating data triangulation, interview protocol, data saturation, and

member checking. I performed triangulation using multiple data sources as recommended

by Cypress (2017). I performed member checking by asking each potential participant to

review and verify the interview transcript. According to Smith and McGannon (2017),

member checking allows participants to review the accuracy of the synthesized

interviews and provide input. To address the transferability, I performed all these

researchers' recommendations through my study. Cypress (2017) noted credibility is

important factor in the transferability of the study. Finally, I documented descriptions of

steps in this study to allow for the reproducibility of the research

Transition and Summary

In Section 1, I presented the problem regarding lack of strategies that some

manufacturing managers use to implement and maintain successful change initiatives. In

Section 2, I presented the purpose of the study. In this section, I also presented my role as

a researcher during the data collection process, selection of participants, research

methods and design, and rationale for selecting a qualitative methodology to use in a

multiple case study design versus other methods and designs. Furthermore, I included a

description of the population and sampling method, ethical research procedures, data

collection instruments and techniques, data organization techniques, and data analysis. I

concluded with a discussion of methods and techniques for assuring reliability and

validity of the study.

In Section 3, I present findings based on data collection from participants, documents reviews, and direct observation. I highlight how findings are relevant to professional practice and implications for social change. I conclude with recommendations for further action and research and reflections involving my experiences as well as a conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative multiple case study was to explore strategies that some manufacturing managers used to implement and maintain successful reengineering and design change initiatives. In this study, I conducted face-to-face semistructured interviews using open-ended questions with four managers presently in a management role in different manufacturing plants located in the south region of the United States. Also, I explored company document to provide answers to the research question. Findings revealed strategies some manufacturing managers used to implement and maintain successful reengineering and design change initiatives. This section includes a broad discussion of study findings to address the central research question: What strategies do manufacturing managers use to implement and maintain successful reengineering and process design change initiatives? Also, I described applications of the findings to professional practice and implications for social change. I conclude with recommendations for further action and research and reflections involving my experiences, followed by a conclusion.

Presentation of the Findings

To gather data, I conducted semistructured interviews and document reviews. I conducted face-to-face semistructured interviews using open-ended questions with four managers who successfully implemented and maintained reengineering and process design change initiatives and were presently in management roles in manufacturing plants located in the south region of the United States. Face-to-face interviews with open-

ended questions allowed participants to use their own words to express their experiences. Participants expressed their views and in-depth experiences, interpreted questions fairly, and shared detailed answers to questions. After recruiting and identifying potential participants who met criteria for the study, I sent five potential participants an invitation letter with a consent form via email. Four participants agreed to take part in the study.

At the beginning of each interview, I reviewed research consent forms with participants, which they had previously signed. Also, I reminded participants that the interview process included audio recording and notes, and I was obligated to keep information confidential. I followed the interview protocol as a guide for procedures and methods to elicit responses during interviews, and asked each participant seven interview questions, which were all answered. During interviews, three participants presented me with company documents for additional information. After each interview, I transcribed data and emailed participants a copy to verify their interview responses. Also, I explored company document. Data I obtained from document reviews included information on key performance indicators, business plans, and employee engagement in the change. Fusch et al. (2018) said the likelihood of achieving data saturation is greater when researchers use a second data source such as document reviews. Data saturation occurs when no further data adds meaning to the study (Lowe et al., 2018). After reaching data saturation, I used NVivo12 software for coding and data analysis. I used a coding system to label and organize participant data. Assignment of codes is used to protect confidentiality of participants (Maher et al., 2018). Data coding is essential to analysis; it involves sorting and organizing data so that results are understandable to the researcher (Yin, 2018).

Through coding and analysis of interview and secondary data, I identified themes.

Primary themes that emerged were proper planning, clear communication, leadership,

and employee engagement. Lewin (1947) said that when change initiatives are necessary,

organizational leaders should communication strategies, empower employees, and create

a culture and environment that leads to positive behaviors involving organizational

change.

Table 1

General Information on Manufacturing Managers

Parameters	Participant #1	Participant #2	Participant #3	Participant #4
Code	*P1*	*P2*	*P3*	*P4*
Years with company	14 years	16 years	12 years	7 years
Years in management	20 years	19 years	17 years	14 years

Theme 1: Proper Planning

The four participants in this study noted that approaches to achieving successful

organizational change require proper planning. P1, P2, P3, and P4 identified that the first

step in the planning process was to set well-defined goals for successful implementation

and maintaining reengineering and process design change initiatives within organizations.

All four managers clearly stated inputs from key stakeholders, including the engineering

team, leadership team, and end users was essential during the planning stage. Also,

participants emphasized that the leadership team to brainstorm ideas and look at pros and

cons of implementation can assist in terms of smooth transitions and cultivate an environment of empowerment for employees during this change process.

P1, P2, P3, and P4 said the early stage of planning process involved putting together a structure, checklist of actionable tasks, timelines for achieving each task, and established deadlines for each task. P1 indicated that input from stakeholders and engineers regarding change layout, materials flow, information, and user interface could help in terms of overcoming change resistance. P2 worked for a multinational consumer goods corporation as a manager explained that all my successful change initiatives included proper planning which detailed change procedures and methods to transfer knowledge to support all levels of employees. P3 added, "managers must explained change procedures to all levels of employees and constant evaluation to continuously monitor the success of process change." P4 advised that input for stakeholders and leadership teams along with development of written documents to support sound and well-defined change plan helped reduce employees' resistance to change. Participants concluded that change initiatives had better chance of success when managers focus on desired employee behaviour to buy in and support change planning process. Having a sound plan in place enables leaders to implement and manage successful change initiatives. Manufacturing business managers need skills and clear approaches to attain organizational goals in an effective and efficient manner (Bhaskar, 2018).

According to Lewin (1947), managers should convey details of their strategic plans to their teams and employees during each phase of the change plan. Also, Lewin said successful change initiatives involve a series of phases and require planning.

According to Burnes (2020), leaders of change require a structured process and the steps in implementing and managing successful organizational change.

Theme 2: Clear Communication

The second theme that emerged from data analysis was clear communication. The theme clear communication was the most frequent strategy identified and emanated from the four managers responses to seven interview questions. P1 stated that established goals should be communcated and allow feedback from the team to respond to and offer suggestions about the change. P1 further added the following: We use communication

called one page document plan. This communication has within the body of one page document why the change is occurring, what benefit to the customer, who initiate the change, who can answer the questions, what is it that is changing, and that one pager we use it as one page communication tool to try make sure people stay abreast on what is going in terms of change.

 P2 corroborated by stating that a manager can work to overcome is trying to make sure that change is well communicated and then everyone understands the process in which change is going to be implemented. P3 reflected on a particular change initiative experience few years ago and stated that change must linked to the mission of the organization, well planned, and clearly communicated to every employee. P3, stated that communication by email, in person, and by posting information for employees so that everybody aware what is happening could significantly improve transparency and employees' commitment to change. P4 added despite the increasingly complex and competitive atmosphere in organizational change process, it is important to communicate

the change plan and rational with clear documentation so that people can review and understand key message and timeline about change. All managers participated in the study pinpointed employees buy-in to change starts with communicating the purpose of the change, the plan for change, the possible impact, and how the change may resolve organizational challenges. P1, P2, P3, and P4 emphasized clear communication of change purpose, plan for change, and outcome of change to all employees create a culture of teamwork to support change.

All four participants insisted that leaders should have open communication with employees at all levels to avoid employees resist to change. Lewin (1947) stipulated that successful organizational change requires proper planning and communication to change the behavior of an individual or a group to bring about change. In addition, Lewin (1947) emphasized that the basic approach for understanding and achieving successful organizational require unfreezing, changing, and refreezing. Lewin (1947) asserted unfreezing, changing, and freezing provides direction on how to successfully implement changes and the main doctrine of the change management theory.

The findings of the study also aligned with the review of literature in which communication was identified as a key strategy in implementing and managing successful re-engineering and process design change initiatives. Syahmi et al. (2019) researched the influence of communication and organizational change initiatives and concluded that change practitioners adopt communication approach to ease the resistance to among affected stakeholders and employees. Ballaro et al. (2020) revealed that leaders

must be able to communicate the vision of change and destination to employees to enhance organizational change and performance.

Theme 3: Leadership Style and Employee Engagement

The four managers in the study had common views regarding leadership style and employee engagement during the change process. All participants empasized the ability for employees to engage and provide in put in the change process depends on the leadership style. Engaging leaders help remove obstacle such as resistance and create a culture of teamwork to support successful change. All participants emphasized that the success of an organizational change is directly connected to leadership styles and ability to engage employees in change processes. In addition, P1 emphasized a transformational leader works to ensure employees had a voice, motivates employees, provide vision and guidance to execute successful changes. P1 explained that a transformational leader inspires employees to engage in the change. P1 said, "I have learned from the experience, when working with operators on manufacture floor". Also, P1 pointed out that "operators like to work with leaders who pay attention to their needs and work with employees to identify needs for change".

Similarly, P2 noted implementing and managing successful re-engineering and process design change in manufacturing required transformational leadership style and employees' contribution from all levels of supply change operation. In other for change to be successful, you have to get operators involve in the change process. P2 stated, that "you get buy- in from operations level, the mechanical level, and then everybody when employees trust in management about change so that everybody feel that they have input

in the change process and the change will last smoother". P3 emphasized buy-in from the front-line team is achieved by engaging the team at the beginning of the process. P3

> further specified the following: We pull front line workers into the process at the early stages of the change process. I have found that the front-line team is very helpful with brainstorming potential causes and defining the problem. The front-line team members are the experts in their areas. They offer information that cannot be found in data. Engaging the team in the development of the solution is a key to gaining support for the improvement. Explaining the benefits of the improvement to the front-line team is also very important. Giving the front -line training and setting expectations helps drive implementation.

P4 stated that effective leaders use honest messages to promote employees' motivation towards achieving common goals and improve organizational performance. Trust is a key factor regarding employee belief in their leaders and the leaders' ability to lead organizational change. P4 further noted change initiatives sometimes fail when employees lack trust in change leaders and their organization's visions of change. P4 said, "with human resources (HR) background and working for the company for 16 years I have better understanding of manufacturing operations, I tend to allow people space or voice to be heard, also very up-front from the beginning on how their contribution and level of commitment to change initiatives important to organizational success".

The findings in the study were consist with the existing literature on the factors affecting change. A successful organizational change is directly connected to leadership and leadership style, as leaders can promote employees' motivation toward achieving

common goals and improving organizational performance (Okenda et al., 2017). Hashem

(2019) noted that effective leadership styles and management commitment improve

organization productivity. For this reason, it is useful to explore individual managers'

leadership styles and behaviors to understand how success emerges during organizational

change, particularly when using transformational leadership (Miller & Miller, 2020).

According to Chai et al. (2017), transformational leaders are directly related to sharing a

vision who works with employees to identify needs for change, and these leaders then

provide vision and guidance to execute changes with their team members. Similarly,

Kark et al. (2018) suggested that transformational leadership encourages self-regulation

motivation, which contributes to increasing employees' creativity. Some researchers have

investigated transformational leadership styles and practices related to business and

employee outcomes. Transformational leaders tend to have organizational support and

positive relationships with employees; hence, their followers can become more creative

and have higher levels of self-efficacy (Suifan et al., 2018). Faupel and Süß (2019)

revealed those transformational leaders motivate employees and increase their

engagement in the change process.

The theme leadership style and employees' engagement in implementing and

managing successful re-engineering and process design change initiatives was aligned

with my conceptual framework that guided this study. Lewin (1947) three-step model of

change stressed that successful change initiatives go through unfreezing, changing, and

refreezing phases and requires a leader who provide direction on how to successfully

implement changes. Lewin (1947) further suggested leaders anchor changes into the work

culture, develop ways to sustain change, and celebrate successful implementation of the change.

Applications to Professional Practice

The results of this study in combination of the conceptual framework and the review of literature assist in providing organizations managers with strategies to implement and manage successful re-engineering and process design change initiatives. Primarily, the findings in this study could provide guidance for business managers in manufacturing industries located in the south region of the United States and elsewhere skills, and enhanced knowledge to improve strategies to implement and manage successful re-engineering and process design change initiatives. In addition, the findings could potentially help other change managers and business leaders develop their own change strategies models, maximize employees trust and faith in managers in implementing and managing successful change. The findings of this study could serve as a foundation for a standardized reengineering and process design change initiatives. Increasing managers and business leaders with successful change management strategies might bring new knowledge to many stakeholders in manufacturing management on how to develop change strategies and engage employees in change initiatives to ensure the success of their business. Manufacturing managers and business owners can potentially use the study's results to modify or improve process within organization to meet customers' need.

Implications for Social Change

The implications for positive social change include the potential to educate manufacturing industry managers on the importance of both successful change strategies and maintain change initiatives to continue grow in business. As these enterprises succeed, business owners and managers can help to broaden the economy of the markets they serve, which may lead to additional job creation for citizens in domestic and global markets. In a review of organizational change, a fundamental indicator of growth and sustainability is the successful implementation of change (Kotter, 1996). Rosenbaum et al. (2018) found that when strategies for organizational change are properly planned and executed, could provide opportunities for employees to support change. Improving change efforts may assist organizations in all industries and, specifically, in mmanufacturing organizations--as well as improve their successes in business. Improvement in manufacturing systems may create benefits for society, such as enhance business growth and increase employment opportunities. In addition, the results of this study could positively benefit the academic community and researchers by providing adequate knowledge to develop successful strategies to implement and manage re-engineering and process design change initiatives to increase productivity across the organization that could provide more stable employment of local citizens.

Recommendations for Action

Based on the results of this study, current and future manufacturing managers may consider recommendations to assist in implementing and managing successful re-engineering and process design change initiatives. This research was conducted using

semistructured interviews and document reviews. In future research, based on the findings of this study my specific recommendation for current business owners, leaders and mangers are (a) proper planning, (b) clear communication, (c) leadership and employees' engagement.

The first recommendation is that manufacturing managers in manufacturing industries located in South Region of the United States and elsewhere must have a proper plan in place for successful implementing and managing change initiatives. Mmanufacturing managers must convince employees of the need for implementing change. The change needs an adaptive design management approach. The four participants believed that listen for what is needed and create a uniformed master approach to the change plans. Having a sound plan in place serves as a guide in implementing and managing successful change initiatives. Also, proper planning strategy provides a path on how to arrive at the preferred end state, help identify obstacles, and propose measures for overcoming resistances in the change process. I suggest that manufacturing managers located in the south region of the United States and elsewhere continue to expand on proper planning to improve employees' level of engagement, commitment, and support to change initiatives.

George et al. (2019) stated that sstrategic planning is a blueprint for organizations to achieve goals. Similarly, Kotter (1996) emphasized that leaders have to align their project goals with their organizations' strategic plans. The four participants believed that proper plan, listen for what is needed, and create a uniformed master approach to the change enables leaders to implement and manage successful change initiatives. Lewin

(1947) noted that successful organizational change initiatives require structural planning to guide actions.

The second recommendation from this research study is clear communication. The manufacturing managers need to communicate the intent and value of re-engineering and process design change initiatives. Clear communication needs to come from the top down and flow up so that all employees are in the same page and actively participants in the change process. Based on the findings, participates believed that proper planning and clear communication of the change plan to all levels in organization inspire everyone to create culture of teamwork to support change and move the change forward. The four managers believed that clear communication is vital and organization leaders must effectively communicate to employees the change vision and that the change is appropriate to promote a strong change climate. Leaders and their guiding coalition should create a simple vision and a well-defined strategy with which organizations can align and involve staff across the entire organization (Kotter, 1996). Communicating the change vision to all employees and assuring followers the essence of organizational growth can address resistances to change (Venus et al., 2019). Lewin (1947) suggested leaders anchor changes into the work culture, develop ways to communicate and sustain change, and celebrate successful implementation of the change.

The third recommendation from this research is to ensure that organizations have the right leadership style to engage employees in the change process. For this reason, participants believe that it is useful to explore individual leaders or managers who can convey the needs for change to their employees, engage employees in the change process,

provide vision and guidance to execute changes with their team members. Also, the four managers believed that lack of employees' engagement in the change process particularly during COVID-19; successful implementation of change initiatives will be impeded. Burnes et al. (2018) researched reimagining organizational change leadership concluded that leadership styles and employee engagement positively influence change processes and outcomes. These positive influences can encourage employees to focus on the importance of the change process (Lewin, 1947). Therefore, current, and potential manufacturing managers located in the south region of the United States and elsewhere should pay attention to these research findings because managers can benefit from the strategies such as proper planning, clear communication, leadership and employees' engagement in implementation of successful change initiatives. The study participants in this research will receive a copy of the study. Also, I will provide the publishing site to help them to retrieve the research study on strategies manufacturing managers use to implement and maintain successful reengineering and process design change initiatives.

Recommendations for Further Research

I used a qualitative multiple case study design to explore strategies that some manufacturing managers used to implement and maintain successful re-engineering and design change initiatives. This research was conducted using semistructured interviews and document reviews. I conducted face-to-face semistructured interview using open-ended questions with four managers who had successfully implemented and maintained re-engineering and process design change initiatives and presently in a management role in manufacturing plants located in the south region of the United States. The limitations

identified in this study were; future researchers to include other industries leader to

conduct the research and to explore a larger population in differnt geographical areas or

countries . In future research, I recommend researchers to conduct a similar study

considering different industries leaders in private and public sector. In an effect to

advance this study, I recommend futher researchers to conduct a similar study using

larger population in other countries to explore if the research findings in the south region

of the United States can be generalized to other areas or countries. Exploring similar

study considering different industries leaders and using larger population in other areas or

countries could help business owners or managers with new strategies to successful

implement and manage change initiatives in the world.

Reflections

My DBA journey was challenging and rewarding. I had an opportunity to

interview four most experience manufacturing managers in South Region of the United

States, who have successfully implemented and maintained reengineering and process

design change initiatives. Conducting this research interview with most experience

participants in this topic increased my knowledge and understanding of the significance

challenges manufacturing managers encounter in implementing and maintaining re-

engineering and process design change initiatives, and the appropriate strategies to follow

to achieve success change initiatives within organizations. Despite the unprecedented

shift in COVID-19 pandemic, I able to recruit five potential participants who meet the

criteria of this research study, but I ended up interviewing four managers. As the primary

investigator in this research, I followed an interview protocol (Appendix A) to mitigate

bias. I had no prior relationships with participants or had any knowledge of strategies manufacturing managers use to implement and manage successful reengineering and process design change initiatives.

Conclusion

Globalization shifts in technologies, and constant changes in the economy have led to many business owners and managers implementing reengineering process design change initiatives for process improvement and business growth. Despite the unprecedented shift in modern technologies and globalization, stakeholders and change managers are aware changes in processes or functions are essential for business growth and survival; however, the success rate of reengineering and process design change initiatives remains low (Bhaskar, 2018). Oreg et al. (2018) said leaders require knowledge and processes to implement successful change for organizational survival. Strategies for reengineering and process design can be complicated and become problematic when manufacturing managers consider the need for business continuity. The purpose of this qualitative multiple case study was to explore strategies that some manufacturing managers used to implement and maintain successful reengineering and design change initiatives. I conducted a multiple case study and collected data from semistructured interviews and organizational documents. I conducted face-to-face semistructured interviews using open-ended questions with four managers who successfully implemented and maintained reengineering and process design change initiatives and were presently in management roles in manufacturing plants located in the

south region of the United States. I used member checking to enhance credibility and strengthen trustworthiness of the study.

Coding and data analysis revealed three themes: proper planning, clear communication, and leadership and employee engagement. All emergent themes were supported by the literature. Lewin's three-step model of change was used to provide direction and an appropriate framework to effectively explore strategies manufacturing managers use to implement and maintain successful reengineering and process design change initiatives. Findings of this study were that manufacturing managers pursuing successful reengineering and process design change initiatives must consider proper planning, clear communication, leadership, and employee engagement. Findings might provide business owners and organizational managers with a basis for understanding organizational change processes, potentially giving managers knowledge and better strategies for implementing and managing successful reengineering and process design change initiatives.

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Appendix A: Interview Protocol

The purpose of this qualitative multiple case study was to explore strategies that some manufacturing managers use to implement and maintain successful reengineering and design change initiatives. I completed the following steps during each interview.

1. The interview began with a brief overview of the research, the purpose, and the time required for the interview was about 1 hour.

2. I thanked the participant for agreeing to participate in the interview.

3. I presented a copy of the informed consent form and review the contents of the form with the participant. The items included in the consent form are: (a) the expected length of time to participate in the interview; (b) a statement that I audio recorded the interview or, if a participant chooses not to consent to a recording, I took handwritten notes; and (c) a statement that I presented a summary of the interview to each participant to validate my interpretations of his or her responses to each interview question.

4. I explained that participation is voluntary and that participants can withdraw from the study at any time without prior notice through a verbal or email request, even after the completion of data collection.

5. I provided my contact information to each participant in case he or she decides to withdraw from the study.

6. I obtained the participant's signature on the consent form as an indication of his or her agreement to participate in the study.

7. I collected the signed consent form and provide the participant a copy of the consent form for his or her records.

8. I used a sequential coding system to identify the participants during the interview recording without using their names. For example, I assigned each participant an identifying pseudonym, such as P1, P2, or P3. I explained that I was the only person with access to the name of each participant associated with each pseudonym and that I identified data from their interview in my database using only his or her assigned pseudonym.

9. I recorded the interview and began with open-ended questions, which may include probing questions to expand on the participant's responses.

10. At the end of the question period, I reminded the participants that I will prepare a summary of the interview and my interpretations of their responses for review and validation. I ended the interview and thank the participant for taking the time to participate.

Appendix B: Interview Questions

1. What strategies have you used to implement successful change initiatives?

2. What barriers you have encountered to implementation of change?

3. How did you overcome barriers?

4. What strategies have you used to maintain successful change within the organization?

5. What are barriers to maintain successful reengineering and process design change initiatives?

6. How do you address barriers to maintain change within the organization?

7. What additional information on successful change initiatives would you like to add to this interview?