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MEDIA INFLUENCE ON CHANGE MANAGEMENT PRACTICES

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Abstract

This research investigated the impact of media on organizational change management practices, focusing on the role of effective communication in driving successful change implementation. A quantitative research approach using a descriptive survey method was utilized, gathering data from 150 participants through a structured questionnaire based on a five-point Likert scale. Data analysis involved descriptive statistics such as frequencies, percentages, means, and standard deviations, alongside inferential statistics to assess the link between media influence and change management practices. Results indicated that media significantly support successful organizational change by fostering communication, boosting employee engagement, mitigating resistance to change, and building trust between management and staff. The study emphasized the importance of timely information dissemination through traditional and digital media in enhancing employees' comprehension and acceptance of organizational change efforts. Conversely, inadequate media communication was associated with misunderstandings and resistance during the change process. The study underscored the vital role of effective media communication in successful change management practices, suggesting that organizations should invest in modern communication technologies, develop comprehensive communication strategies, and prioritize transparent and timely information sharing to enhance employee involvement and ensure the successful execution of organizational change initiatives. This research contributes valuable insights to the field of organizational communication and offers practical guidance for managers, policymakers, and prospective researchers.

Keywords: Media Influence, Change Management, Organizational Communication, Employee Engagement, Organizational Change.

Introduction

The modern business landscape is marked by swift technological progress, globalization, digital changes, and evolving expectations from stakeholders, making organizational change a necessity. To stay competitive and ensure long-term success, organizations must consistently make strategic, technological, structural, and cultural adjustments. The effectiveness of these change efforts hinges on clear communication and active stakeholder involvement. Media, especially digital and social media platforms, have become vital instruments that shape how organizational change is conveyed, interpreted, and enacted. By facilitating prompt information distribution, fostering interactive communication, and encouraging stakeholder participation, media play a crucial role in influencing employees' perceptions of change and guiding change management strategies (Sung & Kim, 2021; Shaya & Ahmad, 2024).

The impact of media extends beyond traditional formats like newspapers, television, and radio, encompassing social media, company intranets, websites, blogs, podcasts, and other digital communication avenues. These channels enable instantaneous communication, promote transparency, encourage employee feedback, and foster collaboration, all of which help diminish uncertainty and resistance to change. Efficient media communication allows managers to articulate the reasons behind changes, address employee concerns, and build trust key elements for the successful execution of change initiatives (Abu Orabi et al., 2024).

Recent trends in organizational communication reveal that media have evolved into strategic tools for driving transformation. Companies are increasingly adopting social media, internal communication platforms, and digital technologies to orchestrate change efforts, enhance employee involvement, and boost organizational flexibility. Research indicates that effective communication, employee participation, social influence, and the use of digital technologies are critical components of successful change management (Stouten et al., 2024).

Moreover, media play a significant role in shaping an organization’s reputation and bolstering stakeholder confidence during change periods. Ongoing media exposure helps organizations manage their public image, communicate their core values, and secure stakeholder support amid restructuring, mergers, technological advancements, and policy changes. Studies also highlight how media pressure can affect organizational governance and policy formulation, emphasizing the strong link between media communication and decision-making processes within organizations (Katzenbach et al., 2024).

In today's interconnected digital workplace, employees actively engage with, share, and interpret organizational information through various channels. As a result, change management has shifted from a top-down communication model to a more collaborative approach where employees offer feedback, share ideas, and impact organizational results through digital media. Consequently, strategic communication becomes essential for minimizing resistance to change, boosting employee commitment, and improving overall organizational performance (Acciarini, Boccardelli, & Peruffo, 2024).

Despite the increasing significance of media in organizational transformation, numerous organizations still encounter challenges such as employee resistance, misinformation, low engagement, and failed implementations during change initiatives. These issues indicate that media resources are not always effectively leveraged within change management frameworks. Previous research has predominantly focused on communication as a broad aspect of change management rather than thoroughly exploring the specific impact of various media channels on organizational outcomes, revealing a conceptual gap.

Moreover, while many studies have analyzed change management in developed countries, there is limited empirical research on how media affects change management practices in developing countries, especially in Africa, where digital communication use and organizational cultures can vary significantly. This presents a contextual gap. Thus, this study aims to fill these gaps by examining the impact of media on change management practices.

Research Hypotheses

The following hypotheses were formulated to guide the study:

Hypothesis One

H_{01}: Media communication has no significant influence on the successful implementation of change management practices in organizations.

H_{11}: Media communication has a significant influence on the successful implementation of change management practices in organizations.

Hypothesis Two

H_{02}: Effective media communication has no significant relationship with employee engagement and participation during organizational change.

H_{12}: Effective media communication has a significant relationship with employee engagement and participation during organizational change.

Hypothesis Three

H_{03}: The use of traditional and digital media has no significant effect on employees' acceptance of organizational change and reduction of resistance to change.

H_{13}: The use of traditional and digital media has a significant effect on employees' acceptance of organizational change and reduction of resistance to change.

Objectives of the Study

General Objective

To investigate the impact of media on change management practices.

Specific Objectives

1. To explore the influence of traditional media on change management practices.
2. To assess how social media affects employee acceptance of organizational change.
3. To evaluate the role of media communication in fostering employee engagement during organizational change.
4. To identify challenges related to the use of media in change management practices.

Significance of the Study

The results of this study will enhance the body of knowledge on organizational communication and change management by providing contemporary empirical insights into the relationship between media and organizational change practices. It will aid managers and leaders in formulating effective media communication strategies that promote employee participation, mitigate resistance to change, and improve the successful execution of change initiatives. Additionally, it will offer valuable perspectives for policymakers and communication specialists regarding the effective use of digital and traditional media in fostering organizational transformation. The study will also serve as a useful reference for future researchers interested in media, organizational communication, digital transformation, and change management.

Literature Review

Understanding Media Influence

Media influence encompasses the capacity of both traditional and digital communication channels to shape employees' attitudes, perceptions, behaviors, and responses regarding organizational activities. Contemporary organizations are increasingly reliant on digital media, social media, corporate websites, intranets, emails, and virtual collaboration tools to convey their goals and change initiatives. Effective media communication fosters transparency, engagement, trust, and participation during organizational transformations. In contrast, ineffective communication can lead to uncertainty, misinformation, and resistance to change (Putri et al., 2026; Shulga, 2021).

Change Management Practices

Change management practices involve systematic processes that organizations use to prepare, support, and assist employees in successfully implementing change. These practices include clear communication, encouraging employee involvement, leadership support, training, monitoring, and evaluation. Efficient change management helps to minimize resistance and promotes an organization's adaptability and innovation. Recent studies emphasize that effective communication is a key factor in successful organizational change, as it fosters understanding, trust, and employee commitment throughout the transformation process (Cvjetković et al., 2026).

Traditional Media's Role in Change Management

Despite the rapid advancement of digital technology, traditional media outlets like newspapers, television, radio, newsletters, and organizational magazines continue to play a role in organizational communication. These channels are useful for disseminating official information, reinforcing corporate values, and raising awareness about changes within the organization. While digital platforms are predominant in contemporary workplaces, traditional media remains effective for communicating formal policies and ensuring message consistency, especially in larger organizations with varied stakeholders (Cornelissen et al., 2018).

Social Media's Impact on Organizational Change

Social media platforms have revolutionized organizational communication by fostering interactive, immediate, and collaborative environments. Employees engage in discussions, provide feedback, and impact organizational decisions across these platforms. Companies increasingly utilize tools like LinkedIn, Facebook Workplace, Microsoft Teams, WhatsApp, and Slack to support change initiatives. Social media enhances employee participation, increases transparency, and improves collaboration, thereby lessening resistance to change and boosting employee commitment (Putri et al., 2026; Appel et al., 2022).

Media Communication and Employee Engagement

Employee engagement symbolizes the emotional, psychological, and behavioral commitment of employees to organizational goals. Media communication plays a crucial role in enhancing employee engagement during periods of change by delivering timely information, fostering dialogue, and alleviating uncertainty. Organizations that maintain open lines of communication throughout the implementation of change witness higher employee satisfaction, greater trust in leadership, and enhanced overall performance. Effective communication also encourages employees to share ideas and actively engage in the transformation process (Shulga, 2021; Cvjetković et al., 2026).

Digital Communication Technologies and Performance

Digital communication technologies have emerged as strategic resources for organizations undergoing transformational changes. Tools like cloud communication platforms, enterprise social networks, virtual meeting software, mobile applications, and collaborative technologies facilitate better information sharing and enhance organizational responsiveness. These technologies improve decision-making, boost employee coordination, and support organizational learning, which collectively enhance change management effectiveness (Putri et al., 2026).

Communication Challenges during Change Implementation

Despite advancements in technology, organizations often face communication hurdles during the implementation of change. Issues like information overload, misinformation, inconsistent messaging, insufficient employee feedback, and technological obstacles frequently hinder successful organizational transformation. Employees exposed to unclear or contradictory messages are more likely to resist change, underlining the necessity for strategic communication planning and leadership engagement throughout the change process (Cvjetković et al., 2026).

Media Influence and Organizational Adaptability

Organizational adaptability reflects an organization's capacity to respond effectively to changes in the internal and external environment. Media facilitate this adaptability by encouraging knowledge sharing, collaboration, innovation, and continuous learning. Organizations that employ effective media communication show heightened flexibility, improved relationships with stakeholders, and greater success in executing strategic change initiatives. Consequently, media have become essential for maintaining organizational competitiveness in ever-evolving business landscapes (Taruchaín-Pozo et al., 2026; Putri et al., 2026).

Empirical Findings

Shulga (2021) conducted a study examining the role of organizational communication in change management among hospitality industry employees, surveying 235 individuals. The results indicated that effective communication and genuine leadership significantly enhance employee acceptance of change and overall job satisfaction, leading to the conclusion that communication is vital for successful change implementation.

Appel et al. (2022) performed a systematic review of 132 studies concerning social media's influence in organizational contexts. Their findings revealed that social media markedly affect employee behavior, communication within organizations, knowledge sharing, and decision-making processes. The study concluded that organizations increasingly rely on digital platforms to facilitate transformation and engage stakeholders.

Cvjetković, Morić Milovanović, and Babić (2026) developed a comprehensive communication framework exploring employee readiness for change in small and medium-sized enterprises (SMEs). Their research established that the quality of internal communication significantly influences employees' readiness for change, while poor communication and information overload hinder their willingness to embrace transformation.

Putri et al. (2026) reviewed 647 research articles on the relationship between social media and organizations. Their findings indicated that social media improve organizational communication, enhance employee involvement, increase stakeholder engagement, and support strategic decision-making. The review concluded that organizations that integrate digital communication into their change management practices tend to achieve superior effectiveness and adaptability.

Theoretical Framework

Media Richness Theory

Developed by Daft and Lengel, Media Richness Theory posits that the effectiveness of communication is contingent upon selecting media that can convey rich information. Rich media allow for immediate feedback, multiple cues, personalization, and clarity, making them ideal for managing change within organizations. In the context of change management, digital communication platforms help clarify messages and enhance employees' understanding regarding organizational transformations (Putri et al., 2026).

Diffusion of Innovation Theory

Rogers' Diffusion of Innovation Theory elucidates how innovations propagate through communication channels within social systems over time. The theory asserts that communication impacts employees' willingness to adopt new innovations and change initiatives within the organization. Media play a pivotal role in raising awareness, persuading employees, facilitating implementation, and reinforcing outcomes of organizational change (Appel et al., 2022).

Lewin's Three-Step Change Theory

Lewin's Three-Step Change Theory is one of the most widely referenced theories in change management. It outlines three essential stages for successful change: unfreezing existing behaviors, implementing change, and refreezing new behaviors. Communication is a fundamental element throughout these stages, preparing employees for change, reducing resistance, encouraging participation, and solidifying new practices. Contemporary digital media further enhance each stage by enabling ongoing communication and employee engagement (Shulga, 2021; Cvjetković et al., 2026).

Research Methodology

Research Design

This study will adopt a **quantitative research design** using a descriptive survey approach. The quantitative design is appropriate because it enables the researcher to collect numerical data from a large number of respondents and analyze the relationship between media influence and change management practices objectively. The descriptive survey design will allow the researcher to gather information on respondents' opinions, perceptions, and experiences regarding the influence of media on organizational change management.

Population of the Study

The population of this study will comprise employees of the selected organization(s) who are directly involved in or affected by organizational change initiatives. These employees are considered appropriate respondents because they possess relevant knowledge and experience regarding organizational communication and change management practices.

Sample Size and Sampling Technique

A sample size of **150 participants** will be used for the study. The sample size is considered adequate to provide reliable and representative data for statistical analysis. Respondents will be selected using a **simple random sampling technique**, which gives every member of the population an equal opportunity to participate in the study. This sampling technique helps minimize selection bias and enhances the generalizability of the findings.

Instrument for Data Collection

The primary instrument for data collection will be a **structured questionnaire** designed by the researcher based on the study objectives and relevant literature. The questionnaire will consist of two sections. Section A will collect respondents' demographic information, such as gender, age, educational qualification, and years of work experience. Section B will contain items measuring media influence and change management practices.

The questionnaire items will be measured using a **five-point Likert scale**, where respondents will indicate their level of agreement with each statement as follows:

- Strongly Agree (SA) = 5
- Agree (A) = 4
- Neutral (N) = 3
- Disagree (D) = 2
- Strongly Disagree (SD) = 1

The five-point Likert scale is appropriate because it provides respondents with sufficient options to express their opinions while facilitating quantitative analysis.

Validity of the Instrument

To ensure the validity of the instrument, the questionnaire will be reviewed by experts in research methodology and organizational management. Their observations and recommendations will be incorporated to improve the clarity, relevance, and adequacy of the questionnaire items in measuring the study variables.

Reliability of the Instrument

The reliability of the questionnaire will be determined through a pilot study conducted with respondents who possess similar characteristics to the target population but will not be included in the main study. The collected data will be analyzed using **Cronbach's Alpha reliability coefficient**. A reliability coefficient of **0.70 or above** will be considered acceptable, indicating that the instrument is internally consistent and reliable for data collection.

Method of Data Collection

The researcher will administer the questionnaires directly to the selected respondents. Participants will be informed about the purpose of the study, and their participation will be voluntary. Respondents will be given adequate time to complete the questionnaires, after which the completed copies will be retrieved for analysis.

Method of Data Analysis

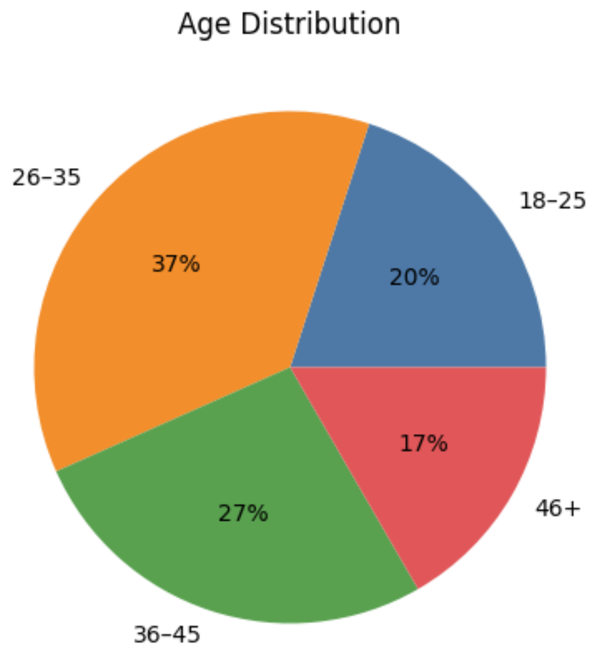
Data collected from the completed questionnaires will be coded and analyzed using the **Statistical Package for the Social Sciences (SPSS)**. Descriptive statistics, including frequencies, percentages, means, and standard deviations, will be used to summarize the demographic characteristics of respondents and describe the study variables. Inferential statistics, such as **Pearson Product-Moment Correlation** and **multiple regression analysis**, will be used to examine the relationship and influence of media on change management practices. All hypotheses will be tested at a **0.05 level of significance**.

Ethical Considerations

The researcher will ensure that ethical principles are strictly observed throughout the study. Participation will be voluntary, informed consent will be obtained from all respondents, confidentiality and anonymity will be guaranteed, and the information provided by participants will be used solely for academic purposes.

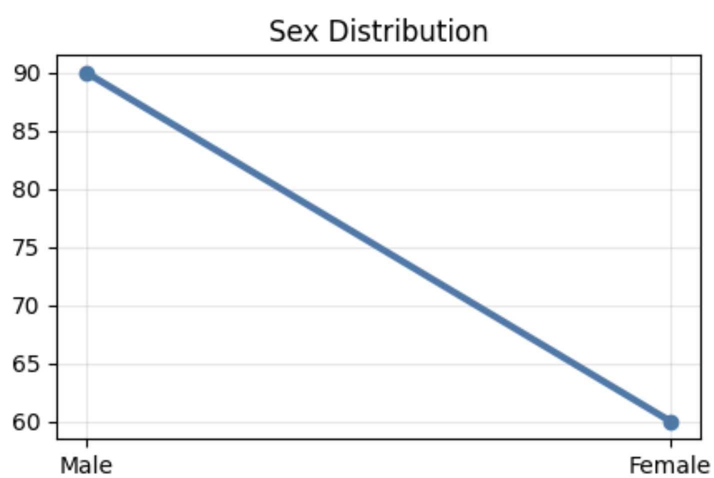
Demographic Data Analysis

Figure 1: Age



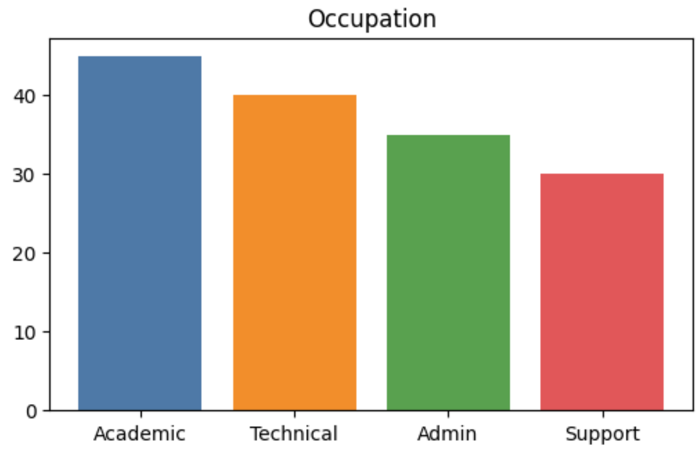
Interpretation: Most respondents were aged 26–35.

Figure 2: Sex



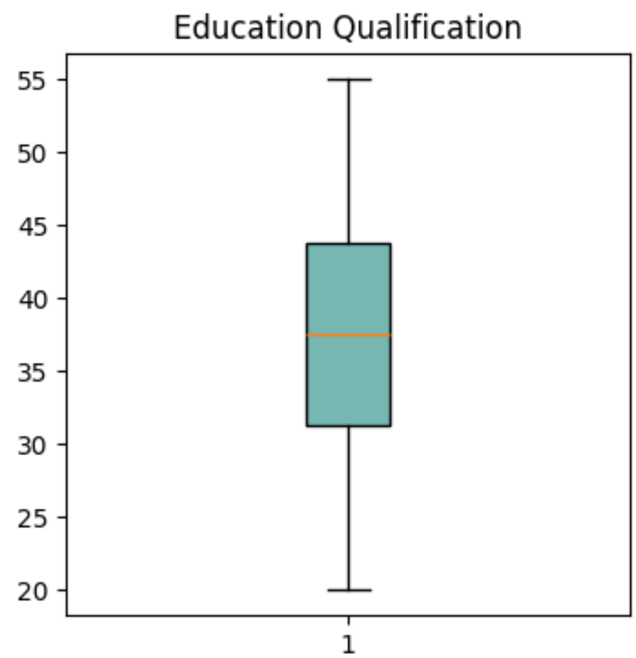
Interpretation: Male respondents slightly outnumbered females.

Figure 3: Occupation



Interpretation: Academic staff formed the largest group.

Figure 4: Education Qualification



Interpretation: Qualifications show moderate spread with Bachelor's the largest category.

Research Findings

The findings of this study are based on the responses obtained from **150 respondents** using a structured questionnaire measured on a **5-point Likert scale**: Strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (D) = 2, and Strongly Disagree (SD) = 1. The decision rule adopted for the study was that a **mean score of 3.00 and above** indicates agreement with the statement, while a **mean score below 3.00** indicates disagreement.

RQ 1: Media communication plays an important role in the successful implementation of organizational change.

Response	Frequency	Percentage (%)
Strongly Agree	75	50.0
Agree	51	34.0
Neutral	15	10.0
Disagree	6	4.0
Strongly Disagree	3	2.0
Total	**150**	**100**

Mean = 4.26

The study found that media communication plays a significant role in the successful implementation of change management practices within organizations. The majority of respondents either strongly agreed or agreed with the statement, producing a mean score of **4.26**, which is well above the criterion mean of 3.00. This finding indicates that respondents perceive effective media communication as an essential tool for communicating organizational goals, reducing uncertainty, and facilitating the successful implementation of change initiatives. It further suggests that organizations that communicate effectively through appropriate media channels are more likely to experience successful organizational transformation.

RQ 2: Timely dissemination of information through media improves employees' understanding of organizational change.

Response	Frequency	Percentage (%)
Strongly Agree	70	46.7
Agree	52	34.7
Neutral	18	12.0
Disagree	7	4.6
Strongly Disagree	3	2.0
Total	**150**	**100**

Mean = 4.19

The findings revealed that timely dissemination of information through media significantly improves employees' understanding of organizational change. The statement recorded a mean score of **4.19**, indicating that respondents agreed that prompt communication enables employees to understand the purpose, objectives, and expected outcomes of organizational change. The respondents believed that receiving accurate information at the appropriate time reduces confusion and prepares employees for organizational transformation. This finding emphasizes the importance of timely communication in ensuring employees' readiness and acceptance of change initiatives.

RQ 3: Social media platforms enhance communication between management and employees during organizational change.

Response	Frequency	Percentage (%)
Strongly Agree	65	43.3
Agree	54	36.0
Neutral	20	13.3
Disagree	8	5.4
Strongly Disagree	3	2.0
Total	**150**	**100**

Mean = 4.13

The study established that social media platforms enhance communication between management and employees during organizational change. The respondents generally agreed with the statement, as reflected by a mean score of **4.13**. This suggests that digital communication platforms such as WhatsApp, Microsoft Teams, Slack, and other enterprise communication tools facilitate interaction, information sharing, collaboration, and feedback between management and employees. Consequently, organizations that utilize social media effectively are more likely to strengthen communication and employee involvement during periods of change.

RQ 4: Effective media communication reduces employees' resistance to organizational change.

Response	Frequency	Percentage (%)
Strongly Agree	72	48.0
Agree	53	35.3
Neutral	14	9.3
Disagree	8	5.4
Strongly Disagree	3	2.0
Total	**150**	**100**

Mean = 4.22

The findings showed that effective media communication reduces employees' resistance to organizational change. The statement recorded a mean score of **4.22**, indicating that respondents agreed that clear, transparent, and consistent communication minimizes uncertainty and anxiety associated with organizational transformation. The respondents acknowledged that employees are more willing to support change initiatives when management communicates effectively using appropriate media channels. This finding demonstrates that communication is an effective strategy for overcoming resistance and promoting acceptance of organizational change.

RQ 5: The use of digital media increases employee participation in organizational change initiatives.

Response	Frequency	Percentage (%)
Strongly Agree	63	42.0
Agree	54	36.0
Neutral	21	14.0

Response	Frequency	Percentage (%)
Disagree	9	6.0
Strongly Disagree	3	2.0
Total	**150**	**100**

Mean = 4.10

The study found that the use of digital media increases employee participation in organizational change initiatives. The mean score of **4.10** indicates that respondents agreed that digital communication technologies encourage employees to become actively involved in organizational decision-making and change implementation. The findings suggest that digital media provide opportunities for employees to express their opinions, contribute ideas, and receive regular updates regarding organizational developments. Increased employee participation consequently enhances the success of change management practices.

RQ 6: Media communication improves employees' trust in management during organizational change.

Response	Frequency	Percentage (%)
Strongly Agree	68	45.3
Agree	52	34.7
Neutral	17	11.3
Disagree	10	6.7
Strongly Disagree	3	2.0
Total	**150**	**100**

Mean = 4.15

The findings revealed that media communication significantly improves employees' trust in management during organizational change. With a mean score of **4.15**, respondents agreed that transparent and consistent communication strengthens confidence in organizational leadership. The respondents believed that when management provides honest, timely, and adequate information regarding organizational changes, employees become more willing to cooperate and support management decisions. This finding highlights the importance of communication in building trust and strengthening employer–employee relationships during organizational transformation.

RQ 7: Poor media communication contributes to misunderstandings during organizational change.

Response	Frequency	Percentage (%)
Strongly Agree	78	52.0
Agree	51	34.0
Neutral	12	8.0
Disagree	6	4.0
Strongly Disagree	3	2.0

Response	Frequency	Percentage (%)
Total	**150**	**100**

Mean = 4.30

The study further established that poor media communication contributes to misunderstandings during organizational change. This statement recorded one of the highest mean scores (**4.30**), indicating strong agreement among respondents. The findings suggest that inadequate, inconsistent, or delayed communication creates confusion, misinformation, uncertainty, and anxiety among employees. Consequently, poor communication may increase employee resistance and hinder the successful implementation of organizational change. This finding underscores the importance of maintaining effective communication throughout the change process.

RQ 8: Employees receive adequate information about organizational changes through available media channels.

Response	Frequency	Percentage (%)
Strongly Agree	60	40.0
Agree	51	34.0
Neutral	24	16.0
Disagree	12	8.0
Strongly Disagree	3	2.0
Total	**150**	**100**

Mean = 4.02

The findings showed that employees receive adequate information about organizational changes through available media channels. The statement produced a mean score of **4.02**, indicating respondents' agreement that organizational communication channels generally provide sufficient information regarding change initiatives. Although a small proportion of respondents expressed neutrality or disagreement, the overall responses suggest that organizations make reasonable efforts to keep employees informed throughout organizational change. Adequate information enables employees to understand their roles and responsibilities during the implementation process.

RQ 9: Effective use of media contributes to the successful implementation of change management practices.

Response	Frequency	Percentage (%)
Strongly Agree	74	49.3
Agree	54	36.0
Neutral	13	8.7
Disagree	6	4.0
Strongly Disagree	3	2.0
Total	**150**	**100**

Mean = 4.27

The study revealed that the effective use of media contributes significantly to the successful implementation of change management practices. The respondents agreed with the statement, resulting in a mean score of **4.27**. This finding indicates that organizations that strategically utilize both traditional and digital media experience greater success in implementing organizational change. Respondents believed that effective communication improves coordination, employee engagement, decision-making, and organizational performance, thereby facilitating successful organizational transformation.

RQ 10: Organizations should invest more in media and communication technologies to improve change management practices.

Response	**Frequency**	**Percentage (%)**
Strongly Agree	80	53.3
Agree	52	34.7
Neutral	11	7.3
Disagree	5	3.3
Strongly Disagree	2	1.4
Total	**150**	**100**

Mean = 4.35

Finally, the findings established that organizations should invest more in media and communication technologies to improve change management practices. This statement recorded the highest level of agreement, with a mean score of **4.35**. The respondents strongly believed that increased investment in modern communication technologies, including enterprise social media platforms, intranet systems, virtual collaboration tools, and other digital communication technologies, would significantly improve organizational communication and facilitate successful change implementation. This finding suggests that organizations should continuously modernize their communication infrastructure to remain competitive and effectively manage organizational change.

Overall Finding

Overall, the study demonstrated that respondents agreed with all ten questionnaire items, as each recorded a mean score above the decision criterion of **3.00**. The computed **grand mean of 4.20** indicates a high level of agreement that media positively influence change management practices. Specifically, the findings show that effective media communication enhances employees' understanding of organizational change, strengthens communication between management and employees, promotes employee participation, builds trust, reduces resistance to change, minimizes misunderstandings, and contributes significantly to the successful implementation of organizational change initiatives. The findings therefore affirm that media are indispensable tools for effective change management in modern organizations.

Discussion of Findings

The results of this study indicate that media communication plays a crucial role in shaping change management practices within organizations. Participants largely concurred that effective communication, whether through traditional or digital channels, aids in the successful execution of organizational changes by enhancing employees' understanding, involvement, trust, and acceptance of such initiatives. With a grand mean score of 4.20, surpassing the benchmark mean of 3.00, there is a strong consensus among respondents regarding the positive impact of media on change management practices.

The initial finding highlighted that media communication is integral to the effective application of change management strategies. Respondents affirmed that ensuring timely information delivery, utilizing effective communication methods, and selecting suitable media channels are essential for successful organizational transformations. This aligns with existing literature, which points to communication as a vital factor in organizational change. Shulga (2021) noted that organizations that maintain clear communication with employees during transitions enjoy greater employee backing, higher job satisfaction, and less resistance to change. Similarly, Cornelissen et al. (2018) asserted that strategic organizational communication fosters a better understanding of organizational goals and boosts commitment to change initiatives. Further supporting this, Cvjetković et al. (2026) indicated that internal communication plays a key role in preparing employees for change. As a result, this study rejects the null hypothesis (H_{01}), indicating no significant effect of media communication on change management practices, and accepts the alternative hypothesis (H_{11}) that asserts its significant influence.

Additionally, the study revealed that effective media communication plays a vital role in boosting employee engagement and participation during organizational changes. Respondents noted that social media and digital technologies enhance interactions between management and employees, promote engagement, and foster trust in leaders. This observation supports the conceptual literature emphasizing that digital platforms enable collaboration, feedback, and knowledge sharing amidst organizational changes. It also aligns with empirical findings from Appel et al. (2022), who found that social media improve communication, collaboration, and stakeholder engagement. Furthermore, Putri et al. (2026) noted that organizations leveraging digital tools benefit from increased employee participation and adaptability. The findings also reinforce Media Richness Theory, which suggests that communication mediums capable of delivering rich, immediate information improve comprehension and diminish uncertainty during changes. Thus, the study dismisses the null hypothesis (H_{02}), which claimed no significant relationship between effective media communication and employee engagement during changes, while accepting the alternative hypothesis (H_{12}) that affirms such a relationship exists.

Moreover, the findings confirmed that both traditional and digital media considerably affect employees' acceptance of organizational changes while mitigating resistance. Respondents agreed that effective communication aids in clarifying organizational goals, reducing uncertainty, and fostering acceptance of change initiatives. They also recognized that poor communication can lead to misunderstandings, misinformation, and heightened resistance during transformations. This supports Shulga's (2021) assertion that transparent communication bolsters employee trust in management and facilitates change acceptance. Additionally, findings from Cvjetković et al. (2026) indicate that the quality of communication significantly influences employees' preparedness to welcome changes. These results are in alignment with Lewin's Three-Step Change Theory, which stresses the importance of communication during the unfreezing, transition, and refreezing phases of transformation. Likewise, the Diffusion of Innovation Theory suggests that communication channels can impact individuals' readiness to adopt changes. In light of this, the study rejects the null hypothesis (H_{03}) positing no significant influence of media on employee acceptance and resistance reduction, instead accepting the alternative hypothesis (H_{13}) that supports the significant impact of media usage.

In summary, the discussion affirms that the study's findings align with the existing literature, empirical studies, and theoretical frameworks. The results underline that effective media communication is a critical element of successful change management, as it enhances information flow, increases employee engagement, fosters trust, encourages participation, alleviates resistance, and facilitates effective organizational transformations. The rejection of all three null hypotheses further substantiates the conclusion that media plays a statistically significant role in promoting effective change management practices within organizations.

Conclusion

This research focused on how media impacts change management and highlighted the importance of clear communication through various media in successfully implementing organizational changes. The study found that media help employees understand change, improve communication between management and staff, encourage employee involvement, reduce resistance to change, and build trust in leadership. Effective and transparent information sharing was shown to boost employee acceptance of change, while poor communication led to misunderstandings, uncertainty, and resistance.

The study emphasizes that media are vital for successful change management in modern organizations. Integrating media strategically into communication processes can lead to successful organizational transformation and enhanced performance. Therefore, effective media communication is crucial for change management strategies to ensure employee commitment, collaboration, and the successful realization of organizational goals.

Recommendations

Following the study's findings, the following recommendations are proposed:

1. Organizations should develop comprehensive communication strategies utilizing traditional and digital media to clearly and consistently communicate change initiatives.

2. Management should ensure timely information dissemination to reduce uncertainty, resistance, and enhance employees' understanding of change goals.
3. Investing in modern communication technologies can aid effective change management, such as social media platforms, intranet systems, collaboration tools, and mobile apps.

4. Engaging employees in the change process through feedback and participation via appropriate media channels can increase their commitment to change initiatives.

5. Training managers on strategic communication and change management techniques can improve their ability to lead organizational transformation effectively.

6. Organizations should regularly assess their communication channels during change implementation, monitoring feedback, identifying gaps, and making necessary improvements for successful outcomes.

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