



Factors Influencing the Success of Change Management: A Systematic Literature Review

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Abstract

Background: Healthcare organizations continuously experience organizational changes driven by technological advancements, policy reforms, workforce challenges, and increasing demands for high-quality patient care. The success of change management is influenced by multiple organizational and individual factors, making it essential to synthesize current evidence to support effective nursing management practices.

Aims: This systematic literature review aimed to identify and synthesize the factors influencing the success of change management in nursing organizations and to provide evidence-based recommendations for nursing leaders and healthcare administrators.

Methods: A Systematic Literature Review (SLR) was conducted following the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 guidelines. Literature was searched through the PubMed database using predefined keywords related to change management and nursing. Articles published between 2021 and 2026 were screened according to predetermined inclusion and exclusion criteria. Five eligible studies were included and critically appraised using the Joanna Briggs Institute (JBI) Critical Appraisal Checklist. Data were synthesized using a narrative thematic approach.

Results: The review identified five major factors influencing successful change management: leadership, organizational resilience, communication, organizational support and culture, and education with employee engagement. These factors collectively enhanced organizational readiness, reduced resistance to change, strengthened staff participation, and improved the sustainability of organizational transformation within healthcare settings.

Conclusion: Successful change management in nursing organizations requires an integrated approach that combines effective leadership, resilient organizational systems, supportive organizational culture, transparent communication, and continuous professional development. These findings provide evidence-based guidance for nurse managers in planning and implementing sustainable organizational change initiatives.

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INTRODUCTION

Healthcare organizations are continuously challenged to adapt to rapid changes driven by technological innovation, digital transformation, evolving healthcare policies, workforce shortages, increasing patient complexity, and growing expectations for high-quality and patient-centered care (Blessing et al., 2024; Harrigan, 2026). These dynamic changes require healthcare organizations to

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adopt effective change management strategies to maintain organizational performance while ensuring the delivery of safe and high-quality nursing care. Consequently, change management has become a strategic component of nursing management, enabling organizations to implement innovations, improve healthcare services, and strengthen organizational resilience in increasingly complex healthcare environments (Silvola et al., 2024; H.I & Mutambara, 2022; Fathiah et al., 2025). Organizational resilience, characterized by the ability to anticipate, respond to, and recover from challenges, has been identified as an essential organizational capability that supports successful adaptation to continuous change by promoting flexibility, effective communication, leadership, and collaborative teamwork (Peng et al., 2025).

Nurses constitute the largest proportion of healthcare professionals and play a central role in implementing organizational changes (Moghbeli et al., 2025). The success of organizational transformation depends not only on managerial decisions but also on nurses' readiness to embrace change, their engagement in the implementation process, and the organizational conditions that facilitate adaptation (Yang, 2026; Stewart et al., 2025). Previous studies have emphasized that supportive leadership, effective communication, adequate organizational resources, interdisciplinary collaboration, and continuous professional development are fundamental elements that enable nurses to respond effectively to organizational changes. Furthermore, organizational support and resilience enhance healthcare professionals' ability to cope with uncertainty while maintaining quality of care during periods of transformation (Peng et al., 2025; Dellafiore et al., 2025; Bornman & Louw, 2023).

Despite the growing recognition of change management in healthcare, implementing organizational change remains challenging. Many change initiatives experience delays or fail because of resistance to change, insufficient managerial support, ineffective communication, inadequate staff engagement, and organizational cultures that are not conducive to innovation (Williams & Davis, 2022). These barriers can negatively affect staff performance, job satisfaction, patient safety, and organizational effectiveness. Recent evidence also suggests that healthcare organizations require adaptive leadership and resilient organizational systems to sustain improvements and respond effectively to emerging healthcare challenges (Pradelli et al., 2025; Patel, 2026). Understanding the determinants of successful change management is therefore essential for nurse managers to design evidence-based strategies that improve implementation outcomes and organizational sustainability (Woods et al., 2026).

Several studies have explored individual aspects influencing organizational change, including leadership, resilience, communication, workforce development, organizational learning, and employee engagement. However, these factors are frequently investigated independently, making it difficult to obtain a comprehensive understanding of how they collectively contribute to successful change management within nursing organizations (Johar & Roopalatha, 2024; Abhari, 2025). Systematic synthesis of current evidence is therefore needed to integrate existing findings, identify recurring determinants, and provide practical recommendations for nursing leaders responsible for managing organizational change. Such evidence may contribute to improving leadership strategies, organizational readiness, and the successful implementation of future healthcare transformations (Shuang et al., 2024; Askola et al., 2026).

The concept of change management has become increasingly important in healthcare organizations due to the continuous transformation of healthcare systems, technological advancements, policy reforms, and changing patient care demands. Change management refers to a structured approach that enables organizations to transition from current practices to improved systems while minimizing resistance and maximizing employee engagement. Within nursing management, successful change management extends beyond implementing new policies or technologies; it also requires fostering organizational readiness, promoting collaborative leadership, strengthening communication, and creating a supportive work environment that encourages staff participation.

Previous studies have consistently identified multiple organizational and individual factors that influence the success of change initiatives. Leadership has been recognized as one of the most influential determinants because nurse leaders play a critical role in communicating organizational vision, motivating healthcare professionals, and facilitating staff involvement throughout the implementation process. Effective leadership promotes trust, empowers employees, and enhances

organizational commitment, thereby increasing the likelihood of successful organizational transformation.

Organizational resilience has also emerged as a fundamental component of successful change management. Resilient healthcare organizations demonstrate the capacity to anticipate challenges, adapt to changing circumstances, and recover from disruptions while maintaining high-quality patient care. Studies have reported that resilience is strengthened through adaptive leadership, effective communication, interdisciplinary collaboration, organizational learning, and continuous workforce development. These characteristics enable healthcare organizations to respond more effectively to internal and external changes while maintaining organizational stability.

In addition to leadership and resilience, organizational culture, employee engagement, communication, and professional education have been widely recognized as essential determinants of successful organizational change. A positive organizational culture encourages openness to innovation, while effective communication facilitates transparency, reduces uncertainty, and minimizes resistance among healthcare professionals. Continuous education and training improve nurses' competencies and confidence in implementing new practices, whereas active employee engagement promotes ownership and acceptance of organizational initiatives. Collectively, these factors contribute to greater organizational readiness and enhance the sustainability of change implementation.

Although previous studies have examined these determinants individually, evidence remains fragmented across different healthcare settings and organizational contexts. Therefore, synthesizing current evidence is essential to provide a comprehensive understanding of the organizational, managerial, and individual factors that collectively influence the success of change management in nursing organizations.

Although the existing literature has identified numerous factors associated with successful organizational change, current evidence remains fragmented and primarily focuses on individual determinants, such as leadership, organizational resilience, communication, or employee engagement. Few studies have comprehensively integrate these factors to explain how they interact and collectively influence the success of change management within nursing organizations. Furthermore, variations in healthcare settings, organizational structures, and implementation strategies have resulted in inconsistent findings, making it difficult for nurse managers to identify evidence-based priorities for managing organizational change. Therefore, a systematic synthesis of recent evidence is required to consolidate current knowledge, identify recurring determinants, and provide a comprehensive understanding of the factors that contribute to successful change management in nursing practice.

Understanding the factors that contribute to successful change management is essential for healthcare organizations striving to improve organizational performance, staff engagement, and patient outcomes. As healthcare systems continue to experience rapid transformation, nurse managers require evidence-based guidance to effectively lead organizational change while minimizing resistance and enhancing staff readiness. By systematically synthesizing current research findings, this review provides a comprehensive overview of the organizational, managerial, and individual factors associated with successful change management. The findings are expected to support nursing leaders in developing effective implementation strategies, strengthening organizational resilience, and promoting sustainable improvements in healthcare services.

This systematic literature review aims to identify, critically evaluate, and synthesize the current evidence regarding the factors influencing the success of change management in nursing organizations. Specifically, this review seeks to examine the organizational, leadership, and individual determinants that facilitate successful implementation of change initiatives and to provide evidence-based recommendations for nursing managers to strengthen organizational readiness and improve the effectiveness of change management in healthcare settings.

METHOD

This study employed a Systematic Literature Review (SLR) to identify, critically appraise, and synthesize evidence regarding the factors influencing the success of change management in nursing

organizations. The review followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 guidelines to ensure methodological transparency and reproducibility throughout the review process.

The participants in this review were published research articles examining factors influencing successful change management within nursing and healthcare organizations. Since this study was a literature review, no human participants were involved. Instead, the unit of analysis consisted of peer-reviewed journal articles that fulfilled the predefined eligibility criteria. The target population comprised scientific articles related to change management in nursing management and healthcare organizations. A systematic literature search was conducted using the PubMed database. The search strategy combined Medical Subject Headings (MeSH) and free-text terms using Boolean operators.

The primary keywords included: ("concept of change") AND ("management") AND ("nursing") The article selection process followed the PRISMA 2020 flow diagram. A total of 2,308 records were initially identified through PubMed. Automated screening removed 1,794 ineligible records before manual screening. Subsequently, 514 records underwent title and abstract screening, of which 375 were excluded because they did not meet the eligibility criteria. The remaining 139 reports were sought for retrieval; however, 113 full-text articles could not be retrieved. Consequently, 26 full-text articles were assessed for eligibility. During eligibility assessment, 21 studies were excluded because of irrelevant topics ($n = 9$), inappropriate study design ($n = 7$), or irrelevant outcomes ($n = 5$). Finally, five studies met all inclusion criteria and were included in the qualitative synthesis.

Data extraction was conducted using a standardized data extraction form developed by the researchers. The form was designed to systematically record relevant information from each included study, including: Author(s), Year of publication, Country, Research design, Study setting, Sample characteristics, Factors influencing successful change management, Key findings, Study conclusions.

The literature search was conducted in June 2026.

The review process consisted of the following sequential stages:

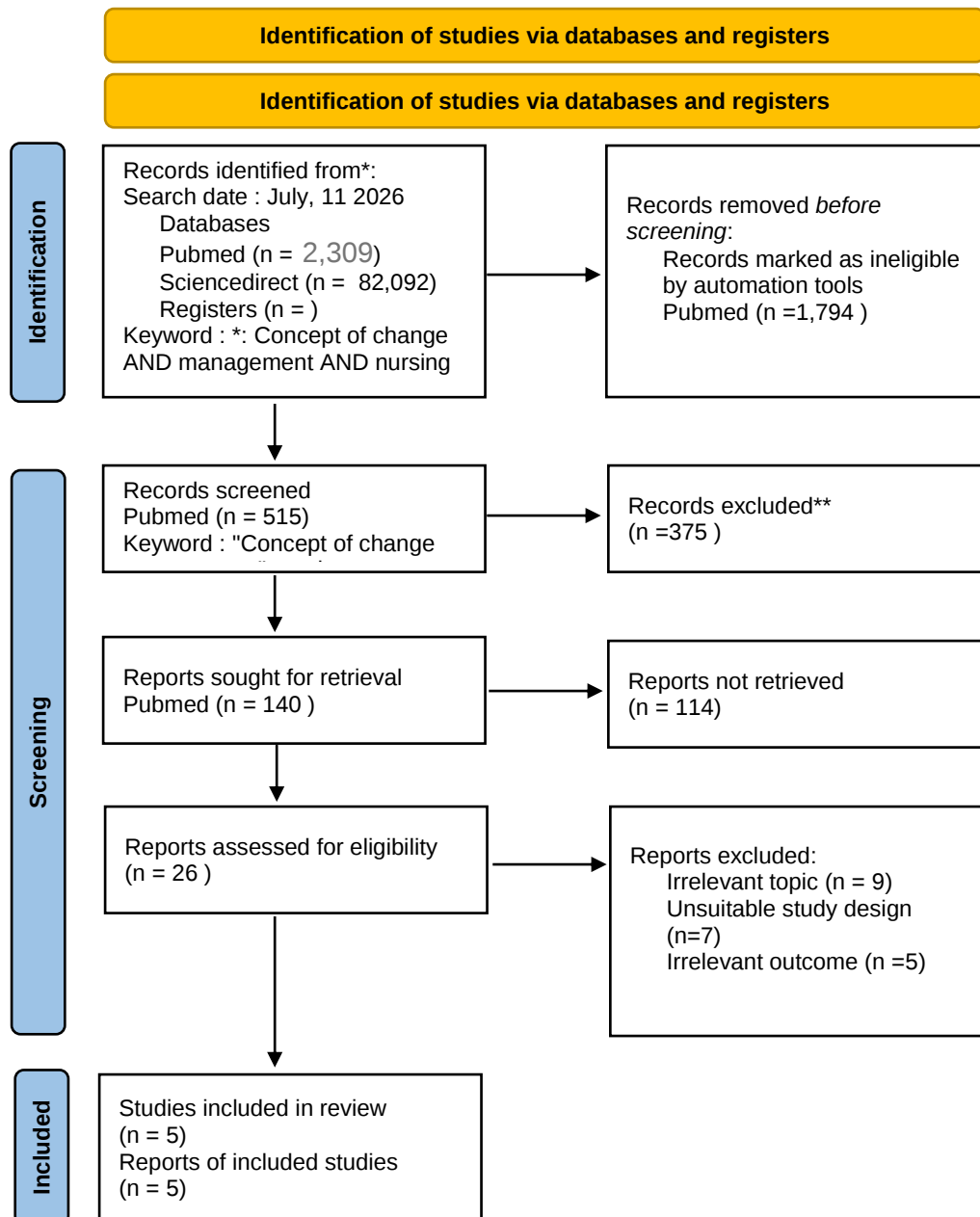
1. Identification of relevant studies through the PubMed database using predefined search terms.
2. Removal of ineligible records through automated filtering.
3. Title and abstract screening based on the inclusion and exclusion criteria.
4. Retrieval and full-text assessment of potentially eligible studies.
5. Critical appraisal using the JBI Critical Appraisal Checklist.
6. Data extraction using a standardized extraction form.
7. Narrative synthesis of the findings from the five included studies.

The complete article selection process is illustrated in the PRISMA 2020 flow diagram (Figure 1). Analysis plan (describe statistical tests and the comparisons made; ordinary statistical methods should be used without comment; advanced or unusual methods may require a literature citation): A narrative thematic synthesis was employed to analyze the included studies. After data extraction, the findings from each study were reviewed, compared, and categorized according to recurring themes associated with successful change management.

The synthesis focused on identifying organizational and individual determinants consistently reported across the included studies. Emerging themes included leadership, organizational resilience, communication, organizational culture, employee engagement, organizational support, education and training, and readiness for change. These themes were subsequently synthesized to develop a comprehensive understanding of the factors contributing to successful change management in nursing organizations.

Several limitations should be acknowledged. First, this review searched only the PubMed database; therefore, relevant studies indexed in other databases such as Scopus, CINAHL, Web of Science, or ScienceDirect may not have been identified. Second, only English-language articles published between 2021 and 2026 were included, which may have introduced language and publication bias. Third, only five studies fulfilled the eligibility criteria, limiting the breadth of

available evidence. Finally, heterogeneity in research designs, healthcare settings, and reported outcomes precluded quantitative synthesis through meta-analysis. Therefore, the findings should be interpreted within the context of these methodological limitations.



RESULTS AND DISCUSSION

Results

No	Title	Author	Instruments	Methods	Outcome
1	Organizational resilience in nursing: a concept analysis using Rodgers' evolutionary approach	(Peng et al., 2025)	Data extraction form based on Rodgers' guidelines (Rodgers' evolutionary approach)	Rodgers & Knafl's evolutionary concept analysis of 45 articles published between 1973 and 2023.	Identification of the concept of nursing organizational resilience, comprising: 1. Antecedents: Resources, information/communication, social networks, infrastructure, organizational structure, and human resources. 2. Attributes: Robustness, redundancy, rapidity, resourcefulness, diversity, adaptation, self-regulation, flexibility, and recoverability. 3. Consequences: Impacts at the organizational, nurse, and patient levels.
2	Factors Influencing Nurses' Work-Life Balance: A Systematic Review of Challenges, Opportunities and Strategic Solutions for Healthcare Practice and Policy	(Yang, 2026)	Systematic data extraction and study quality assessment protocol (Cochrane/therapeutic review guideline-based)	A systematic review using a convergent integrative approach covering 23 scientific research articles (22 quantitative, 1 qualitative) up to February 2024.	Penentuan 6 faktor utama yang memengaruhi <i>Work-Life Balance</i> (WLB) perawat, meliputi: 1. Karakteristik sosiodemografi. 2. Kehidupan pribadi. 3. Kontrol pekerjaan. 4. Tuntutan pekerjaan. 5. Jadwal kerja. 6. Lingkungan kerja.
3	Effects of Structural Workforce Interventions on Resident and Staff Outcomes in Long-Term Care Facilities: A Rapid Living Systematic Review	(Hbse et al., 2026)	Data search protocol (PROSPERO registration), logic model-based extraction criteria, the Cochrane RoB 1.0 tool, and the GRADE scale for assessing the certainty of evidence.	A rapid living systematic review incorporating random-effects meta-analyses of 11 randomized controlled trials (RCTs).	Skill-mix adjustment can reduce hospitalization rates among nursing home residents (RR 0.68). However, its impact on mortality remains highly uncertain, and it has little to no effect on residents' quality of life (QoL).
4	Assessing the effectiveness of artificial intelligence education and training for healthcare workers: a systematic review	(Woods et al., 2026)	Reporting guidelines (PRISMA and STORIES statements) and training evaluation instruments based on the Kirkpatrick-Barr hierarchy framework.	<i>Systematic review</i> (Tinjauan sistematis) terhadap 27 artikel penelitian yang mengevaluasi implementasi program edukasi/pelatihan kecerdasan buatan (AI) bagi pekerja kesehatan.	AI training has proven effective in enhancing literacy at Kirkpatrick-Barr Levels 1–3 (learning satisfaction/reaction, attitudes, conceptual knowledge, and changes in research behavior). However, the training has not yet addressed Level 4 evaluation (there is no evidence of direct impact on large-scale organizational change or clinical patient outcomes).

No	Title	Author	Instruments	Methods	Outcome
5	Latest Findings in Key Research Areas of Precision Nursing for Chronic Diseases in Older Adults	(Sci, 2023)	The conceptual framework of Precision Nursing is based on the integration of biomedical big data.	A comprehensive literature review examining research developments in the fields of precision symptom management and nursing care for elderly patients with comorbidities.	Demonstrating significant progress in two areas: 1. Cancer: Development of models for predicting symptom risk and longitudinal change trajectories, as well as the identification of core symptoms. 2. Multimorbidity in the Elderly: Focus on assessment tools for chronic comorbidities, disease pattern recognition, and individualized health management that improves patient prognosis.

The systematic screening process resulted in the inclusion of five comprehensive literature sources published between 2023 and 2026. These sources investigated multi-faceted determinants influencing organizational transformation, workforce well-being, and technological adaptation in nursing and healthcare organizations (Hbasc et al., 2026; Peng et al., 2025; Sci, 2023; Woods et al., 2026; Yang, 2026). Although the review designs and settings varied, the synthesis revealed five major themes critical to successful change management: Leadership; Organizational resilience; Communication; Organizational support and culture; and Education, training, and employee engagement. Leadership and structural support emerged as consistently reported determinants. Effective leadership facilitated organizational vision, minimized resistance, and optimized workplace environment. Organizational resilience was highlighted as another key determinant, where resilient structures demonstrated greater adaptability, resourcefulness, and responsiveness during transition. Furthermore, open communication and continuous professional education significantly enhanced organizational readiness by increasing nurses' confidence to adopt new workflows and advanced technologies.

Discussion

This systematic literature review identified leadership as the most influential factor affecting the success of change management in nursing organizations. Across the included studies, effective leadership consistently promoted employee engagement, strengthened organizational commitment, and facilitated communication during organizational transformation. Nurse leaders who actively involved staff members in decision-making processes created greater trust and reduced resistance toward organizational change (Välimäki et al., 2024; Frilund et al., 2023). These findings are consistent with contemporary change management theories, which emphasize leadership as the driving force for successful organizational transformation.

Another important finding is the role of organizational resilience. Healthcare organizations that developed resilient systems demonstrated greater capacity to respond to uncertainty, recover from disruptions, and maintain high-quality nursing services. Organizational resilience was closely associated with adaptive leadership, collaborative teamwork, organizational learning, and continuous quality improvement. These findings indicate that resilience is not only an organizational outcome but also an enabling condition for successful implementation of change (Ratliff et al., 2026; Mori et al., 2025; Koreen et al., 2025).

Effective communication emerged as another recurring determinant across the reviewed studies. Communication facilitated information exchange, clarified organizational objectives, and reduced ambiguity among healthcare professionals. Organizations implementing structured communication strategies experienced greater employee acceptance and lower resistance to organizational change. These findings support previous research suggesting that transparent communication is essential for improving organizational readiness and facilitating behavioral change.

The review also highlighted the importance of organizational support and culture. A supportive organizational environment encourages innovation, interdisciplinary collaboration, and psychological safety, enabling healthcare professionals to adapt more effectively to new organizational policies and procedures. Conversely, unsupportive organizational cultures may contribute to employee resistance, reduced motivation, and implementation failure. Finally, education, competency development, and employee engagement significantly contributed to successful change management. Continuous professional development enhanced nurses' knowledge and confidence in implementing organizational innovations. Staff involvement throughout the planning and implementation stages also promoted ownership of organizational initiatives, thereby increasing the sustainability of change.

Overall, the findings suggest that successful change management cannot be attributed to a single determinant. Rather, it requires the interaction of effective leadership, resilient organizational systems, supportive organizational culture, clear communication, and active employee engagement. Healthcare organizations should therefore adopt comprehensive strategies that simultaneously strengthen these organizational dimensions to improve the effectiveness of future change initiatives.

Implications

The findings of this review have important implications for nursing management practice. Nurse managers should prioritize transformational leadership, strengthen organizational resilience, promote transparent communication, and encourage employee participation throughout organizational change initiatives. Healthcare organizations should also invest in continuous professional education and competency development to enhance organizational readiness and reduce resistance to change. Integrating these factors into organizational policies may improve the sustainability of healthcare transformation and ultimately enhance patient care quality.

Research contribution

This systematic literature review contributes to the nursing management literature by providing a comprehensive synthesis of the organizational and individual factors influencing successful change management. Unlike previous studies that examined individual determinants separately, this review integrates current evidence into a unified framework, highlighting the interconnected roles of leadership, organizational resilience, communication, organizational culture, organizational support, and employee engagement. The findings may serve as an evidence-based reference for nurse managers, healthcare administrators, researchers, and policymakers when designing and implementing organizational change strategies.

Limitations

Several limitations should be considered when interpreting the findings. First, only five studies met the eligibility criteria, limiting the breadth of available evidence. Second, the literature search was restricted to the PubMed database, potentially excluding relevant studies indexed in other databases. Third, heterogeneity among study designs, healthcare settings, and outcome measures prevented quantitative synthesis through meta-analysis. Finally, restricting the review to English-language publications may have introduced language bias.

Suggestions

Future systematic reviews should include additional databases such as Scopus, Web of Science, CINAHL, and ScienceDirect to obtain broader evidence regarding change management in nursing. Future primary research is also needed to examine the effectiveness of specific change management models, such as Lewin's Change Theory, Kotter's Eight-Step Model, and ADKAR, across diverse healthcare settings. Moreover, longitudinal and mixed-methods studies are recommended to better understand how organizational factors interact over time and influence the sustainability of change initiatives.

CONCLUSION

This systematic literature review synthesized the current evidence on factors influencing the success of change management in nursing organizations. The findings demonstrate that successful change management is a multifaceted process influenced by the interaction of organizational and individual factors rather than a single determinant. Leadership, organizational resilience, effective communication, supportive organizational culture, organizational support, employee engagement, and continuous education emerged as the most frequently reported factors contributing to the successful implementation of organizational change. These factors collectively enhance organizational readiness, facilitate staff participation, reduce resistance to change, and support the sustainability of healthcare transformation.

The findings achieved the objective of this review by providing an integrated understanding of the determinants of successful change management in nursing organizations. The synthesis offers evidence-based insights that may assist nurse managers and healthcare administrators in developing comprehensive strategies to improve organizational adaptability and strengthen the implementation of future change initiatives. Rather than focusing solely on leadership or organizational policies, successful change management requires coordinated efforts that integrate supportive leadership, effective communication, resilient organizational systems, and continuous professional development.

Despite the limited number of eligible studies included in this review, the findings provide valuable evidence for nursing management practice and contribute to the growing body of knowledge regarding organizational change in healthcare settings. Future research should include a broader range of international databases and investigate the effectiveness of established change management frameworks, such as Lewin's Change Theory, Kotter's Eight-Step Change Model, and the ADKAR Model, across diverse healthcare contexts. Further empirical studies employing longitudinal or mixed-methods designs are also recommended to explore how organizational factors interact over time and influence the long-term sustainability of change management initiatives.

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AUTHOR CONTRIBUTION STATEMENT

All authors contributed to the conception and design of the study, literature search, data extraction, analysis and interpretation of the findings, and preparation and revision of the manuscript. All authors reviewed and approved the final version of the manuscript and agreed to be accountable for all aspects of the work.

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