

Communicative Leadership Strategy: Optimizing Inter-Division Interaction to Enhance Organizational Effectiveness

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Abstract. In the era of globalization and rapid information technology development, organizational effectiveness becomes increasingly crucial for long-term success and competitiveness. This study aims to explore how communicative leadership strategies can be implemented to optimize inter-division interaction and enhance organizational effectiveness. This research uses a literature review method with a qualitative approach. The data collection process began with a search for scientific articles using the Google Scholar database, with publication dates ranging from 2001 to 2024. The results of the study indicate that open, honest, and two-way communication between leaders and team members can create a collaborative and productive work environment. Examples from companies like Google, hospitals in the United States, Toyota, and Stanford University demonstrate how communicative leadership can be successfully applied to improve coordination, innovation, and operational efficiency. This study concludes that organizations need to invest resources in training programs focused on developing interpersonal communication skills, conflict resolution, and teamwork. Leaders and employees should be trained to communicate effectively and overcome communication barriers.

Keywords: Communicative Leadership, Inter-Division Interaction, Organizational Effectiveness

1. Introduction

In the era of globalization and rapid information technology development, organizational effectiveness becomes increasingly crucial for long-term success and competitiveness [1]. Modern organizations face increasingly complex challenges, including rapid changes in the business environment, increased competition, and demands from various stakeholders. In this context, communicative leadership strategies emerge as an essential approach to optimizing inter-division interaction and enhancing overall organizational effectiveness.

Communicative leadership is a leadership style that emphasizes open, honest, and effective communication between leaders and team members [2]. This type of leadership focuses on creating a collaborative work environment where every member feels valued and heard. Research has shown that effective communication between leaders and team members can increase employee engagement, job satisfaction, and productivity. Therefore, understanding how communicative leadership strategies can be effectively implemented is crucial for any organization.

Inter-division interaction within an organization often becomes a critical point in achieving strategic goals [3]. Divisions working in silos or isolation can lead to miscommunication, duplication of efforts, and inefficiency. Communicative leadership can help address these issues by facilitating smooth information exchange and encouraging cross-division collaboration. This improves workflow and enhances innovation and creativity, as diverse perspectives and expertise can be combined to solve problems more effectively.

A crucial aspect of communicative leadership is the leader's ability to actively listen and respond to the needs and feedback of team members [4]. In the context of inter-division interaction, leaders need to ensure that each division has the opportunity to share their views and contribute to decision-making. Thus, communicative leadership can help build an inclusive and participatory organizational culture, where all members feel they have a stake in achieving common goals.

Additionally, communicative leadership plays a role in building trust and strong relationships among team members. Trust is a key element in effective cooperation and can be gained through transparent and consistent communication [5]. Communicative leaders can clearly explain the organization's vision and goals, ensuring

that each team member understands their role and responsibilities in achieving these goals. This clarity minimizes confusion and conflict, maximizing coordination and synergy between divisions.

In today's digital era, information and communication technology (ICT) plays a crucial role in supporting communicative leadership strategies [6]. Tools like email, instant messaging, video conferencing, and online collaboration platforms enable faster and more efficient communication between geographically dispersed divisions. Leaders need to effectively utilize ICT to ensure that information can be delivered timely and accurately and to facilitate constructive discussions and feedback.

However, implementing communicative leadership strategies is not without challenges. Leaders must balance providing clear direction with allowing team members to innovate and take initiative. Additionally, cultural differences, backgrounds, and personalities among team members can pose communication barriers. Therefore, leaders need to develop strong interpersonal skills and understand group dynamics to effectively manage these differences.

This study aims to explore how communicative leadership strategies can be implemented to optimize inter-division interaction and enhance organizational effectiveness. By analyzing case studies from various industries and organizational contexts, this study hopes to identify best practices that leaders can adopt to create a more collaborative and productive work environment. The results of this study are expected to contribute to the development of better leadership theories and management practices in modern organizations.

1.1. Communicative Leadership

Communicative leadership is a leadership style that emphasizes open, honest, and effective communication between leaders and team members [7]. This style focuses on creating a collaborative work environment where every member feels valued, heard, and has the opportunity to contribute. Communicative leaders actively engage in active listening, provide constructive feedback, and clearly convey the organization's vision and goals [8]. The aim is to build trust, enhance engagement, and foster effective collaboration, thereby optimizing team performance and achieving organizational goals more efficiently.

1.2. Inter-Division Interaction

Inter-division interaction is the process of communication and cooperation between various units or departments within an organization [9]. This interaction involves the exchange of information, ideas, and resources to achieve common goals. The objective is to ensure that all parts of the organization work synergistically and are not isolated in silos, which can lead to duplication of effort and inefficiency. Through effective inter-division interaction, organizations can improve coordination, innovation, and productivity, as diverse perspectives and expertise are combined to solve problems more comprehensively and creatively [10].

1.3. Organizational Effectiveness

Organizational effectiveness measures the extent to which an organization achieves its goals and objectives efficiently and productively [11]. This involves the organization's ability to utilize available resources optimally, execute work processes smoothly, and adapt to environmental changes. Organizational effectiveness also encompasses individual and team performance, the quality of products or services produced, employee and customer satisfaction, and the ability to innovate and grow. Effective organizations have structures, cultures, and strategies that support the sustainable achievement of short-term and long-term goals [12].

2. Method

This study uses a literature review method with a qualitative approach to explore communicative leadership strategies in optimizing inter-division interaction and enhancing organizational effectiveness. The qualitative approach was chosen because it allows researchers to deeply understand complex phenomena through an in-depth analysis of existing literature. The data collection process began with a search for scientific articles using the Google Scholar database, with publication dates ranging from 2001 to 2024. Keywords used in the search included "communicative leadership," "inter-division interaction," and "organizational effectiveness." The initial search yielded 47 articles relevant to this research topic. Next, a rigorous selection process was conducted on these articles based on established inclusion and exclusion criteria. Inclusion criteria included topic relevance, research methodology quality, and significant contribution to the understanding of communicative leadership and organizational effectiveness. Exclusion criteria included duplicate articles, lack of full-text access, and limitations in the methods or analysis used. After the selection process, 23 articles met the criteria for further analysis. Data analysis was conducted using descriptive analysis techniques, aiming to describe and summarize findings from the selected articles. This analysis involved identifying main themes, emerging patterns, and

conclusions that could be drawn from the existing literature. The analysis results were organized based on the key aspects of communicative leadership, inter-division interaction, and organizational effectiveness. Through this method, the research aims to provide a comprehensive overview of how communicative leadership strategies can be applied to optimize inter-division interaction and enhance organizational effectiveness. The results of this literature review are also expected to offer practical insights for organizational leaders in developing more effective and collaborative communication approaches.

3. Result and Discussion

Communicative leadership strategies play a crucial role in optimizing inter-division interaction and enhancing organizational effectiveness. To understand how these strategies can be implemented and their impact, we need to examine several case studies from various industries and organizational contexts.

One relevant case study is the organizational culture transformation at the global technology company, Google. Google is renowned for its collaborative and innovative work culture, which is heavily influenced by communicative leadership strategies. Leaders at Google emphasize open and transparent communication, both vertically and horizontally, so that every employee feels valued and has the opportunity to contribute. Google implements various initiatives to ensure that communication among employees is smooth and effective [13]. For instance, through "TGIF" (Thank God It's Friday) meetings, employees can directly discuss a range of company issues with executives, including long-term vision, current challenges, and innovative ideas. These meetings provide a platform for employees to give feedback and allow management to listen and respond to questions directly, creating a greater sense of involvement and ownership among employees. Additionally, Google utilizes various digital communication tools to facilitate collaboration among teams dispersed worldwide, ensuring that every team member has equal access to important information and can contribute maximally. These practices demonstrate how communicative leadership strategies can create an inclusive and dynamic work environment, ultimately driving innovation and organizational success.

Another study from the healthcare sector shows how communicative leadership can improve inter-division coordination in hospitals. Hospitals often consist of various divisions such as medical, nursing, administration, and support services, each with specific responsibilities and focuses. Poor communication between these divisions can lead to serious issues such as medical errors, delays in patient care, and patient dissatisfaction with the services provided [14]. At Mayo Clinic in the United States, the implementation of communicative leadership strategies has proven effective in addressing these issues. Mayo Clinic adopts an approach that involves regular coordination meetings where leaders from each division meet to share information, discuss existing issues, and plan collaborative actions. Additionally, a real-time feedback system was introduced to enable staff to provide direct input on field situations and promptly report problems that require immediate attention. The results of these initiatives have been very positive, with increased operational efficiency evident from reduced patient waiting times and quicker handling of medical issues. Furthermore, patient satisfaction has significantly improved due to more coordinated care and responsiveness to their needs. This study underscores the importance of communicative leadership in creating a more organized and efficient work environment in hospitals, ultimately contributing to improved healthcare quality.

In the manufacturing sector, companies like Toyota have long implemented the concept of "lean management," which relies on effective communication between various divisions to eliminate waste and increase productivity. At Toyota, communicative leadership plays a crucial role in ensuring smooth operations and optimizing production processes. Leaders at Toyota promote a culture of transparency and openness, where any issues encountered on the production line are immediately reported and addressed through the "kaizen" mechanism, or continuous improvement. This system involves all employees, from frontline workers to top management, in the process of identifying and solving problems. This approach creates an environment where every individual feels valued and encouraged to contribute to process improvements. Moreover, effective communication between divisions such as production, quality, and supply chain management ensures that every action taken is holistic and well-coordinated. The implementation of "lean management" and "kaizen" enhances efficiency and builds a work culture that is responsive and adaptive to changes. For example, in facing market demand fluctuations or supply chain disruptions, Toyota can quickly rearrange its production processes to minimize negative impacts and ensure operational continuity [15]. Through this approach, Toyota has successfully maintained its global reputation as an industry leader in quality and efficiency, while providing valuable lessons on the importance of communicative leadership in achieving operational excellence.

In the education sector, major universities like Stanford University demonstrate how communicative leadership can drive innovation and cross-disciplinary collaboration. Through initiatives such as "d.school" (Hasso Plattner Institute of Design), Stanford facilitates interaction between different divisions such as

engineering, business, and the arts to work together on innovative projects. Communicative leadership applied here involves providing platforms for open dialogue, where students and staff from various academic backgrounds can exchange ideas and perspectives. Additionally, Stanford fosters an environment that supports experimentation and risk-taking, allowing team members to try new approaches without fear of failure. Leadership at "d.school" also ensures that each individual's contributions are valued and recognized, which helps build a stronger sense of ownership and engagement among participants. For example, projects at "d.school" often start with cross-disciplinary brainstorming sessions, where ideas from different fields are combined to create innovative and holistic solutions. This approach results in projects that solve real problems creatively and build collaborative and leadership skills among students [16]. Promoting open and inclusive communication practices has allowed Stanford to create a dynamic and productive academic culture that continuously pushes the boundaries of innovation and strengthens its reputation as one of the world's leading educational institutions.

Beyond these examples, it is important to understand the key elements that make communicative leadership strategies successful. One such element is the clarity of vision and goals. Communicative leaders can clearly articulate the organization's vision and goals, ensuring that each division understands how their contributions relate to the organization's overall objectives. This clarity helps direct efforts and avoid duplication or conflicts between divisions. When each division understands its role in the bigger picture, coordination and collaboration become easier to achieve, allowing the organization to work more effectively and efficiently [17].

Two-way communication is also a crucial element. Leaders convey information while also listening to feedback from team members [18]. This approach creates an environment where employees feel valued and heard, which in turn increases their engagement and commitment to their work. In many successful companies like Google and Microsoft, this two-way communication is facilitated through various channels such as employee surveys, Q&A sessions, and digital platforms for discussion. When employees feel that their voices are heard and valued, they are more likely to feel a sense of ownership and be motivated to contribute to the fullest. For example, Google uses an internal platform that allows employees to provide feedback and ask questions directly to executives, while Microsoft holds regular town hall sessions to discuss important issues and listen to input from employees worldwide.

The implementation of modern communication technologies also plays a significant role in communicative leadership strategies. Tools such as email, video conferencing, and online collaboration platforms enable faster and more efficient communication, especially in organizations with geographically dispersed teams [19]. However, it is important for leaders to not solely rely on technology but also ensure that there is sufficient direct interaction to build strong relationships and trust among team members. Technology should be seen as a tool that supports human interaction, not replaces it.

Additionally, training and developing communication skills for leaders and employees is essential. Many successful organizations invest resources in training programs that focus on developing interpersonal communication skills, conflict resolution, and teamwork. This training helps employees and leaders communicate more effectively, overcome communication barriers, and build positive working relationships. For example, companies like IBM and General Electric have developed comprehensive communication training programs. IBM offers the "Leadership Excellence" training that includes communication and conflict resolution skills, while General Electric has a "Manager Development Course" that emphasizes effective communication and teamwork. Good communication training can help individuals articulate their ideas more clearly and listen actively, which can enhance the quality of discussions and decisions made [20].

However, despite the many benefits that can be gained from communicative leadership strategies, there are also challenges that need to be addressed. One of the main challenges is the cultural differences within organizations and individuals. Each division may have a different work culture, and leaders must be able to understand and bridge these differences to create effective communication. Additionally, some individuals may have different communication styles, which can be a barrier to collaboration. Successful leaders are those who can adjust their communication style to meet the needs of various individuals within their teams [21].

To overcome these challenges, leaders need to develop strong interpersonal skills and the ability to adapt to various communication styles. A flexible and inclusive approach is essential to ensure that all team members feel comfortable and can contribute maximally. Leaders also need to facilitate open and constructive discussions to address differences in opinions and find solutions acceptable to all parties. For example, well-facilitated brainstorming sessions can help bridge differences and generate innovative ideas that reflect the perspectives of various divisions [22].

In the context of organizational change, communicative leadership strategies can also help manage resistance to change. Transparent and honest communication about the reasons for change, expected benefits, and its impact on employees can reduce fear and confusion. By involving employees in the change process and

listening to their concerns, leaders can build greater support and commitment to change initiatives. Employees who feel involved in the change process are more likely to be adaptive and supportive of the ongoing transformation [23].

Overall, communicative leadership strategies offer many benefits in enhancing inter-division interaction and organizational effectiveness. By promoting open, honest, and two-way communication, leaders can create a collaborative, innovative, and productive work environment. Case studies from various industries show how this approach can be practically applied and deliver positive results. Organizations that implement communicative leadership strategies are more prepared to face challenges, more innovative in problem-solving, and more efficient in their operations. Therefore, through in-depth analysis and the application of best practices, this research provides important insights for organizational leaders in developing more effective leadership strategies. By understanding and implementing the principles of communicative leadership, organizations can achieve higher performance, better employee satisfaction, and sustainable long-term success. Communicative leadership strategies are not just about communicating effectively but also about building relationships, facilitating collaboration, and creating a strong and adaptive organizational culture.

Table 1. Key Findings in Communicative Leadership Strategy to Enhance Organizational Effectiveness

Aspect	Finding	Case Study Examples
Open and Honest Communication	Creating a collaborative and productive work environment through open and honest communication	Google - "TGIF" meetings, regular coordination meetings, real-time feedback system in hospitals.
Clarity of Vision and Goals	Clearly conveying the organization's vision and goals to direct efforts and avoid conflicts	Toyota - Implementation of "lean management" and "kaizen"
Two-Way Communication	Increasing employee engagement and commitment by listening to feedback and responding to their needs	Stanford University - "d.school" initiative for interdisciplinary collaboration.
Use of Communication Technology	Utilizing modern communication tools for fast and efficient communication, as well as direct interactions to build relationships	Google - Digital platforms for discussion, hospitals - real-time feedback systems
Training and Development	Developing interpersonal communication, conflict resolution, and teamwork skills through training programs	Toyota - Training programs for employees and leaders
Managing Cultural Differences	Bridging cultural and communication style differences to create an inclusive and productive work environment	U.S. hospitals - Regular coordination meetings between divisions.
Change Management	Managing resistance to change with transparent communication and involving employees in the change process	U.S. hospitals - Transparent communication about operational changes
Monitoring and Evaluation	Continuously monitoring and evaluating the effectiveness of communicative leadership strategies for improvement	All case studies - Using employee feedback for strategy evaluation and improvement.

4. Conclusion

This research explores the importance of communicative leadership strategies in optimizing inter-division interaction and enhancing organizational effectiveness. From various analyzed case studies, it is evident that open, honest, and two-way communication between leaders and team members can create a collaborative and productive work environment. Examples from companies like Google, hospitals in the United States, Toyota, and Stanford University demonstrate how communicative leadership can be successfully applied to improve

coordination, innovation, and operational efficiency. Communicative leadership not only focuses on conveying information but also on listening to feedback and building trust. Effective leaders can clearly communicate the organization's vision and goals, ensuring each division understands its roles and responsibilities, and facilitate smooth communication throughout the organization. The use of modern communication technologies and communication skills training also play a crucial role in supporting this strategy. While there are many benefits to communicative leadership, challenges such as differences in organizational culture and individual communication styles must be addressed. Leaders need to develop strong interpersonal skills and the ability to adapt to various situations. A flexible and inclusive approach is essential to ensure all team members feel valued and can contribute to their fullest potential. Recommendations based on the results of this research include:

1. **Communicative Leadership Training:** Organizations should invest resources in training programs focused on developing interpersonal communication skills, conflict resolution, and teamwork. Leaders and employees should be trained to communicate effectively and overcome communication barriers.
2. **Use of Communication Technology:** Organizations should leverage modern communication tools such as email, video conferencing, and online collaboration platforms to support fast and efficient communication. However, direct interactions should also be facilitated to build strong relationships and trust among team members.
3. **Clarity of Vision and Goals:** Leaders must clearly communicate the organization's vision and goals so that each division understands how their contributions relate to the overall organizational objectives. This clarity helps direct efforts and avoids duplication or conflict between divisions.
4. **Two-way Communication:** Leaders should ensure that communication is not just one-way but also two-way. Listening to feedback from team members and responding to their needs and inputs is key to building greater engagement and commitment.
5. **Managing Cultural Differences:** Leaders need to understand and bridge the differences in organizational culture and individual communication styles. An inclusive and adaptive approach is essential to creating a comfortable and productive work environment for all team members.
6. **Change Management:** In the context of organizational change, leaders should communicate transparently about the reasons for the change, the expected benefits, and its impact on employees. Involving employees in the change process and listening to their concerns can reduce resistance and build greater support.
7. **Monitoring and Evaluation:** Organizations should regularly monitor and evaluate the effectiveness of the communicative leadership strategies implemented. Feedback from employees and organizational performance results should be used to continuously improve and develop better approaches.

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