

An investigation into the management of change in private sector healthcare organizations in Bangladesh: A mixed-method inquiry based on the implementation of a new framework to support healthcare organizations

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Abstract. *The present research is focused on unraveling the complexities of and develop a framework for change management in the private sector healthcare organizations. This research has also sought to advance the understanding of the change management and change management process within the field of healthcare organizations in Bangladesh. The research method used in this research is a mixed methodology approach and seeks to start a collective voice of employees for the major debates of change management within the healthcare organizations in Bangladesh. Data collection was semi-structured interviews with purposive sampling to select respondents, which included top executives, human resource managers, CEOs, and line managers. A clustered probability sampling method has been carried out for the questionnaire survey and analyzed the data with computer software SPSS. The results show that the employees' understanding and perceptions towards change management plays an important role in change management success. Also, change communication and organizational culture significantly impact the change implementation process in healthcare organizations. The study also revealed that a high level of resistance to change does not always negatively affect the change implementation process.*

Keywords: Change management, change communication, culture change, resistance to change and overcoming resistance.

JEL Codes: L31, Q01, R12

1. Introduction

In a highly competitive and turbulent business world, the dynamism for any organization's changes became indispensable for greater success and excellence. This result is that in most organizations whether public or private, they have already known the phenomenon of change and often realize that if they cannot change, they will perish (Nohria and Beer, 2011). In a continuously changing business environment, change became the norm for most organizations in order to sustain their success and existence (Ackoff, 2016; Burnes 2016; Hailey and Balogun, 2012; Kotter, 2016; Mintzberg, 2013).

Therefore, change has become an everyday phenomenon in our life (Burns, 2016). It became one of the biggest challenges for organizations (Cowan-Sahadath, 2016) and, in today's management literature, clearly sends the message that organizations must change in order to survive (Oijako et al., 2018). Despite all the emphasis put on change management by management experts, and change management became a buzz word in all the top corporations, the brutal fact is that about two-thirds or more than 70% of change initiatives fail to be implemented (Burnes, 2016; Beer and Nohria 2011, P. 5). Likewise, Macredie et al., (2012) stated that very vibrant organizations in the future, whether public or private, must embrace the concept of change on a

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continuous basis or be ready to become extinct like dinosaurs. Meanwhile, Beer and Nohria (2011) found that many organizations failed their change initiatives just because of a rush in the change process and thereby lost focus as well as becoming easily overwhelmed by the change initiatives in their organizations. Therefore, executing the change, whether public or private, is not easy to accomplish. Subsequently, the dilemma is for the need for change, which organizations can complete correctly. Change management experts like Burnes (2016), Kanter (2016), and Peter and Waterman (2011) proposed the argument that a lot of today's organizations, including private sector healthcare organizations are finding themselves in a volatile environment, whereby change management becomes the ultimate necessity.

In Bangladesh's context, healthcare organizations change management became an ultimate necessity because its management and delivery were so obsolete that it is unbelievable. But managing change is not an easy task (Burns, 2016); it is expensive, complex, and takes time to achieve success. The healthcare organizations need a perfect framework to make change successful, or the result becomes merely a response to the change initiative or is diluted by any resistance to change. Most organizations respond wrongly to stakeholder needs and thereby lose ground and often cease to exist (Hope, 2012).

Large scale change requires considerable activity across all healthcare industries (Maurer, 2017), but its lack of repetition and an effective model of change management means that effective change still remains very rare (Birken et al., 2018). With the highest amount of failure rate in the change management initiatives (Maurer, 2017), the ability to identify and implement the right change management framework frequently eludes most change managers. The genuine reasons for change failure are change resistance, poor change communication, top-down change management strategies, rigid workplace culture, and following the wrong change models (Kotter, 2016; Werkman, 2017). Top executives are often responsible for making the change successful (Hope, 2012), but some are lacking the ability to be change leaders (Kanter, 2016). Frequent change failure breeds change resistance among employees (Ford and Ford, 2014), and thereby organizations face demoralization effects and bad consequences.

In a business context, there is a recognition for the necessity of change in modern organizations. However, questions arise for different elements of change management processes and how procedures have been managed, and that still remains unanswered (Dawson, 2014). Generally, theorists on the change process have always argued that change management's basic purpose is to bring stability in the organization, which will happen with fewer change initiatives (Weisbord, 2009; Stacey 2016). Often this theory, guided by scientific inquiries and rational theory development, is based on the modernization process (Rickards, 2016). Accordingly, Burns (2016) states that modern times are characterized by the hierarchical and mechanistic structure, which was based on the extreme kind of labor divisions and human control systems that help suppress people's emotions and reduce independent individual actions. Clarke (2012) stated that the availability of modernistic belief in the organizational change process had dominated the top-down and pragmatic approach that gives step by step direction for the change managers.

Additionally, the ever-increasing pace of the world markets and governments pushes the need for organizational development and effective strategy on a continual basis (McHugh, 2013). Rather than putting too much importance on a hierarchical or mechanistic structure (Burnes, 2016, P.154) or top-down approaches (Clarke, 2012), Turner (2009), Lowendahl and Revange (2013) maintain that organizational strategies must go beyond testing how the internal and external organizational context interacts and must examine the basic assumption and systematic truths that are dictating organizational strategies.

Therefore, from the employees' perspective, any kind of organizational change can impact their life, whether directly or indirectly, as well as the nature of their work. The impact can be experienced by the employee from the changed working situation, personal benefits and their future aspiration. That is why it is important for every employee to understand the change process and analyze the effectiveness, their position in it and the influence of the factors affecting their lives (Fullan, 2013). Clarke (2009) stated a major portion of employees have not been given the opportunity to engage in the change management process. It is

detrimental to an organization to not recognize their employees' observations and views in relation to the proposed changes in respect to their working environment. The evidence comes from the private sector healthcare organizations in Bangladesh and its employees' through the feedback and data gathering process. Consequently, all employees' viewpoint in the private sector healthcare organizations has made a large contribution to this research study.

It is one of the major phenomena that its key stakeholders misunderstand the organizational change process, and the underlying cause is often assumed to be that there is not a ready-made guideline for understanding the change process. Most of the time, key stakeholders struggle to understand the complicated change process (Fullan, 2013). As a result, Dunphy and Stace (2016) emphasized the role of individual employee's influence that forces the change. Moreover, some private sector healthcare organizations malpractices are existent in the common norms of change management. As a result, the workplace has become more turbulent and unpredictable. On the basis of this problem, management needs to reconsider their change management approaches, directions, and motivation for all employees (Daft and Marcic, 2014). These approaches are very important because healthcare organizations might be moved away from the hierarchical to equitable labor division that encourages the democratic control system and independent work environment (Burnes 2016). Strategic tools such as process reengineering and downsizing might have effective implications to the financial, technical, and operational aspects of healthcare organizations.

2. Research elaboration

This research study 'An investigation into the management of change in private sector healthcare organizations in Bangladesh: A mixed-method inquiry' is set within Bangladesh's private sector healthcare organizations area. This research study's primary purpose is to unravel the complexities of and develop a framework for change management in the private sector healthcare organizations. In this context, some important references have been made to employees of some private sector healthcare organizations who were invited to share their views, perceptions, and experiences about current change and change management processes. This study has used a mixed methodology approach and seeks to start a collective voice of employees for the major debates of change management within the healthcare organizations.

Considering the disadvantages and advantages of the different prevailing research methods, a mixed-method approach is proposed for this study with the application of grounded theory (GT) methods. Grounded theory is often derived from the inductive approach from the phenomenon it represents. The researcher collected quantitative data through the survey questionnaires and qualitative data through the semi-structured interviews. This research study followed the mixed methodology, and the sampling strategy also took the mixed method of sampling. For the quantitative research, the clustered probability sampling method has been carried out amongst the private sector healthcare organizations employees within the different positions, age, gender, and educational level of the healthcare organizations employees. With clustered probability sampling, the researcher divided the population into separate groups, then a simple random sample of clusters was selected from the population. On the other hand, for qualitative research, the researcher used non-probability sampling techniques and carried out purposive sampling. The total participants were 10 for the semi-structured interviews used in this research. The population from which the sample was selected were mostly top executives, human resource managers, CEOs, and line managers.

3. Results and discussion

3.1 Quantitative results and discussion:

The reliability test used in this research study found that the reliability scale in the survey questionnaire rated very good. It shows a high consistency number .811 (Table 1) which means higher internal consistency across all the scales. Further, the reliability of the individual test was different than the overall scale. The individual scale varied from 0.811 to 0.813, which shows that survey questionnaire has high level of internal consistency. Therefore, the survey questionnaire can be used in order to examine the employees' understanding and perception about change management in the healthcare organizations in Bangladesh.

Table 1: Cronbach's alpha reliability statistics

Reliability statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.811	.813	21

Sources: SPSS output-Cronbach's alpha reliability statistics.

3.1.1 Spearman correlations coefficient analysis:

The correlation and coefficient variables often be used to show association between different variables. It is also often confused with regression analysis but become very basic differences. When an association is measured numerically that gives both the strength of the correlation coefficient and the direction of the relationship between two variables. The strength of the relationship is represented a positive, negative or no relationship. There are two more independent variables have been chosen for hypothesis testing and these are, understanding/familiarity with change management and competitive advantage. These two variables have positive relationships as well, as it is shown that understating/familiarity with the change management has a positive relationship with change and competitive advantage.

Table 2: Correlation coefficient between variables

		Familiar with Change Management	Change and competitive advantage
Familiar with Change Management	Pearson Correlation	1	.362**
	Sig. (2-tailed)		.000
	N	300	300
Change and competitive advantage	Pearson Correlation	.362**	1
	Sig. (2-tailed)	.000	
	N	300	300

** Correlation is significant at the 0.01 level (2-tailed).

The Spearman correlation test statistics $r=0.362$, $N=300$, $P<.001$ indicate that better of understanding/familiarity of change management will provide competitive advantage during change. There is positive relationship between these two variables. Where $p<.001$ it means the probability of getting correlation coefficient at least big a sample of $N=300$ people if the null hypothesis were true there was no relationships between these variables were very low. In fact, all the significance values are below the standard criteria of $p<0.05$ it means a statistically significant relationship exists.

Furthermore, this research study selected two more important independent variables, and these are cultural support and change implementation process. The cultural support and change implementation process have positive relationships and often positive culture supports the organizational change management process in implementing change successfully.

Table 3: Correlation coefficient between variables

	Cultural Support	Change Implementation Process
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Cultural Support	Pearson Correlation	1	.497**
	<i>Sig. (2-tailed)</i>		.000
	N	300	300
Change Implementation Process	Pearson Correlation	.497**	1
	<i>Sig. (2-tailed)</i>	.000	
	N	300	300

** Correlation is significant at the 0.01 level (2-tailed).

The Spearman relationship test statistics $r=0.497$, $N=300$, $p<.001$ these results indicate that the relationships between the two variables is moderately positive. It means that where cultural support is available or flexible culture prevails, the change implementation process would be much easier, and less resistance would be faced. Where $p<.001$ it means the probability of getting correlation coefficient at least big a sample of $N=300$ people if the null hypothesis were true, there was no relationships between these variables were very low. In fact, all the significance values below the standard criteria of $p<0.05$ and it means a statistically significant relationship is existent.

One hypothesis has been developed about the relationship between communication and resistance to change. Now presented below are the relationships between the variables. Effective communication and least resistance to change have very strong positive relationships. The Spearman relationship test statistic $r=0.855$, $N=300$, $P<.001$ that indicates that least resistance to change has very strong relationships with the effective communication. It means if the effective communication increases then the resistance to change would be decreased.

Table 4: Correlation coefficient between variables

		Effective Communication	Least Resistant to Change
Effective Communication	Pearson Correlation	1	.855**
	<i>Sig. (2-tailed)</i>		.000
	N	300	300
Least Resistant to Change	Pearson Correlation	.855**	1
	<i>Sig. (2-tailed)</i>	.000	
	N	300	300

** Correlation is significant at the 0.01 level (2-tailed).

As the correlation coefficient value $r=0.855$ and is positive and $p<.001$ it means that the probability of getting a correlation coefficient at least as big in a sample of $N=300$ people, if the null hypothesis were true there was no relationship between these variables, was very low. In fact, all the significance values are below the standard criteria of $p<0.05$ and it means a statistically significant relationship existent. The variable change management process and resistance to change is positively related but this positive relationship is very weak. The variable change resistance result of $r=0.072$, $N=300$ and $p=0.212$ it indicated that there is a positive relationship between the two variables, but this relationship is very weak.

Table 5: Correlation coefficient between variables

		Change Implementation process	Change Resistance
Change Implementation process	Pearson Correlation	1	0.072
	<i>Sig. (2-tailed)</i>		0.212
	N	300	300
Change Resistance	Pearson Correlation	0.072	1

Sig. (2-tailed)	0.212	
N	300	300

** Correlation is significant at the 0.01 level (2-tailed).

As the correlation coefficient value $r=0.072$ and it is positive and $p=>0.212$ it means the probability of getting correlation coefficient at least as big in a sample of $N=300$ people if the null hypothesis were true there was a relationship between these variables, was very high. In fact, all the significance values up the standard criteria of $p>0.05$ and it means a statistically significant relationship was not existent. It means high level of resistance to change will negatively affect change management process is not true.

Therefore, an examination of Chi-square test table will enable us to make sure whether the patterns developed in the cross-tabulation table are significant or not. In the following Chi-square test it can be noted that the Chi-square test is a non-directional hypothesis and that is indicated by the asymptotic significance (2 sided).

Table 6: Chi-square tests

Chi-square test			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	61.484a	4	.000
Likelihood Ratio	17.833	4	.000
Linear-by-Linear Association	39.078	1	.000
N of Valid Cases	300		
a. 6 cells (66.7%) have expected count less than 5. The minimum expected count is .05.			

In analyzing the above table output it is clear that one of the important assumptions of the Chi-square test has not been violated, that is the expected cell frequencies must not be the less than 5. The important thing in the Chi-square test is the value of Pearson Chi-square 61.484 with the 4 degrees of freedom, which is significant at the $p<.001$ level. So that it can be like,

$$\chi^2 = 61.484, df=4, p<.001$$

The Chi-square test is usually used to determine whether the association in the cross tabulation is a significant one. In the above Chi-square table, the p value is less than $p<0.05$. However, to be statistically significant the probability value to be 0.05 or smaller. In this case, we have found that the p value is less than 0.05. Therefore, it can be concluded that there is significant relationship between two variables. Hence the hypothesis, better understanding of change management will provide competitive advantage, has a statistically significant association.

Therefore, an examination of Chi-square test table will enable us to make sure whether the patterns developed in the cross tabulation table are significant or not in the following table, it can be noted that the Chi-square test is a non-directional hypothesis and that is indicated by the asymptotic significance (2 sided).

Table 7: Chi-square tests

Chi-square test			
	Value	df	Asymptotic Significance (2-sided)

Pearson Chi-Square	128.348a	4	.000
Likelihood Ratio	91.335	4	.000
Linear-by-Linear Association	73.732	1	.000
N of Valid Cases	300		
<i>a 3 cells (33.3%) have expected count less than 5. The minimum expected count is .44.</i>			

In analyzing the above table 5.13, it is clear that one of the important assumptions of the Chi-square test has not been violated. That is the expected cell frequencies should not be the less than 5. The important thing in the Chi-square test is the value of Pearson Chi-square 128.348 with the 4 degrees of freedom, which is significant at the $p < .001$ level. So that it can be like,

$$X^2 = 128.348, df = 4, p = < .001$$

The Chi-square test usually is used to determine whether the association in the cross tabulation is a significant one. In the above Chi-square table, the p value is less than $p < 0.05$. However, to be statistically significant the probability value needs to be 0.05 or smaller. In this case we have found that the p value is smaller than 0.05. Therefore, it can be concluded that there is significant relationship between the two variables. Hence, the hypothesis that the better understanding of change management will provide competitive advantage has a statistically significance association.

However, an examination of the Chi-square test table enables us to make sure whether the pattern developed in the cross-tabulation table is significant or not. In the following Chi-square test table, it can be noted that the Chi-square test is a non-directional hypothesis and that is indicated by the asymptotic significance (2 sided).

Table 8: Chi-square test

Chi-square test			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	29.041a	8	.000
Likelihood Ratio	19.234	8	0.014
Linear-by-Linear Association	0.834	1	0.361
N of Valid Cases	300		
<i>a 9 cells (60.0%) have expected count less than 5. The minimum expected count is .14.</i>			

The analysis the above table output shows that one of the important assumptions of the Chi-square test has not been violated, expected cell frequencies should not be the less than 5. The important thing in the Chi-square test is the value of Pearson Chi-square 29.04 with the 8 degrees of freedom, which is significant at the $p < .001$ level. So that it can be like,

$$X^2 = 29.04, df = 8, p = < .001$$

The Chi-square test is usually used to determine whether the association in the cross tabulation is a significant one. In the above Chi-square table, the p value is less than $p < 0.05$. However, to be statistically significant, the probability value needs to be 0.05 or less. In this case we have found that the p value is less than 0.05. So that it can be concluded that there is significant relationship between the two variables. Hence, the hypothesis better understanding of change management will provide competitive advantage has a statistically significant association. Therefore, an examination of Chi-square test table will enable us to make sure whether the patterns developed in the cross-tabulation table are significant or not. In the following Chi-square test table, it can be noted that the Chi-square test is a non-directional hypothesis and that is indicated by the asymptotic significance (2 sided).

Table 9: Chi-square tests

Chi-square test			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	21.226a	4	0.000
Likelihood Ratio	10.628	4	0.031
Linear-by-Linear Association	5.809	1	0.016
N of Valid Cases	300		
<i>a 3 cells (33.3%) have expected count less than 5. The minimum expected count is .19.</i>			

In analyzing the output from the above table, it is clear that one of important assumption of the Chi-square test has not been violated. That is the expected cell frequencies must not be the less than 5. The important thing in the Chi-square test is the value of Pearson Chi-square of 21.226 with the 4 degrees of freedom, which is significant at the $p < .001$ level. So that it can be like,

$$X^2 = 21.226, df = 4, p = < .001$$

The Chi-square test usually used to determine whether the association in the cross tabulation is a significant one. In the above Chi-square, table the p value is less than $p < 0.05$. However, to be statistically significant the probability value must be 0.05 or smaller. In this case it is found that the p value is smaller than 0.05. So that it can be concluded that there is significant relationship between the two variables. Hence, the hypothesis that a high level of resistance to change will affect negatively on the change implementation process has a statistically significance association.

3.2 Qualitative results and discussion:

Qualitative data is often described as approximation that characterizes nature. This data types non-numerical and often collected through observation, focus groups and/or interviews. This research used semi-structured interviews with 10 participants, who had been chosen by purposive sampling. The interviews were transcribed and analyzed. The qualitative data analysis (QDA) computer software Nvivo has been used to organize, makes sense of the data, theme developments and overall present the qualitative data sets from the research.

3.2.1 Interviews most common words:

Most common word or most cited word in all interviews are change, then after management and communication. These words are mostly cited in the interviews and developed following (Figure-5.27) themes using Nvivo. In any change management process, communication is vital, and without proper communication change management will definitely be unsuccessful. Some other words come after the communication and these are implementation, process, vision and culture and these all words are the important part of the change management process.

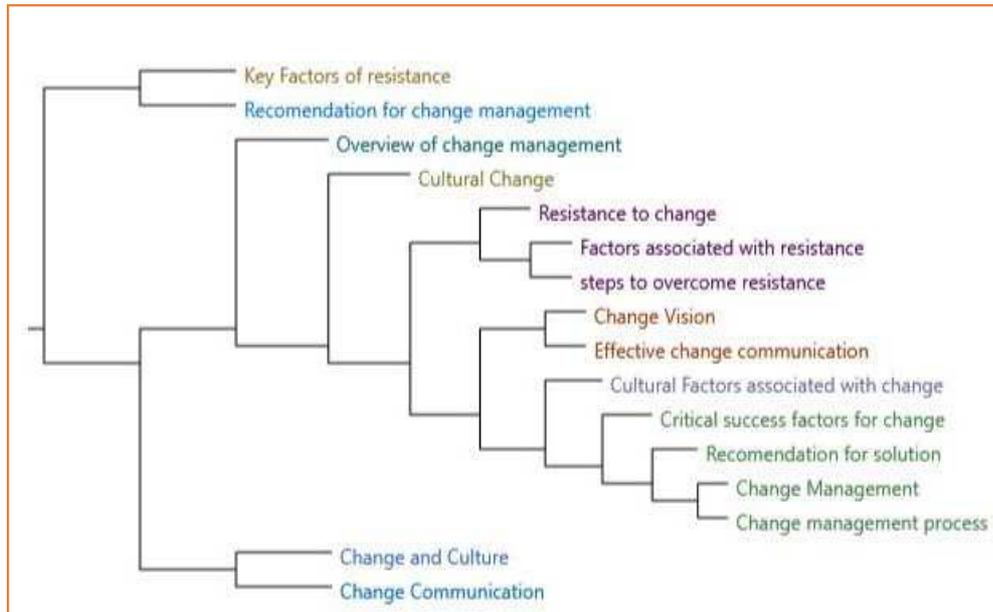
Fig. 1: Interviews most common words



3.2.2 Themes clustered by word similarities and differences:

The horizontal branching diagram shows similar words or items that are clustered on the same branch and what is different is in the other branch. The nodes that have a high similarity, based on the frequencies of this words have been shown together, and which nodes have lower similarity, based on the frequencies, are positioned in the dendrogram further apart.

Fig. 2: Themes clustered by word similarities and differences



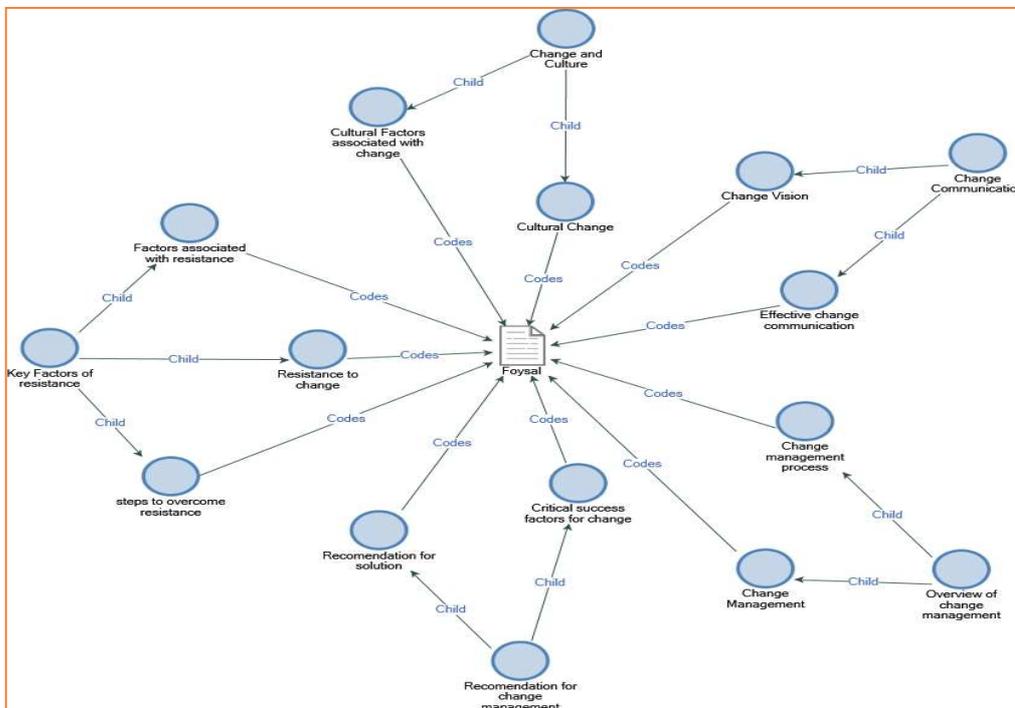
In the above dendrogram it is clear that the nodes key factors of resistance and the recommendation for change management have most similar words based on the frequencies used by the participants. The nodes ‘change and culture’ and ‘change communication’ also have very strong relationships based on the word frequencies participants used in the interview. On the other hand, the nodes ‘change communication’ and ‘key factors of resistance’ have a much lower degree of relationships shown in the graph. The nodes change ‘management and change management process’ are very closely related to each other and these two nodes have a very distant relationships to the nodes ‘change and culture, change communication, key factors of resistance and recommendation for change management.

3.2.3 Project map-graphical illustration of themes and its connection:

The project map is used here to represent the graphical illustration of the different themes that have been used in this research. Especially representing the different connection among the all the nodes is based on one participant. The following project map is a way of visually exploring the data used in this research and is based on the participant Foysal’s interview. The different shapes of connection have been developed based on, for example, Foysal’s provide opinion about change management and it has two sub-themes that are related with the themes change management and this project map shows it clearly. Another example is that the theme cultural change has been developed based on the participant interview. There are two more sub-themes under the theme cultural change. These themes are cultural factors associated with the change and change and culture, both have interrelationship.

Fig. 3: Project map-graphical illustration of themes and connection

4.



Conclusions

Though change is constant in everyday life, it is not just a natural phenomenon, and it is a very difficult task to be handled in the organizations. Usually, change creates a crisis that is very critical to manage in organizations. Such an upheaval in the organization has a far-reaching impact on its key stakeholders and the organizations itself. Most academics plus practitioners are attempting to search for a best practice among a repertoire of potential change drivers developed elsewhere, but every organization is best at their own adaptation and customization for its own unique blend. Sometimes what works well for one organization

might not be suitable for others. That is why this study's approach to change management tends to assert this uniqueness. Further, this research has sought to advance the understanding of the change management and change management process within the field of healthcare organizations in Bangladesh. The scope of this research was to investigate the management of change in private sector healthcare organizations in Bangladesh. Based on the various reviews and extended literature of the study as well as theoretical perspective, an integrated conceptual framework has been developed in relation to employees' understanding and perception, change communication, cultural change, and resistance to change.

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