



Factors influencing institutionalisation of change management practice in government departments



 *Therasha Hanekom* ^{(a)*}  *Michael Twum-Darko* ^(b)  *Arthur Kadakure* ^(c)

^(a,b) School of Business, Cape Peninsula University of Technology, Cape Town South Africa

^(c) Cape Peninsula University of Technology, Cape Town South Africa

ARTICLE INFO

Article history:

Received 24 July 2024

Received in rev. form 27 Sept 2024

Accepted 09 October 2024

Keywords:

Change management, implementation,
Government, sustainability, policy

JEL Classification:

O15, H8

ABSTRACT

This paper explored factors for infusing change management practices in the public sector and gave recommendations for policy execution of technology. The Western Cape Department of Community Safety (DoCS) launched the Expanded Partnership Programme (EPP) in 2010, as provided for in section 206 of the Constitution to reorient social crime prevention by Community Policing Forums Educate and Share towards Monitoring Guided Actions to increase sustainability, the efficiency of Community Police Forums (CPFs), and the accountability of the police. Even with an investment of R18 million, participation levels were still low and there was no service delivery improvement by the police, thus the need for a change management was borne. The study pointed out the need of strategic methods such as Kotter's 8-Step Process, Prosci ADKAR, and McKinsey Influence Model to implement institutionalised changes. The research pursued a practical stance and therefore merged objectivist and constructivist positions with an abductive approach. Count data were collected through the use of a Likert scale questionnaire since it was quantitative in nature while qualitative data was obtained from semi-structured focus group discussions. Data analysis was performed using qualitative and quantitative methods such as descriptive statistics, Pearson's Chi-square, and content analysis, among others. The research findings highlighted key factors such as organizational culture, interests of stakeholders, politics, resources, and the external environment a determinants of change management. The creation of detailed guidelines that are supported by evidence to direct decision making, resource allocation and prioritisation of policies by the government was advocated for in the study. These findings closed the loop between the research academic domain and the practical field, and demonstrated clear steps towards improving accountability, transparency and adequacy of change implementation.

© 2024 by the authors. Licensee Bussecon International, Istanbul, Turkey. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution 4.0 International license (CC BY) (<http://creativecommons.org/licenses/by/4.0/>).

Introduction

Effective change management is essential for organisations to thrive in today's competitive environment (Dobrovič & Timková, 2017, p.5). Failure to adapt can lead to organisational extinction (Akinbode & Shuhumi, 2018, p.609). Successful change management hinges on recognising the need for change and defining desired outcomes aligned with the organisation's strategies (Schmidt, Groeneveld, & Van de Walle, 2017, p.1543; Morgan, 1921, p.iv). Technological advancements significantly impact operations, enhancing productivity or leading to workforce reductions (Baker, 2007, p.5). While technology should drive change, it must also address challenges such as automation and staff re-skilling (Baker, 2007, pp.8-9,11). Without a strategic approach, technological applications are likely to fail (Baker, 2007, p.11). Morgan (1921, p.ix) emphasises the importance of integrating technological changes into operations and recognising employees as vital assets¹.

¹ <https://www.bcg.com/publications/2023/agile-upside-to-uncertain-world>

* Corresponding author. ORCID ID: <https://orcid.org/0009-0004-8697-3627>

In the public sector, where the focus is on delivering value rather than profit (Baker, 2007, p.3), effective change management can reduce resistance and enhance innovation². Theories for managing change necessitate strategic approaches like Kotter's 8-Step Process³, which involves creating urgency, building a guiding coalition, forming a strategic vision, and enabling action by removing barriers. Other frameworks include the Prosci ADKAR Model, which emphasises Awareness, Desire, Knowledge, Ability, and Reinforcement (Phillips & Klein, 2023, pp.189-197), and the McKinsey 7-S⁴ Framework, which underscores the necessity of aligning strategy, structure, systems, shared values, skills, style, and staff for successful change.

Leadership plays a crucial role in maintaining competitiveness and preparing organisations for change. Providing comprehensive data helps stakeholders understand the current status and supports change initiatives (Sawitri & Wahyuni, 2018, pp.259-267). This study employed a mixed-methods approach, combining quantitative and qualitative data through a triangulation design (Creswell & Plano Clark, 2007) to generate policy recommendations for implementing effective change within government, navigating challenges influenced by organisational culture and stakeholder interests (Cummings & Worley, 2014; Schein, 2010). Policy recommendations based on empirical research guide decision-making by ensuring strategies are evidence-based (Bryman, 2016; Creswell & Creswell, 2017).

The Western Cape's DoCS introduced the Expanded Partnership Programme (EPP) in 2010 (Western Cape Department of Community Safety, 2015). This initiative fundamentally changed the funding model from manual to electronic systems, transitioning from a social crime prevention partner to an oversight partner. All 151 Community Policing Forums (CPFs) in the province were required to adapt to the new technology to assist DoCS in its oversight function over the South African Police Service (SAPS). Despite a R18 million investment, poor participation and unchanged police service delivery underscored significant change management implementation challenges.

The study aims to investigate key factors for implementing sustainable change through change management methods in government organisations, particularly when technology (EPP) is introduced. No matter how big or small the change is, the receivers of change are the individuals who ultimately determine whether the change succeeds or fails (Cameron & Green, 2019, p.2). Baker (2007, p.5) states that the responsibility for successful change rests with those leading the organisation, with deep involvement from all key stakeholders. Initial resistance from staff, SAPS, and CPFs was a significant barrier to the EPP changes.

Literature Review

Organisational change in the public sector

Change is a constant in all organisations not excepting the public sector, which shows the need for behaviours that are adaptive and responsive to changing conditions (Schmidt et al., 2017, p.1541). Traditionally, management as well as organisational disciplines have been understood as unrelated to political and administrative ones. With the development of the transformation management in government, the issues of its relation to the literature on management have become highly topical. This literature usually deals with improvement of the quality-of-service delivery redirected to the improvement of services and/or mere provision of new or additional required services in response to cuts in the budget (Schmidt et al., 2017, p.1541).

Systematic approaches to transformation

As noted by Pettigrew and Tropp (2013), transformational change can only be attained through the use of systematic methods such as strategic planning, organisational design and change management. It would be optimal to carry out the adoption of these methodologies by forcing those that have the skills and expertise required. The implementation change management should be viewed as an integral part of strategic management as observed by Bakari, Hunjra and Masood (2017, p.55). This process entails clarifying the scale of the new requirements that arise and subsequently significantly changing the strategic orientation of the development of the organisation to the new performance specifications (Van der Heijden, 2014). Additionally, strategic objectives must be consistent with the hierarchy, processes, and organizational culture's ability to respond to changes in circumstances and expectations of citizens (Cameron & Green, 2019, pp.61-63).

Key factors for successful implementation

Successful change process has a number of critical elements including the ability to communicate, support from the leadership, the involvement of employees and attention towards the organization's culture (Cameron & Green, 2019, pp.61-63; Pettigrew & Tropp, 2013). In terms of potential defects to anticipate the most important concerns would be employee support. Public managers, leadership and the organisation are key factors that help or hinder the transformation (Kotter, 1996; Sawitri & Wahyuni, 2018, pp.261-263). Whereas the private sector has generally been documented to have a preparedness to change the aspect of the public sector has not been explored as much (Sawitri & Wahyuni, 2018, pp.260).

The importance of readiness to change

² <https://tolerosolutions.com/what-is-change-management-why-is-it-important-to-your-organization/#:~:text=It%20is%20an%20organizational%20process,are%20not%20the%20same%20thing>
³ https://www.ibm.com/topics/change-management?mhsrc=ibmsearch_a&mhq=What%20is%20change%20management
⁴ https://www.ibm.com/topics/change-management?mhsrc=ibmsearch_a&mhq=What%20is%20change%20management

The ability to change is a very important factor when one wants to start a transformation which is supported by Sawitri and Wahyuni (2018, pp.259-267). It is often very important that the willingness to transformative change is thoroughly researched. The transformation process normally adopts a three-phase approach, which include willingness, acceptance, and institutionalisation (Sawitri & Wahyuni, 2018, pp.261). This process was in a manner consistent with Lewin's Theory of Change Management under "unfreezing process of change" in that information stakeholder in relation to change serviced this process (Sawitri & Wahyuni, 2018, p.262).

Leadership and transformation success

A study conducted by Akinbode and Shuhumi (2018, p.613-614) emphasizes that there is a link between the two factors of style of leadership and degree of participation and success. Changes in the work environment can largely influence employee behaviour and instigate change. Roughly 70% of all change initiatives fail due to lack of leadership whose influencing power concerning employees is mandatory (Akinbode & Shuhumi, 2018, p.609). Dobrovič and Timková (2017, p.6) claim that any organisation as well as its level of performance cannot exist without some measures of change to be initiated and quite necessary – the system changes such as a novel application which was created for the South African Police Services to make the Community Policing Forums more sustainable and accountable to the communities (Rehouma, Geyer & Kahl, 2020, p.612).

Challenges in executing change management

Practitioners practicing change management also face a lot of challenges during changes implementation phase. Some of the reasons are poor planning (Dobrovič & Timková, 2017, p.6), not enough effort to train employees (Hiatt & Creasey, 2012; Kotter, 1996) and restricted time frame for people to adapt (Kotter, 1996; Cameron & Green, 2019, pp.61-63). Attitudinal inertia among the staff in particular seems to be aggravated by unfavourable characteristics of the organisation as well as absence of control over the processes (Hiatt & Creasey, 2012; Eisenstat, Spector and Beer, 1990, pp.158-166). While transformational changes are focused on individuals, the changes also relate to procedures and the entire operation of the organization (Smith, 2017, p.23; Tidd & Bessant, 2020).

Collaborative management of change initiatives

Changes in today's business environment require that numerous departments be involved in the process for their effective management and execution. (Morgan, 1921, p.105). Rehouma et al. (2020, p.51) note that the adaptation of personnel to IT is a major drawback for Public Administrations making the process of digitalisation quite a challenge. Participation in projects IT which undercuts best change management techniques that are informational, training explains worth attribution to the model used, whereby staff are positively oriented to the IT, thus counting on the success of the IT projects. (Rehouma et al., 2020, p.51; Morgan, 1921, p.101).

Systematic approaches to managing change

A proper transformation management system must establish within its operating system, approaches which eliminate waste and clearly outline the correct methods for achieving possible disappointments due to changes (Lueg & Vuori, 2020, pp.245-263; Bahner & Stroh, 2004, pp.180-191; Smith, 2017, p.45). The people involved in these methodologies in order to achieve not only the goals but also avoid the pitfalls must be very experienced. (Tidd & Bessant, 2020, p.320; Kumandang, Ruslaini, Santoso and Rizal, 2022, p.112). Employee participation is also critical. With regard to Transformational IT success, especially in terms of those who will be affected by the changes, employees need to be participative when designing new IT systems and technologies. (Rehouma et al., 2020, p.54).

Overcoming opposition and mobilizing for change

Staff resistance can impede transformation processes. In order to motivate change, it is recommended that the limitations of the existing situation be brought to the fore (Sawitri & Wahyuni, 2018, p.262). The change management process may collapse where there is no sufficient reason to change as it may lead to an oblivion that change is indispensable for the organization's competitiveness. The authors point out that: Eastern cultures tend to take a linear view of management opposition which ignores the opportunities of resistance (Saunders, Lewis & Thornhill, 2019, p.133).

Research and Methodology

Dudovskiy⁵ states that pragmatism allows for the combination of qualitative, quantitative, and action research methods, integrating both positivist and interpretivist positions. This study employed a mixed-method research approach (Vogt, Gardner & Haeffele, 2012, pp.3-6), integrating quantitative and qualitative methods to enhance understanding and credibility⁶. Quantitative research collected numerical data using structured surveys for objectivity and generalisability, employing statistical tools like regression and t-tests (Pilcher & Cortazzi, 2024). Qualitative research involved focus group discussions, providing diverse perspectives and richer data (Okoko, Tunison & Walker, 2023; Morgan, 1996, p.80).

⁵ <https://research-methodology.net/research-philosophy/pragmatism-research-philosophy/>

⁶ <https://www.scribbr.com/methodology/mixed-methods-research/>

This design enables triangulation of data from various sources, offering a nuanced view of complex social phenomena. Triangulation enhances credibility and validity by using multiple methods to explore the same question or different aspects (Carter, Bryant-Lukosius, DiCenso, Blythe & Neville, 2014, pp.545–547). The complementary nature of these methods allows researchers to leverage strengths, such as using quantitative data for prevalence rates and qualitative data for in-depth perspectives (Creswell & Plano Clark, 2018, p.6). The quantitative method involved a survey via Survey Monkey, using a non-random purposive sample for cost-effectiveness. This sample included 151 CPF chairpersons, 151 South African Police station commanders, and 290 DoCS staff, which is useful for studying difficult-to-reach populations (Etikan, Musa, & Alkassim, 2016, p.1-4; Creswell & Creswell, 2017, p.164). Qualitative data were collected through focus group discussions (FGDs) with CPFs, SAPS, and staff involved in implementing the change, capitalising on group dynamics to enhance data depth (Morgan, 1996, p.80).

The sampling frame consisted of 19,196 individuals (18,000 SAPS officials, 290 DoCS officials, and 755 CPF members). The study used purposive sampling, targeting 151 CPF chairpersons, 151 SAPS station commanders, and 290 DoCS staff focusing on EPP involvement⁷ and non-probabilistic convenience sampling for FGDs. Quantitative and qualitative data were collected via research instruments – a standardised Likert-scale questionnaire⁸, distributed electronically via Survey Monkey (Vogt et al., 2012, p.14) and semi-structured focus group discussions (FGDs). Data analysis involved statistical methods and content analysis, enhancing reliability and validity. Limitations included restricted access to records and limited computer literacy among CPFs, confining the study to the Western Cape, but the study maintained ethical standards with participant consent.

Findings and Implications

Approach to methodology research

A mixed research design was used in this study whereby both qualitative and quantitative data collection methods were applied. A questionnaire using a Likert scale was sent to DoCS staff and among key stakeholders in order to understand factors that affect change in the organization hence collecting a range of views. In addition, focus group discussions (FGDs) were also conducted which provided valuable quality information also enhancing the conclusions made. This integrative approach allowed while also enabling broad statistical analysis, partial qualitative content analysis of the perspectives of the participants. It was necessary to employ an orderly strategy to perform thematic analysis of the data in order to identify the main reasons for the problems and the reasons for the positive outcomes in the course of transformations as narrated below.

Organizational changes and its bearing on the stakeholders

Structural and operational changes including introduction of new strategies or tactics, changes in leadership, and/or the use of technology, have profound effects on people, processes, and performance. Establishing the factors and components which facilitate management of change helps to reduce react adverse consequences of making the changes. It is much better to make strategies for clients than to fight with a standard solution⁹. Of the eight organizational aspects that were identified to be essential for the embedding of the change management practices in the Department of Community Safety (DoCS), only two were attended to, even though there was recognition of the need for change. The respondents reported that quite a number of employees were not able to see the need for the strategic change as the strategy was on change without an appreciation of why it was needed.

Communication and vision

The findings indicate that DoCS faced limitations in doing an overarching analysis and developing the vision of the Expanded Public Partnership Programme (EPP) internally and externally. The vision was referred to as ambiguous and prone to inconsistent articulation resulting into schism within levels of staff commitment. This stresses the need for clearly laid out objectives and messages in the course of the change implementation. Additionally, the lack of strong coalitions among the stakeholders restricted wider support for the changes and led to the exclusion of many stakeholders, which in turn resulted in an increase in stress and anxiety within the organization.

Barriers to effective change management

Respondents pointed that DoCS had an uphill task in identifying and eliminating barriers towards the change. A significant result was the lack of proper training given towards new systems, which led to poorly gratifying and trusting the professionals. In addition, without praise for those working within an environment for a change pluralism is impossible as members grow tired without reason and interest towards action over the course of change. As Welch (2011) puts it the factors due recognition in said case help nurture healthy relations and inspire personnel.

The Training of Stakeholders and Stakeholder Participation

Nothing emanates from the feedback that suggests that implementing new technologies is unfeasible without the requisite training and staff reconfiguration, particularly on issues related to IT. All actors are interested to note, what will change and why such changes

⁷ <https://medlineplus.gov/understandingmedicalresearch.html>

⁸ <https://www.everand.com/book/506897050/Field-Methods-for-Academic-Research-Interviews-Focus-Groups-Questionnaires>

⁹ <https://tolerosolutions.com/what-is-change-management-why-is-it-important-to-your-organization/#:~:text=It%20is%20an%20organizational%20process,are%20not%20the%20same%20thing>

are needed. People occupy various roles in the change management process, and they include the need for the stakeholders to be trained on the use of new technologies. The need for many stakeholders to be involved reduces resistance as people feel ownership of the changes being introduced.

Change management as a value in the organization

The findings point out that DoCS was unable to create a cultural environment where the changes became a permanent feature of the institution. No one place changes here, which implies that there is no change to the cost of operations, or any savings achieved. Successful implementation of change is only possible if specific activities and processes in the organization are made to fit the intended change. This kind of fit helps to achieve behavioural change and assist in the provision of services and the development of new products.

Summary

To sum up, the findings managed to determine the perceptions of people in relation to how organizations are prepared to tackle organizational change in the public sector. Communication, involvement, and training are factors which have to be present in order for the change process to be successful. It was noted that there is a need to entrench changes within the organizational culture such that all processes that are executed satisfy the desired operational and service levels. The study articulates the lack of a properly defined problem and lack of a well-defined approach to change management strategies at DoCS that is based on both qualitative and quantitative research.

Conclusion

The research confirmed that the absence of key change management factors - creating urgency, communicating a vision, forming coalitions, removing obstacles, creating short-term wins, building on change, and anchoring changes in corporate culture - made it difficult for implementers and beneficiaries to embrace the change. This resulted in a lack of understanding of the new system's rationale, inadequate knowledge on EPP system operations, insufficient staff training and resistance to the new web based EPP system. Key stakeholders were not consulted nor involved from the start, resulting in staff feeling ill-prepared to support CPFs. This lack of support led to the majority of CPFs not using the EPP system and the budget for CPR Directorate not being spent. Successful change management results in least resistance, increased engagement, better performance, reduced costs and improved innovation¹⁰. However, DoCS experienced significant resistance and increased operational costs. There was some improvement in CPF performance for those who fully participated in the changes.

After extensive research across 130 organisations, Kotter and Cohen (2012, p.2) found that the predominant challenge throughout the eight stages in the change process is the factor to transform how people behave; not the "culture, systems or strategy, but what people do and the need for significant shifts in what people do". The future of an organisation depends not on technical capabilities or existing resources but on its people (Morgan, 1921, p.17). Continuous adaptation, particularly to technological changes, is crucial for managers and leaders to stay effective in a rapidly evolving environment.

Recommendations and future research

- i. Government departments must follow established change management theories to ensure sustainable, effective, and lasting transformations that align with best practices in the field.
- ii. Integrating key factors for institutionalising change into the strategic plan is essential when introducing and implementing change. This approach ensures that change becomes a permanent aspect of the organisation's operations.
- iii. State-run organisations should evaluate the need for change based on operational requirements, not just during political shifts. This proactive assessment ensures strategic adjustments are made when necessary.
- iv. Public sector departments need a comprehensive vision and strategy for change, clearly communicating the nature of the change to internal and external stakeholders, fostering urgency, and outlining its necessity and benefits.
- v. Effective change management requires planned, clear, consistent communication throughout. This involves explaining the reasons for change, specifics of what is changing, and implementation details. Stakeholders must be informed about urgency, benefits and progress, including short-term wins.
- vi. A robust communication plan is essential for a meaningful change process. Departments must clearly articulate the vision, intended outcomes, and detail communication plans specifying why and how changes will be implemented.
- vii. Forming influential coalitions to lead change is essential. These groups must effectively communicate the change process, its benefits, and maintain momentum throughout the implementation.
- viii. Departments should build momentum for change by celebrating milestones and successes. Recognising and rewarding short-term employee contributions boosts motivation, support, engagement and enthusiasm throughout the change process.

¹⁰ <https://tolerosolutions.com/what-is-change-management-why-is-it-important-to-your-organization/#:~:text=It%20is%20an%20organizational%20process,are%20not%20the%20same%20thing>

- ix. Develop and empower employees as change agents through training and support, ensuring they effectively contribute to and manage the change process.
- x. Involve stakeholders in the change process, gather their ideas, and provide training on new technologies or procedures to overcome resistance, foster greater buy-in and ensure smoother transitions.
- xi. Integrate changes into corporate culture and departmental processes by ensuring congruence across subsystems and fostering behaviour changes that sustain the change.
- xii. Reduce operational costs, enhance performance and foster innovation by creating new processes and improving stakeholder interactions.
- xiii. Middle, senior, and top management in government agencies should receive change management training to ensure leadership is equipped with the latest practices and theories for effective implementation.
- xiv. Departments should integrate a change management function into strategic planning or create a new structure for it. An organisational development study should evaluate the feasibility of these changes.
- xv. Training or reskilling staff on IT changes is essential for effective institutionalisation of those changes.
- xvi. Creating a feedback channel and acting on suggestions is vital for meaningful change; change managers must be responsive to feedback to improve the change process.

Current research on internal communication in change management is limited, revealing gaps in understanding communication actions and channel usage. More studies are needed on its role in shaping organisational identity in state-run organisations (Neill, 2018, p.5). Rehouma et al. (2020, p.52) recommend future research focus on change management possibilities within the public sector and employee participation in IT projects.

Acknowledgement

Author Contributions: Conceptualization, T.H.; methodology, T.H.; validation, T.H.; formal analysis, T.H.; investigation, T.H.; resources, T.H.; writing—original draft preparation, T.H.; writing—review and editing, T.H., M.T., A.J. and A.K. All authors have read and agreed to the published final version of the manuscript.

Institutional Review Board Statement: Ethical review and approval were waived for this study, due to that the research does not deal with vulnerable groups or sensitive issues.

Data Availability Statement: The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy.

Conflicts of Interest: The authors declare no conflict of interest.

References

- Akinbode, A., & Al Shuhumi, S. (2018). Change management process and leadership styles. *PEOPLE: International Journal of Social Sciences*, 4(2), 609-618.
- Bakari, H., Hunjra, A. I., & Masood, M. T. (2017). Managing organisational change in Pakistan: Insights from the work of Kurt Lewin. *UW Journal of Management Sciences*, 1(1), 53-64.
- Baker, D. (2007). *Strategic change management in public sector organisations*. Amsterdam: Elsevier.
- Bahner, R., & Stroh, L. (2004). The transformation management model: A total evaluation route to business change success. *Problems and Perspectives in Management*, (4), 180-191.
- Bryman, A. (2016). *Social research methods*. Oxford University Press.
- Cameron, E., & Green, M. (2019). *Making sense of change management: A complete guide to the models, tools and techniques of organizational change*. London: Kogan Page.
- Carter, N., Bryant-Lukosius, D., DiCenso, A., Blythe, J., & Neville, A. (2014). The use of triangulation in qualitative research. *Oncology Nursing Forum*, 41(5), 545–547.
- Creswell, J., & Plano Clark, V. L. (2007). *Designing and conducting mixed methods research*. Los Angeles, CA: Sage.
- Creswell, J., & Creswell, J. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage.
- Cummings, T., & Worley, C. (2014). *Organisation development and change*. Cengage learning.
- Dobrovič J., & Timková, V. (2017). Examination of factors affecting the implementation of organizational changes. *Journal of Competitiveness*, 9(4), 5-17. DOI: 10.7441/joc.2017.04.01.
- Eisenstat, R., Spector, B., & Beer, M. (1990). Why change programs don't produce change. *Harvard Business Review*, 68(6), 158-166.
- Etikan, I., Musa, S., & Alkassim, R. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1-4.
- Hiatt, J., & Creasey, T. (2012). *Change management: The people side of change*. Prosci.
- Kotter, J. (1996). *Leading change*. Harvard Business Review Press.
- Kotter, J., & Cohen, D. S. (2012). *The heart of change: Real-life stories of how people change their organizations*. Boston, MA: Harvard Business Press.

- Kumandang, C., Ruslaini, R., Santoso, S., & Rizal, M. (2022). Optimizing organizational performance: Exploring the integration of AI and HR practices. In *The International Conference on Education, Social Sciences and Technology (ICESST)*, 1(2), 269-277.
- Lueg, R., & Vuori, V. (2020). Transformation management: Methodologies and frameworks for guiding change. *Journal of Change Management*, 20(3), 245-263.
- Morgan, J. (1921). *Managing change: Strategies of making change work for you*. Columbus, OH: McGraw-Hill.
- Morgan, D. (1996). *Focus groups as qualitative research*. Sage.
- Neill, M. (2018). Change management communication: Barriers, strategies and messaging. *Public Relations Journal*, 12(1), 1-26.
- Okoko, J., Tunison, S., & Walker, K. (2023). Introduction to a variety of qualitative research methods. In: Okoko, J., Tunison, S. & Walker, K. (eds.), *Varieties of qualitative research methods*. Cham: Springer. https://doi.org/10.1007/978-3-031-04394-9_1.
- Orlikowski, W., & Barley, S. (2001). Technology and institutions: What can research on information technology and research on organizations learn from each other? *MIS Quarterly*, 25(2), 145-165.
- Pettigrew, T., & Tropp, L. (2013). *When groups meet: The dynamics of intergroup contact*. Psychology Press.
- Phillips, J., & Klein, J. (2023). Change management: From theory to practice. *TechTrends*, 67(1), 189-197.
- Pilcher, N., & Cortazzi, M. (2024). 'Qualitative' and 'quantitative' methods and approaches across subject fields: Implications for research values, assumptions, and practices. 58, 2357-2387. <https://doi.org/10.1007/s11135-023-01734-4>.
- Rehouma, M., Geyer, T., & Kahl, T. (2020). Investigating change management based on participation and acceptance of IT in the public sector: A mixed research study. *International Journal of Public Administration in the Digital Age (IJPADA)*, 7(4), 51-70.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students*. 8th ed. Harlow, UK: Pearson.
- Sawitri, H., & Wahyuni, S. (2018). Readiness to change in the public sector. *International Journal of Business and Society*, 19(1), 259-267.
- Schein, E. (2010). *Organizational culture and leadership* (Vol. 2). John Wiley & Sons.
- Schmidt, E., Groeneveld, S., & Van de Walle, S. (2017). A change management perspective on public sector cutback management: Towards a framework for analysis. *Public Management Review*, 19(10), 1538-1555.
- Smith, J. (2017). *Managing change: Strategies for success*. Publisher X.
- Tidd, J., & Bessant, J. R. (2020). *Managing innovation: Integrating technological, market and organizational change*. John Wiley & Sons.
- Vogt, W., Gardner, D., & Haefele, L. (2012). *When to use what research design*. New York: Guilford Press.
- Welch, M. (2011). HRM work and employment relations in the English NHS: On navigating through the fog. *Industrial Relations Journal*, 42(2), 106-123.
- Western Cape Department of Community Safety. (2015). The implementation evaluation of the expanded partnership programme: Full evaluation report. Creative Consultants & Development Works.

Publisher's Note: Bussecon International stays neutral with regard to jurisdictional claims in published maps and institutional affiliations.



International Journal of Business Ecosystem and Strategy by [Bussecon International Academy](#) is licensed under a [Creative Commons Attribution 4.0 International License](#).