



Impact of Change Management on Organisational Excellence in UAE Public Service Organisations

Ali Alfarsi

School of Doctoral Management Studies,
Liverpool Business School, United Kingdom
Email a.m.alfarsi@2019.ljmu.ac.uk

Zhuohua, Qu

School of Doctoral Management Studies,
Liverpool Business School, United Kingdom
Email Z.qu@ljmu.ac.uk
Corresponding Author – Ali Alfarsi

Abstract

Organisations aiming to remain relevant or competitive need to improve performance and achieve organisational excellence regardless of any change implemented. This paper examines the impact of change management on organisational excellence in United Arab Emirates (UAE) public service organisations. An evaluation of different change management models led to the deductions that informed the change management factors selected to assess the impact of change management on organisational excellence in UAE public service organisations. It provides evidence-based recommendations for effective change management, particularly the factors that may help public service organisations achieve organisational excellence when implementing change.

A critical review of change management studies, and analysis of primary data were pivotal to ascertain results. An online survey sent via email to two public service organisations in the UAE capital city generated 332 responses. SPSS version 22 is then used to conduct Pearson correlation analysis to determine the link between change management and organisational excellence.

Results show that four change management factors are used by sampled organisations in UAE. Findings revealed that reinforcement of change had the strongest correlation with organisational excellence in sampled organisations.

Suggestions on how reinforcement of change can be used by other UAE public service organisations to achieve positive impact of change management on organisational excellence are provided. Such evidence-based suggestions for the UAE public service sector may lead to successful change management which helps to achieve organisational excellence.

Keywords

Change Management; Organisational Excellence; Reinforcement of change; Public Service Organisations; UAE

1. Introduction

The business environment is continuously changing due to several internal and external factors. There are new policies and regulations, changing climate, increased customer expectations, and the workforce is also becoming more empowered. In addition to all these, there are also constant technological advancements that businesses need to adapt to (Al-Haddad and Kotnour, 2015). Many businesses, including public sector organisations, are facing the challenges of dealing with and adapting to a rapidly changing business environment. Within such a competitive business climate any organisation intending to survive and succeed must be able to successfully manage change (By, 2005). Change management has, therefore, become an important function in any organisation; at both strategic and operational levels the ability to plan for change, implement and manage the change process is a key management function (Burnes, 2004). However, managing change is also about managing people within and outside the immediate operating space of an organisation.

Change is generally accepted when it is aligned with people's sense of purpose, skills, abilities, and knowledge, and when a compelling reason for change as presented to stakeholders is well understood (Moran and Brightman, 2000). This means that effective change management must focus on people and processes. According to Norlin (2009), organisations are social systems where people need to work together to attain common goals. This implies that ultimately, people can only attain their goals through coordinated effort (Norlin, 2009). Organisations cannot expect to achieve success by implementing changes to improve organisational performance without the support of the stakeholders (Sande et al., 2015). The whole process of managing change itself and all associated internal and external factors make change management crucial to the implementation of factors aimed at achieving organisational excellence (Vora, 2013).

During change efforts, leaders need to provide change direction, exhibit the project management skills necessary to manage the technical aspects of change, and also provide excellent talent management to create employee buy-in for the process to succeed (Vora, 2013). The work of Vora (2013) suggests a link between change management, especially factors of focus, and organisational excellence. Other studies further suggest that the use of change management factors increase the success of organisational change initiatives and leads to the achievement of organisational excellence (Arnold, 2015; Fernandez et al., 2017; Kuipers et al., 2014). Based on this premise, our study through this paper examines the impact of change management factors on organisational excellence. It answers the question; what is the impact of change management factors on organisational excellence in United Arab Emirates (UAE) public service organisations?

2. Country Context

In the UAE, change is a common phenomenon due to the drive to diversify the economy and reduce dependence on oil (Yaseen and Okour, 2012). In 1998, the Dubai Award for Excellence was extended to the public sector, setting international quality standards to be applied in all government departments. Subsequently, the excellence system was launched in 2009 with the Emirates Award for Excellence in Government Performance, which has become the highest award of excellence at the institutional level in the country. Due to the focus on achieving excellence in the country, all change initiatives are expected to measure against quality and excellence especially in public service organisations (Oon and Ahmad, 2014). As a result, the UAE has undergone and continues to undergo rapid changes particularly in the public sector (Yaseen and Okour, 2012). While activities and awards may have encouraged commitment to

excellence and change, there are no well-defined change models to help organisations operate more efficiently as identified by Talib (2013) and Dahlgaard et al. (2013). It is apparent that there are no clear paths to assess whether change management, the factors used and the associated outcomes all contributed to organisational excellence. Often little attention is paid to the structure, processes, systems, and resources to support the change process in organisations (Baddah, 2016; Wagie, 2006). Regardless, the UAE requires all government entities to achieve organisational excellence and high level of service satisfaction (Al-Darmaki, 2015). Public organisations are often confronted with the need to implement changes to existing processes as the political environment changes (Ziemba and Oblak, 2015). According to Baddah (2016), desire for organisational excellence is evident in the UAE, but the commitment does not quite translate into the desired outcomes when any change is made in organisations. Some authors have suggested that the context of public organisations may impact change management outcomes (Ziemba and Oblak, 2015). A literature review on change management in the public sector by Kuipers et al., (2014) found that while most studies emphasize the content and context of change the study of change management in public organisations needs to focus on the complex environment in which change occurs and the factors used to achieve success of the change intervention.

2.1 Impact of Change Management in UAE

The concept of change management is not new in UAE. Different studies have been conducted on change management in an attempt explain the impact of change management. For example, Bin Taher et al. (2015) examined Business Process Re-engineering in the public sector, which subsequently led to determining the power relationships among leaders, communication, stakeholders and impact analysis for effective change. Maytha (2014) also assesses the influence of change leadership on change management practices through which he found that change-oriented leadership impacted planned and emergent change. Hierarchical culture is also seen to significantly impact both planned and emergent change (Maytha, 2014). The status of change management in the Interior ministry is also examined by Al-Darmaki (2015) to determine readiness to lead and implement change initiatives. The findings of this indicate that while employees were generally satisfied with change management they were dissatisfied with the lack of clarity of purpose for change and the long-term impact of change (Al-Darmaki, 2015). The impact of change on adoption of knowledge management practices in the public sector investigated by Al Badi (2018) revealed that organisational culture and leadership skills influence change impact and help to reinforce change goals. In all UAE change management studies reviewed for our study, none explained nor investigated the impact of change management on organizational excellence which reveal a gap. As at the point of writing this paper, this study appears to have bridged this gap, thereby contributing to knowledge. While such gap is a justification of this study and more to be conducted in this field, the next section provides more reasons for paying attention to the impact of change management on organisational excellence.

2.2 Rationale for examining the impact of Change Management on Organisational Excellence

The impact of a global pandemic has now forced many to focus on managing results and organisational excellence in the public sector. This in turn, has led to a paradigm shift that place heavy emphasis on change management practices as a management function in UAE public service organisations. Although each change initiative is different, managers all seem to be

inundated by different recommendations from change experts on why companies should change, what they should try to accomplish, and how they should do it. This deluge of information has led to endless change projects eventually resulting in fatigue and a lack of motivation in the workers to successfully conclude most change processes (Beer and Nohria, 2000). Yet, an effective change management factor can help convert this change fatigue into welcomed opportunities that will lead to improvement in all phases of the organisation (Lorenzi and Riley, 2000). Effective change management requires a clear mission, vision, sound information and successful management of resistance to change (Moran and Brightman, 2000). It is important that change or excellence initiatives lead to significant benefits for organisations and improve their ability to continuously and successfully compete (Fonseca and Domingues, 2017; Mohammad et al., 2011; Talib, 2013).

Although UAE public service organisations do not overtly resist the change mission of the federal government, they struggle to sustain the drive and achieve the desired level of excellence mandated by the government. This pattern, and the difficulty aligning change management with excellence goals, make it challenging to determine the direct impact of change management on organisational excellence. Such problems also make it difficult to determine the role or impact of change management in sustaining the commitments of organisations to excellence goals and change initiated in the long-term. While this may create a pattern of discontinued change, it appears that beyond the excellence award given, organisations are unable to use the change made to drive other organisational missions. This problem highlights the importance of investigating the impact of change management on organisational excellence in order to benefit immediate and long-term commitments to change and excellence in the country. For this to be possible, it is important to better understand the concepts of change management and how the impact of change management on organisational excellence can be determined.

3. Change Management Concept

Change is about altering the status quo and the way things are done (Hughes, 2007). This may be a change to the processes, job roles, organisational structures or use of technology (Anderson and Anderson, 2010). Such changes ultimately alter how employees do their jobs, which means that employees need to embrace change in order for it to succeed and the expected results achieved. Oon and Ahmad (2014) argued that organisations do not change, people do. Change management has been defined as the process of continually renewing an organisation's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers (Moran and Brightman, 2000). According to Cameron and Green (2009), change management is the use of a systematic approach to deal with the proposed changes in goals, processes or technologies in an organisation. Change management may also be considered as the process of continually renewing an organisation's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers (Moran and Brightman, 2000).

Effective change management thus depends on leadership, motivation, training and communicating with employees to accept proposed changes (Balogun and Hailey, 2008). Although many authors have asserted that change is a routine part of organisations, there is nothing routine about the change management process (Al-Haddad and Kotnour, 2015; Burnes, 2004; Vora, 2013). This is because change may be triggered by an unforeseen crisis, which then leads to a reactive, ad-hoc change process which further results in a high potential for failure (Chow, 2014). Therefore, the central role of change management in positioning an organisation for competitive advantage makes it a key task for management to get right.

3.1 Link between Change Management and Organisational Excellence

Organisational changes may impact processes, structures, systems, people and the services provided by an organisation positively or negatively (Oon and Ahmad, 2014). It is therefore important to keep track of how things are progressing and the consequences of change in the organisation. These days it is not enough for an organisation to be good, the organisation needs to be excellent to survive and continuously satisfy customers (Harrington, 2005). This journey to organisational excellence impacts all aspects of the organisation, although the emphasis is often on the management of organisational processes to optimise the use and effectiveness of resources (Harrington, 2005). Whenever an attempt is made to improve organisational performance, this implies changes to the status quo. Change management is, therefore, an integral component in enhancing organisational performance. According to Smith (2011), change and business excellence go hand-in-hand.

Interest in organisational excellence is global and many frameworks have been developed to improve organisational performance and effectiveness. All of these frameworks include the review, assessment, and enhancement of different aspects of organisational structures, systems, policies, work practices, operational processes and performance outcomes (Smith, 2011). The changes involved to achieve the goal of performance improvement may be incremental or rapid, continuous or discontinuous. Changes may also be planned or emergent, or it may be convergent or radical. Whatever the case, these change initiatives are expected to achieve transformational results (Balogun, 2006). Change management is therefore used to assist in getting the change process right and increasing the chance of success (Hayes, 2018).

3.2 Change Management Factors

Al-Haddad and Kotnour (2015) defined change outcomes as the end result of the change project. To accurately determine the outcome of change it must be clear what the objectives of the change project are as well as how the change is to be implemented. It is important to recognise that there is no change model that is a “silver-bullet” that guarantees success. Though several models above have all been recognised as successful change management guides, the Lewin change model and Kotter’s 8-step plan have had more widespread application across a variety of business organisations undergoing long term transitions (Burnes, 2004). In many cases, these models still require some adaptation to fit each business environment and successful implementation depends on factors beyond the proposed factors.

For example, when Lewin’s model was applied in a case study of non-profit organisations to address decreased funding and client losses, it was found to be successful when combined with other standard practices such as strategic planning, and analysis of missions and programs (Medley and Akan, 2008). In spite of the shortcomings of the change management process which lies in the inability of any model to predict the human response to planned, change is still necessary for organisations to survive and improve their performance. Improved performance is usually the expected outcome of any organisational change and this is how the success of change management is measured. Several other systematic change methods have also developed over the years (Goes et al., 2000; Hayes, 2018).

The rationale by the authors of different models is that since businesses need to evolve to survive and change is inevitable, using a model to guide these changes is a better factor than leaving the process to chance (Mullholand, 2019). A limitation common to some change management models is the expectation of stepwise implementation. In reality, the linear steps

presented by these models may not be realistic because according to Moran and Brightman, (2000), change can neither be quick nor straightforward and usually neither the beginning nor the end of a change process can be clearly defined. Based on the challenges observed with steps recommended by the Kotter model, Chowthi-Williams et al. (2016) proposed a revision that focusses on addressing the emotional aspects of organisational change initiatives using a non-linear, non-sequential, analytical process that is not prescriptive. This model also recommends starting the change process with building leadership skills rather than by increasing urgency as recommended by Kotter's model. Change agents would still have the flexibility to choose at what point in the model they wish to begin the change process, depending on the complexity of change to be undertaken (Chowthi-Williams et al., 2016). There are also recommendations for change management methods which are broader and more conceptual than existing change methods (Al-Haddad and Kotnour, 2015).

Regardless of the limitations of change management models, the effect of Kurt Lewin's model was indirect and attributed the success of planned change to a transformational leadership style in which the leader coordinated with employees, shared knowledge and provided opportunity in shared decision making (Hussain et al., 2018). Similarly, a study that applied the Kotter model in a fisheries context found varying levels of success. The adoption of the planned change was limited by competing commitments and suspicions about proffered economic incentives (Eayrs, Cadrin, and Glass, 2015).

Likewise, a curriculum change project that utilized Kotter's model found that short-term wins could not sustain the momentum of change during the operational part of the process. Challenges arising from the lack of leadership, poor communication and failure to consider human emotions led to a lack of credibility of the change process (Chowthi-Williams et al., 2016). On the other hand, the use of Kotter's model led to an increase from 54% to 98% for the rate of digital electronic medical record adoption in a study of surgeons in Ontario due to regular and repetitive encouragement, feedback, reinforcement and recognition of successes to address motivational factors relevant to surgeons (Auguste, 2013). Success was attributed to the identification of individual differences and coupling that with individual engagement rather than just stepwise implementation of the Kotter's model (Auguste, 2013).

It is evident that while these change management guidelines are useful and continue to be used widely around the world, each model of change must be made more context-specific to yield the desired change outcomes. In order to reap the benefits of organisational change, knowledgeable leadership needs to provide change direction, project management to manage technical aspects of change and team management are some factors identified as important contributors to the change management process (Vora, 2013). Based on this understanding and general views in literature, change management factors such as leadership (Vora, 2013; Chowthi-Williams et al., 2016; Hussain et al., 2018); communication (Chowthi-Williams et al., 2016; Al Badi, 2018), clarity of purpose (Chowthi-Williams et al., 2016; Hussain et al., 2018); and reinforcement of change (Auguste, 2013; Al Badi, 2018) are selected as the change management factors examined in the UAE. Therefore, the link between these four change management factors and organisational excellence is tested in UAE public service. The impact of the four factors derived from the change management models reviewed on organizational excellence in UAE public service organisations is the focus of the primary data collection.

4. Methods

Two public service organisations were selected to determine the impact of change management on organisational excellence using four change management factors identified from the literature review. Their selection was based on purposive sampling due to their

willingness to participate, and their track record of winning excellence awards in Abu Dhabi. They were approached to participate based on their knowledge and experience. A random sampling method is then used to recruit participants at lower and middle level management to participate in this study. Lower-level management include managers who are responsible for overseeing implementation of projects or operational duties, while middle level is those managing departments who report direct to senior management. Random sampling method was useful in ensuring that equal selection in these two levels were possible without any bias.

4.1 Sample Size and Population

Using a structured questionnaire with closed questions to capture responses using a five-point Likert scale, a total of 332 respondents from the two organisations completed the online questionnaire. Respondents were selected from each organisation through random sampling. The first organisation called PSO1 had 169 respondents, while second organisation called PSO2 recorded 154 respondents. 9 people did not state which organisation they belonged to. In terms of experience in the organisation, a total of 52.7% had spent over 5 years in PSO 1, while 75.9% had spent over 5 years working in PSO2. This means that more than half of the respondents in both organisations are experienced enough to answer questions and explain the phenomenon being studied. Therefore, the sample consisted of an experienced staff at operational and middle management level.

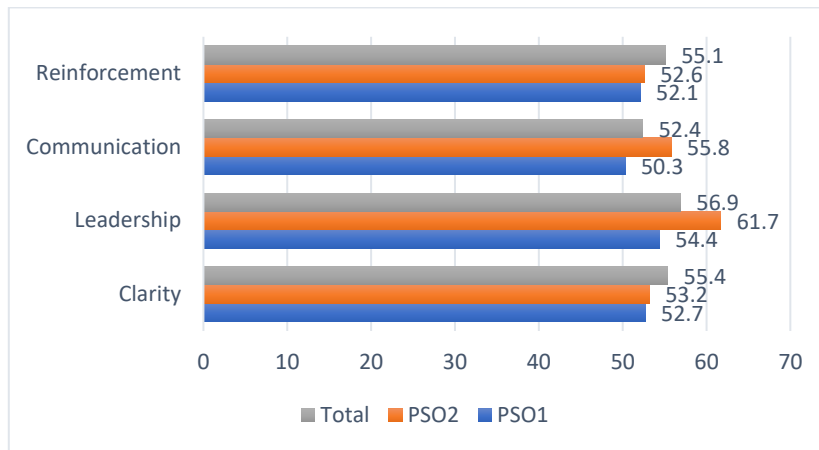
4.2 Data Collection and Analysis

The researcher distributed and analyzed questionnaires and then downloaded and analyzed them using SPSS (Statistical Package for Social Science) and used appropriate statistical tests in order to reach valuable indicators to support the study of the impact of the four factors on organisational excellence. Descriptive and inferential data analysis methods are used. Correlation test is conducted to assess the relationship between change management factors and organisational excellence using Pearson correlation coefficient. Correlation is a technique for investigating the relationship between two variables. Analysis revealed that all four change management factors were strongly correlated with organisational excellence scores where Pearson Coefficient is p-value of <0.05 level indication.

5 Findings and Discussions

The percentage of respondents who answered questions on the use of change management factors is reviewed. It is noticed that more than half of the respondents were able to comment on the use of reinforcement of change, communication, leadership and clarity of purpose as change management factors used in their respective organisations. It is possible that other change management factors are used, but Figure 1 shows that there is sufficient evidence that the four factors identified in literature are used in the two sampled organisations.

Figure 1. Percentage of respondents reporting change management factors usage



As shown in Figure 4.1, the factor reported by the highest percentage of respondents from PSO2 was leadership (61.7%) followed by communication (55.8%), clarity of purpose (53.2%) and reinforcement (52.6%). For PSO1, leadership also emerged as the most commonly used factor (54.4%) followed by clarity of purpose (52.7%), reinforcement of change (52.1%) and communication (50.3%). For all four factors higher percentages of PSO2 staff reported that each factor was used than the staff from PSO1. Overall leadership was the most prominent change management factors used as reported by 56.9% of respondents.

5.1 Findings for correlation between change management and organisational excellence

The correlation between four change management factors and organisational excellence is ran to determine findings. Table 1 shows the findings for PSO1 which indicate that all change management factors used in PSO1 have strong correlation with organisational excellence.

Table 1. Correlation between change management factors and organisational excellence (PSO1)

Study groups – PSO 1		Clarity	Leadership	Communication	Reinforcement
Excellence	Pearson	0.835**	0.829**	0.837**	0.845**
	Correlation				
	Sig. (2-tailed)	0.001	0.001	0.001	0.001
	N	169	169	169	169

*. Correlation is significant at the 0.05 level (2-tailed).

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

A further consideration of the result shows that reinforcement of change has the highest Pearson correlation score at 0.845, while leadership has the least score at 0.829. The correlation for PSO2 is then conducted. The findings show that all change management factors used by PSO2 also have strong correlation with organisational excellence. Similar to PSO1, reinforcement of change is seen to have the highest Pearson correlation at 0.85.

Table 2. Correlation between organisational excellence and change management factors (PSO2)

Study groups – PSO 2		Clarity	Leadership	Communication	Reinforcement
Excellence	Pearson	0.849**	0.843**	0.835**	0.853**
	Correlation				
	Sig. (2-tailed)	0.001	0.001	0.001	0.001
	N	154	154	154	154

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

Unlike PSO1, communication has the least score in PSO2 not leadership as seen in PSO1. Pearson correlation for a total of both samples is carried out next. When combined, findings indicate that reinforcement of change is the factor with the strongest correlation with organisational excellence, while communication is seen to have the least score.

Table 3. Correlation between organisational excellence and change management factors (Total)

Study Groups Total		Clarity	Leadership	Communication	Reinforcement
Excellence	Pearson	0.839**	0.838**	0.835**	0.844**
	Correlation				
	Sig. (2-tailed)	0.001	0.001	0.001	0.001
	N	332	332	332	332

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

The overall result shows that all change management factors have strong correlation with organisational excellence. Furthermore, reinforcement of change is seen to have the highest score at 0.844 and communication with the lower score at 0.835. While the focus of this study is not on highest and lowest, they are highlighted in the findings to encourage further research in this area.

5.2 Discussion of Findings

The four change management factors identified in the literature appear to be used in the two UAE public service organisations sampled. Pearson test is used to determine the relationship between all change management factors and organisational performance at <0.05 level indication. All test result show that correlation is 0.000 which is less than 0.05. Such result indicates a relationship with statistical significance exist between change management factors (leadership, clarity, reinforcement and communication) and organisational excellence. This result aligns with studies of Vora (2013), Chowthi-Williams et al. (2016) and Hussain et al. (2018) who identified the importance of leadership in change management implementation.

However, this study extends studies by Vora (2013), Chowthi-Williams et al. (2016) and Hussain et al. (2018) because it shows how leadership as a change management factor can also help to achieve organisational excellence. Through this study, a direct correlation is made between leadership and organisational excellence, though the leadership type is not specified. Furthermore, result shows significant correlation between communication and organisational

excellence which is also a contribution to knowledge especially in the UAE context where leaders drive most of the change and excellence initiatives. This study provides empirical and evidence-based outcome to establish the premise that within the UAE context and other similar settings, the leadership within the organisation is necessary for both change management outcomes and organisational excellence. Although communication is acknowledged as vital to change management outcomes by Chowthi-Williams et al. (2016) and Al Badi (2018), this study now advances existing studies by revealing how communication goes beyond a change management factor. Based on this study, it is seen to have significant and direct impact on organisational excellence.

Clarity of purpose is another change management factor with a positive relationship with organisational excellence. With a correlation coefficient of 0.839 when combined, clarity of purpose appears to be well rated in both organisations. The result advances the views of Chowthi-Williams et al. (2016) and Hussain et al. (2018) who identified clarity of purpose as an important factor in successful implementation of change and in managing change. Lastly, reinforcement of change is seen to have the strongest correlation with organisational excellence in both organisations. This finding though new, authors like Auguste (2013) and Al Badi (2018) already noted the role of reinforcement of change in successfully change initiative. Overall, this study confirms that change management does impact organisational excellence in public service organisations.

6 Conclusions and Recommendations

The results indicate that the application of change management factor in UAE show that there is link between change management factors and organisational excellence. A review of change management factors shows that there is less clarity on what components of change management most effectively propel an organisation toward organisational excellence. There is also a lack of agreement on whether to use planned change or emergent change factors in every context. Although these results are promising, the gaps in literature about how change management models are incorporated within the complexities of a contemporary organisational environment in the UAE call for further research. A narrative review of extant literature is undertaken to provide a holistic understanding of change management concepts and the link to organisational excellence.

With an established link between four change management factors and organisational excellence, it is therefore recommended that the four factors are combined and used as guidance for implementing change. It is further recommended that reinforcement of change may be adopted in a holistic manner where leaders use communication and clarity of purpose to emphasise the importance of change outcomes. More importantly, leaders in public service organisations use reinforcement of change to ensure that change activities align with excellence goals. Using reinforcement of change with the strongest correlation on organisational excellence is vital to sustaining impact of change management on organisational excellence. The evidence provided in this paper is reassuring and shows that change management can impact organisational excellence positively in public service organisations. This is however possible when leadership, clarity of purpose, communication and reinforcement of change are used in a holistic manner.

References

- Ailawadi K.L., Keller K.L. (2004). "Understanding retail branding: conceptual insights and research priorities", *Journal of Retailing*, 80(4): 331-342.
- Al Badi, M. S. (2018). The impact of organisational change inertia on public sector knowledge practices adoption: case of UAE (Doctoral dissertation, University of Reading).
- Al-Darmaki, O. (2015). Managing change: an investigation into readiness for change within the public sector in the UAE-the case of the Ministry of Interior (MOI) (Doctoral dissertation, Liverpool John Moores University).
- Al-Haddad, S., Kotnour, T. (2015). Integrating The Organisational Change Literature: A Model for Successful Change. *Journal of Organisational Change Management*, 28(2), 234–262.
- Anderson, D., Anderson, L. A. (2010). Beyond change management: How to achieve breakthrough results through conscious change leadership (Vol. 36). John Wiley & Sons.
- Arnold, P. (2015). Evidence and leading indicators of change success. *Strategic Direction*, 31(10), 1–5.
- Auguste, J. (2013). Applying Kotter's 8-Step Process for Leading Change to the Digital Transformation of an Orthopedic Surgical Practice Group in Toronto, Canada. *Journal of Health & Medical Informatics*, 4(3), 1–4.
- Baddah, A. (2016). The Direction of Change Management in United Arab Emirates. *International Journal of Business and Management*, 11(9), 126
- Balogun, J, Hailey, V. H. (2008). Exploring strategic change. Pearson Education.
- Balogun, J. (2006). Managing Change: Steering a Course between Intended Factors and Unanticipated Outcomes. *Long Range Planning*, 39(1), 29–49.
- Bear, M., Nohria, N. (Eds.). (2000). Breaking the code of change (Vol. 78, No. 3, pp. 133-141). Boston, MA: Harvard Business School Press.
- Bin Taher, N. A., Krotov, V., Silva, L. (2015). A framework for leading change in the UAE public sector. *International Journal of Organisational Analysis*, 23(3), 348–363.
- Burnes, B. (2004). Managing change: A strategic approach to organisational dynamics. (4th ed.). Harlow: Prentice Hall.
- By, R. T. (2005). Organisational change management: A critical review. *Journal of Change Management*, 5(4), 369–380.
- Cameron, E., Green, M. (2009). Making sense of change management: A complete guide to the models, tools & techniques of Organisational change (2nd ed). London; Philadelphia: Kogan Page.
- Chow, A. (2014). Leading Change and the Challenges of Managing a Learning Organisation in Hong Kong. *Journal of Management Research*, 6(2), 22.
- Chowthi-Williams, A., Curzio, J., Lerman, S. (2016). Evaluation of how a curriculum change in nurse education was managed through the application of a business change management model: A qualitative case study. *Nurse Education Today*, 36, 133–138.
- Dahlgaard, J. J., Chen, C.-K., Jang, J.-Y., Banegas, L. A., Dahlgaard-Park, S. M. (2013). Business excellence models: Limitations, reflections and further development. *Total Quality Management & Business Excellence*, 24(5–6), 519–538.
- Eayrs, S., Cadrin, S. X., Glass, C. W. (2015). Managing change in fisheries: A missing key to fishery-dependent data collection? *ICES Journal of Marine Science*, 72(4), 1152–1158.
- Fernandez S., Rainey HG. (2017). Managing successful organizational change in the public sector. In *Debating public administration*; Sep 25 (pp. 7-26). Routledge.

- Fonseca, L. M., Domingues, J. P. (2017). Listen to ISO 9001:2015 for organizational competitiveness: Correlation between change management and improvement. *Proceedings of the International Conference on Business Excellence*, 11(1), 916–926.
- Goes JB, Friedman L, Seifert N, Buffa J. A (2000). *Turbulent field: Theory, research, and practice on organizational change in health care*. In *Advances in health care management 2000 Dec 20*. Emerald Group Publishing Limited.
- Harrington, H. J. (2005). The five pillars of organizational excellence. *Handbook of business factor*.
- Hayes, J. (2018). *The theory and practice of change management*. Palgrave.
- Hughes, M. (2007). The Tools and Techniques of Change Management. *Journal of Change Management*, 7(1), 37–49.
- Hussain, S. T., Lei, S., Akram, T., Haider, M. J., Hussain, S. H., Ali, M. (2018). Kurt Lewin’s change model: A critical review of the role of leadership and employee involvement in Organisational change. *Journal of Innovation & Knowledge*, 3(3), 123–127.
- Kuipers, B., Higgs, M., Kickert, W., Tummers, L., Grandia, J., Voet, J. (2014). The Management of Change in Public Organisations: A Literature Review. *Public Administration*, 20, 1–20.
- Lorenzi NM, Riley RT. (2000). Managing change: an overview. *Journal of the American Medical Informatics Association*. Mar 1;7(2):116-24.
- Mantrala M.K., Levy M., Kahn B.E., Fox E.J., Gaidarev P., Dankworth B., Shah D. (2009). “Why is assortment planning so difficult for retailers? A framework and research agenda”. *Journal of Retailing*, 85(1), 71-83.
- Maytha, A. A. (2014). *The development of the UAE federal higher education system: Main characteristics and influences* (Doctoral dissertation, University of Bath).
- Medley, B. C., Akan, O. H. (2008). Creating positive change in community Organisations: A case for rediscovering Lewin. *Nonprofit Management and Leadership*, 18(4), 485–496.
- Mohammad, M., Mann, R., Grigg, N., Wagner, J. (2011). Organizational Excellence Model: An overarching framework for managing and aligning multiple organisational improvement initiatives. *Total Quality Management and Organizational Excellence*, 22, 1213–1236.
- Moran, J. W., Brightman, B. K. (2000). Leading Organisational change. *Journal of Workplace Learning*, 12(2), 66–74.
- Mulholland, B. (2019). 8 Critical change management models to evolve and survive.
- Norlin, J. M. (2009). *Human Behavior and the Social Environment: Social Systems Theory*. Upper Saddle River, N.J: Allyn and Bacon.
- Oon, F. Y., Ahmad, H. (2014). The effect of change management on operational excellence moderated by commitment to change: Evidence from Malaysia. *International Journal of Innovation and Applied Studies*, 9(2), 615-631.
- Sande, O. A., Walela, K. B., Wamukoya, O. (2015). Change Management and Performance Of Public Secondary Schools In Siaya Sub County. *International Journal of Scientific & Technology Research*, 4(04).
- Smith, I. (2011). Organisational quality and organisational change: Interconnecting paths to effectiveness. *Library Management*, 32(1/2), 111–128.
- Talib F. (2013). An overview of total quality management: understanding the fundamentals in service organization. Talib, F.(2013),“An overview of total quality management: understanding the fundamentals in service organization”, *International Journal of Advanced Quality Management*. 2013 Sep 11;1(1):1-20.
- Vora, K.M. (2013). Business excellence through sustainable change management. *The TQM Journal*, 25(6), 625–640.
- Wagie, D. (2006). Transforming Higher Education in the United Arab Emirates (UAE). *International Journal of Learning*, 12(7), 277–286.

- Yazeen, Z., Okour, A. (2012). Managing organisational change: Decision's maker perceptions in the UAE manufacturing industry. *International Journal of Research Studies in Management*, 1(1), 97-108.
- Yin R.K. (2003). *Case Study Research. Design and Methods*. Thousand Oaks: Sage.
- Ziemia, E., Obłąk, I. (2015). Change management in information systems projects for public Organisations in Poland. *Interdisciplinary Journal of Information, Knowledge, and Management*, 10, 47-62. 10, 47–62.