

COMMUNICATION ISSUES IN THE CHANGE MANAGEMENT PROCESS IN PUBLIC ORGANISATIONS

Krzysztof KRUKOWSKI

University of Warmia and Mazury in Olsztyn, Poland; kkruk@uwm.edu.pl, ORCID: 0000-0002-1614-4397

Purpose: The objective of this paper is to identify and evaluate the issues related to communicating in the process of change management in public organisations.

Design/methodology/approach: There were 576 properly filled out survey questionnaires, in which the respondents assessed individual statements, which are – in their opinion – important in the implementation of change in their organisation. The Likert scale was applied to assess these factors. In order to assess the relationship between the opinions and the features describing a study group, a stochastic independence analysis was performed. Two non-parametric tests for independent samples – the Mann-Whitney U test and the Kruskal-Wallis test – were applied. The minimum level of significance of $\alpha = 0.05$ was adopted. SPSS IBM was applied for statistical calculations.

Findings: The study findings show, in most cases, that there are issues in the public organisations under study associated with communication with change implementation. The study findings show that the individual scores depend mainly on the respondents' education, on the fact that the employees are involved in the change implementation, which is a key element of their function in the organisation and on the position occupied. There is no significant differentiation of the responses for the other features.

Research limitations/implications: There are certain limitations of the study, which is a consequence of the choice of articles for the literature review and the findings of studies published on change management in public organisations. The limitation in the case of empirical studies lies in the sample not being representative.

Practical implications: The findings should help public institution managers to identify the areas which could become a point of interest in change management.

Originality/value: Research in a practical dimension has the potential to raise public managers' awareness of the impact of communication on change management in public organizations.

Keywords: public organization, organisational changes, communication.

Category of the paper: research paper.

1. Introduction

Traditionally, public organisations are perceived as bureaucratic institutions which efficiently handle routine issues but are incapable of coping with change (Lam, 2004). However, according to modern public management theories, one of their main actions is a change adapted to the needs of the service recipient (Hood, 1991) and relationship building (Olinski, Szamrowski, 2017). A literature analysis shows that specific features of the public sector organisations have an impact on changes and their management (Isett et al., 2012). These may include ambiguity of goals, their immaterial nature or difficulty in measuring their effectiveness and formalisation of activities as a consequence of the bureaucratic nature of a public organisation. The importance of the surroundings in implementing changes (Lutrin, Shani, 1998; Oliński, Szamrowski, 2017) and the centralisation of decision-making (van der Voet, 2014) has also been emphasised. Therefore, change management in the public sector indicates a higher complexity and ambiguity of the process than in business organisations. An organisational change is any change or modification of organisational structures or processes (Zorn et al., 1999, p. 10; Krukowski, Raczyńska, 2019). It can also be defined as planned or unplanned changes in the organisational structure, technology or human resources related to the organisation (Greenberg, Baron, 2018). Such a change is also defined as a movement in an organisation from a known to an unknown state (Campbell, 2014). Activities in each organisation comprise changes of great importance and minor modifications of its functioning spheres. This arises from the organisation's life cycle, where purposeful implementation of changes is required (Lewis, 2011, p. 26; Kirrane et al., 2017). Therefore, change management involves the implementation of minor, emerging modifications and significant, strategic ones, which are associated with strategic decisions that affect the development and survival of the organisation. Despite the fact that the organisational changes are certain, change implementation projects have high failure rates (Ashkenas, 2014). Lack of success in achieving the desired results of a change may have many reasons. These may include, for example, its improper implementation, such as the lack of coherence with the existing organisational structures, lack of resources, lack of consent on the management level, internal communication or ambiguous goals of the change. Moreover, there are cases when a change is simply not necessary (Armenakis, Harris, 2009; Kotter, 1995; Schulz-Knappe et al., 2019). If there are problems with change implementation, the importance of communication is emphasised, which allows the personnel to understand the contents of (and reasons for) a change (Yue et al., 2019). Communicating is passing on information, thoughts or feelings in a manner that enables its reception and understanding by a recipient (Koschmann, 2016). The relationship between communication, management and organisational change has been attracting increasing attention from practitioners and scientists since the mid-1990s (Larkin, Larkin, 1994). A study by Lewis and Seibold (2012) concerning the scope of organisational

change emphasises the communication issues in change implementation. The research concerning change management in the public sector focuses – among other things – on the identification of the personnel approach to communication and their acceptance of the proposed change (Hameed et al., 2017; Graff et al., 2019). It has been stressed in the literature that communication and change should be developed (Johansson, Heide, 2004; Taylor et al., 2001). The objective of this paper is to identify and evaluate the issues related to communicating in the process of change management in public organisations.

2. Literature review

Basically, organisational changes imply a transition from the known to the unknown and from the secure to the uncertain. During this process, communication initiated by the management plays an important role in the change success because open and active communication between various internal and external organisation members is a key to handling uncertainty (Hameed et al., 2019; Isabella, 1990; Jablin, Kramer, 1998). It has also been emphasised that communication in an organisation is an essential and the most important factor for maintaining and developing an organisation (Suhertian, Satrya, 2022). Communication and passing on information is regarded as a key element of a successful implementation of change (Lewis, Seibold, 1998). According to Yue et al. (2019), employees can better understand the content and causes of change through effective internal communication. Effective and transparent internal communication allows for a better understanding of the personnel in connection with the organisational change. By placing emphasis on transparent communication, organisations support the leaders of change in maintaining better relations with the personnel, which should lead to the employees' openness to the change (Yue et al., 2019). Transparent communication is regarded as one of the tools for implementing change (Schulz-Knappe et al., 2019). Communication can be regarded as a type of a catalyst for managing change. Communication itself is insufficient to manage change effectively, but no change can be initiated or implemented without it (Lauer, 2020, p. 120). Communicating the need for and benefits from organisational changes appeared in studies concerning the implementation of changes in the late 20th century, regardless of the theoretical perspective lying at its base (Beer, Eisenstat, Spector, 1990; Dawson, 1994; French, Bell, 1995; Kotter, 1995). It has also been emphasised that a plan of change should be communicated to the personnel, and they should be persuaded to justify the change and to provide support (Stouten et al., 2018). Communication also facilitates understanding the change and helps the personnel to prepare for it (Augustsson et al., 2017). The personnel readiness for change is a significant area of the study presented in the literature (Wardani et al., 2020, p. 591). Assessment of change by the personnel is affected by cognitive factors and emotions

(Purwaningrum et al., 2020). How the employees respond to changes in an organisation and how they assess them reflects their readiness to accept the changes and to adapt to them. Readiness for a change is a multi-dimensional construct, which is affected - among other things - by managerial support and personal values (Armenakis, 1993). The problems arising from the personnel's lack of readiness for change are regarded as the factors affecting the change initiative's success (Rafferty et al., 2013). It has been pointed out regarding public organisations that the lack of readiness for change (understood as resistance) is one of the causes of failure in their implementation (Kuipers et al., 2014). Lack of readiness for a change may manifest as resistance and negative behaviour, including sabotaging changes and absence from work. According to studies, the failure rates for initiatives of change range from 70% to 75% (Lauer, 2021, pp. 45-56; Kroeh, 2014; Eaton, 2010). Most problems in change implementation result from misunderstandings, tight hierarchy, centralised bureaucracy and the need for a change initiated at the top management level, associated with the lack of communication with the personnel. These are features of a public organisation, often emphasised as those that limit the freedom for change implementation (Van der Voet, 2014). The study findings show that communication and anchoring the change effects in the organisational culture depends on the organisation type, while other factors can be regarded as "universal" in application in various types of public organisations (Krukowski et al., 2021). Stewart and Kringas (2003) studied various Australian public organisations and found care about communication within the organisation to be a key factor for success in change implementation. Some researchers point out that implementation of many changes without understanding the structure and nature of links between the subsystems, i.e. without understanding of communication, may entail additional costs and a longer period of implementation (Hannan et al., 2003). Denhardt and Denhardt (1999) describe in their studies how effective local government managers verify the need for a change by listening and learning and then communicate the need in a way that creates support for a change. Kjaerbeck also pointed out the importance of communication in her study of changes in hospitals (Kjaerbeck, 2017).

3. Study methodology

The survey was conducted in Q1 2020. The questionnaire was addressed to public organisation employees. The direct questionnaire technique was applied. It contained ten statements identified in the literature, describing issues in the process of introducing changes in public organisations (Doyle et al., 2000; Suhertian, Satrya, 2022; Hameed et al., 2019; Lauer, 2021):

- P1 - A change often denotes a conflict between the goals of employees and the organisation.
- P2- We need better relations between the management and personnel with respect to change implementation.
- P3 - Perceiving changes is often in conflict with the supervisors' expectations.
- P4 - Management in the organisation use informal communication effectively to stay in contact with the personnel.
- P5 - Employees understand the need to communicate, but practical skills to implement it are lacking.
- P6 - Issues related to communication between employees have been resolved in the organisation.
- P7 - A change has encouraged the development of more innovative approaches to communication with personnel.
- P8 – The organisation focuses more on the amount than on the quality of communication with the personnel.
- P9 – The personnel are shown the long-term goals of the change.
- P10 – The communication is so effective that the employees suffer from information overload.

There were 576 properly filled out survey questionnaires, in which the respondents assessed individual statements, which are – in their opinion – important in the implementation of change in their organisation. The Likert scale was applied to assess these factors, in which the following statements were assigned to individual values - 1 – I definitely disagree, 2 – I rather disagree, 3 – I don't have an opinion, 4 – I rather agree, 5 – I definitely agree. The dominant group among the personnel under study were people for whom change implementation is not a key element of their work (73.61%) (Table 1). Perceiving factors significant for change implementation can be affected by being qualified in change management. The personnel of the organisations under study were dominated by individuals without such qualifications (75.17%). However, the findings show that all the respondents participated in the implementation of change in their organisation.

Table 1.

Characterisation of the study sample (%)

Education			
secondary	higher technical	higher education in humanities	higher social education
9,55	41,67	28,82	19,97
Job position			
managerial		non-managerial	
14,41		85,59	
length of service (in years)			
<5	from 6 to 10	from 11 to 20	<20
29,17	9,55	24,27	17,01

Cont. table 1.

Gender	
man	woman
36,81	63,19
I am qualified in the change management area	
yes	no
24,83	75,17
Implementing changes is a key element in my role in the organization	
yes	no
26,39	73,61
Type of institution	
Governmental administration	3,65
Self-governmental administration	40,97
Governmental agency	7,47
Education	4,86
Healthcare	7,99
Higher education	35,07

Source: Own work based on research results.

The group of respondents was dominated by people with a university degree, with the largest group having a technical education (41.67%) (Table 1). Only 14.41% of the respondents occupied management positions. The employees working for up to five years accounted for the largest group (29.17%). Considering the systematic error of the methods (CMB), Brewer's sample split method was used in developing the questionnaire (Brewer, 2006). The aim of this approach was to eliminate CMB by using one respondent sample to assess the independent variable and the other – to assess the dependent variable. Administrative data were the independent variable, i.e. public organisation type, in the study presented here. (Podsakoff et al., 2012; Jakobsen, Jensen, 2015). The survey was addressed to many individuals who participated in the change management process in an organisation, which also reduces the risk of error (MacKenzie, Podsakoff, 2012). In order to reduce the error, respondents with sufficient specialist knowledge were selected for the study so that the responses to the questions did not concern unclear terms. The responses to the questions also concerned the current situation, which should also reduce the risk of error. The Cronbach alpha test, the Kaiser-Meyer-Olkin test and the Bartlett test were then applied (Table 2).

Table 2.*Measurement properties*

Kaiser-Mayer-Olkin test	0,726	
Bartlett's test	Approximate chi-square	2679,202
	df	465
	Istotność	0,01

Source: Own work based on research results.

In order to examine the internal consistency of the variables describing the identified issues in change implementation, the reliability index on the Alpha-Cronbach scale was calculated and was $\alpha = 0.5986$ for the identified variables under assessment. This shows that the factors taken for assessment are consistent. The Cronbach alpha and the Kaiser-Meyer-Olkin test confirmed the reliability of this research tool. The author is aware that the factors selected for

the study are correlated with each other. However, the aim of the study was not to identify their correlation but to identify their presence and their assessment in the context of a unit type. However, this stems from the fact that they concern one phenomenon. In order to assess the relationship between the opinions and the features describing a study group, a stochastic independence analysis was performed. Two non-parametric tests for independent samples – the Mann-Whitney U test and the Kruskal-Wallis test – were applied. The minimum level of significance of $\alpha=0.05$ was adopted. *SPSS IBM* was applied for statistical calculations.

4. Research Results

The assessment for individual statements concerning the issues in change implementation in organisations shows that, given the descriptive statistics, the highest assessment was given to the statement that a change often denotes a conflict between the goals of employees and the organisation (Me = 4; Mo = 4). This also stems from a high assessment of the statements: “we need better relations between the management and the personnel with respect to handling change” (Me = 4; Mo = 4) (Table 3). A high assessment was also given to the statement that “the organisation management use effectively informal communication to stay in contact with the personnel”, which indicates that the formal communication channels do not play their role in change management. The problems in communication in the change implementation process are revealed by pointing to conflicts arising from the diversity of goals between management and employees. The lowest assessment was given to the statements that “employees are shown long-term goals of change” (Me = 3; Mo = 2) and that “communication is so effective that employees suffer from information overload” (Me = 3 Mo = 2). The responses dominating in these two cases indicate that the respondents disagree with the statements, i.e. they pointed out that there was no effective communication in their institutions. This may also show that the respondents disagreed with the statement that employees were informed about the long-term goals of the changes.

Table 3.

The descriptive statistics for the statements describing the issues in the process of change implementation in public organisations (n = 576)

Factor	Mean (M)	Median (Me)	Mode (Mo)
A change often denotes a conflict between the goals of employees and the organisation.	3,61	4,00	4,00
We need better relations between the management and personnel with respect to change implementation.	4,09	4,00	4,00
Management in the organisation use informal communication effectively to stay in contact with the personnel	3,45	4,00	4,00
Perceiving changes is often in conflict with the supervisors' expectations.	3,32	3,00	4,00

Cont. table 3.

Employees understand the need to communicate, but practical skills to implement it are lacking.	3,24	3,00	4,00
Issues related to communication between employees have been resolved in the organisation.	2,87	3,00	3,00
A change has encouraged the development of more innovative approaches to communication with personnel.	3,07	3,00	3,00
The organisation focuses more on the amount than on the quality of communication with the personnel.	3,06	3,00	3,00
The personnel are shown the long-term goals of the change	2,77	3,00	2,00
The communication is so effective that the employees suffer from information overload.	2,68	3,00	2,00

Source: Own work based on research results.

In order to assess the importance of each statement, individual responses were summarised (Table 4). The respondents usually agreed with the statements pointing to the fact that there was a need for better relations between the management and the personnel in the organisation with respect to handling change (79.51% responded with the assessment of 4 and 5). The public organisation employees under study also agree with the statements indicating that a change often denotes a conflict between the employees' and the organisations' goals (59.72% responses with the assessment of 4 and 5) and that managers in the organisation use communication effectively to stay in contact with the employees (53.34% responses with the assessment of 4 and 5). There were more than 40.0% responses for the statements that the change reception is often in conflict with the supervisors' expectations (46.53% of the responses with the assessment of 4 and 5) and that employees understand the need for communication, but they lack practical skills to implement it (44.79% responses with the assessment of 4 and 5). Public organisation employees also disagreed with the statement that communication is so effective that the employees suffer from information overload (49.83% responses with the assessment of 1 and 2) and that the employees are shown long-term goals of the change (47.40% responses with the assessment of 1 and 2). Nearly 40.0% of the respondents disagree with the statement that the issues related to communication between employees in their organisations have been resolved (39.58% responded with the assessment of 1 and 2).

Table 4.

The assessment for the statements describing the issues in the process of change implementation in public organisations (%)

Factor	% of indications		
	Sum of points 1 and 2	3	Sum of points 4 and 5
We need better relations between the management and personnel with respect to change implementation.	7,81	12,67	79,51
A change often denotes a conflict between the goals of employees and the organisation.	15,97	24,31	59,72
Management in the organisation use informal communication effectively to stay in contact with the personnel	20,14	25,52	54,34
Perceiving changes is often in conflict with the supervisors' expectations.	22,05	31,42	46,53
Employees understand the need to communicate, but practical skills to implement it are lacking.	24,48	30,73	44,79

Cont. table 4.

The organisation focuses more on the amount than on the quality of communication with the personnel.	32,12	31,94	35,94
A change has encouraged the development of more innovative approaches to communication with personnel.	24,83	42,88	32,29
The personnel are shown the long-term goals of the change	47,40	22,40	30,21
Issues related to communication between employees have been resolved in the organisation.	39,58	30,90	29,51
The communication is so effective that the employees suffer from information overload.	49,83	26,22	23,96

Source: Own work based on research results.

In order to examine the stochastic independence between the individual statements concerning the issues in the process of change implementation in public organisations and the study group characteristics (Table 5), a question was also asked whether the features that differentiate the study group make the respondents assess the statements concerning the issues in the process of change implementation in public organisations differently. Since the features differentiating the sample were assessed on various scales, two non-parametric tests were applied for independent samples, i.e. the Mann-Whitney U test (for differentiating features - change implementation is a key element in my function at the organisation (C1); I am qualified at the level of a course in change management (C2), position (C4), sex (C6) and Kruskal-Wallis test (for the differentiating features: education (C3), job seniority (C5); institution type (C7) (Table 6). The following hypotheses were adopted:

H_0 : the distribution of the attitude towards change is the same as the sample differentiating feature - C1-C7.

H_1 : the distribution of the attitude towards change is not the same as the sample differentiating feature - C1-C7.

The calculations show that some features that differentiate the sample cause differentiation with respect to the assessment of statements concerning the change implementation issues in public organisations. In such cases, the test probability is $p < 0.05$, which determines the rejection of the zero hypothesis.

An analysis and assessment of the results (Table 6) leads one to the conclusion that for the C1 feature (change implementation is a key element in my function in the organisation), the H_0 should be rejected and H_1 - accepted with respect to the following statement describing the issues in the change implementation process in public organisations – “a change often denotes a conflict between the employees’ and organisation’s goals”. In other words, C1 makes the respondents assess differently their attitudes towards changes regarding the above statement. The C1 feature did not cause any differentiation in the other cases. For education (C3), H_0 should be rejected, and H_1 should be accepted, including for the statement that a change often denotes a conflict between the employees’ goals and the organisation’s goals and that the change encouraged the development of more innovative approaches to communication with employees. C3 prompts respondents to reassess their attitudes towards changes and highlights

the need for communication skills in employees who may lack practical experience in implementing them. The C3 feature did not cause any differentiation in the other cases.

For the occupied post (C4), H_0 should be rejected, and H_1 should be accepted, including for the statement that a change often denotes a conflict between the employees' goals and the organisation's goals. The C4 feature did not cause any differentiation in the other cases.

No significant differentiation was observed between the features: being qualified at the course level in change management (C2), job seniority (C5), sex (C6) and type of institution (C7).

Table 5

The assessment independence test for the statements describing the issues in the process of change implementation in public organisations

Factor	c1	c2	c3	c4	c5	c6	c7
	Test of significance						
A change often denotes a conflict between the goals of employees and the organisation.	0,041*	0,955	0,013*	0,039*	0,735	0,705	0,711
We need better relations between the management and personnel with respect to change implementation.	0,444	0,051	0,110	0,899	0,737	0,381	0,929
Perceiving changes is often in conflict with the supervisors' expectations.	0,506	0,467	0,181	0,865	0,170	0,854	0,952
Issues related to communication between employees have been resolved in the organisation.	0,303	0,742	0,851	0,724	0,480	0,363	0,459
Management in the organisation use informal communication effectively to stay in contact with the personnel	0,790	0,817	0,485	0,241	0,919	0,352	0,644
A change has encouraged the development of more innovative approaches to communication with personnel.	0,988	0,981	0,024*	0,303	0,748	0,371	0,103
The organisation focuses more on the amount than on the quality of communication with the personnel.	0,816	0,082	0,262	0,189	0,108	0,062	0,555
The personnel are shown the long-term goals of the change	0,123	0,936	0,679	0,546	0,557	0,222	0,136
The communication is so effective that the employees suffer from information overload.	0,776	0,689	0,896	0,847	0,941	0,217	0,936
Employees understand the need to communicate, but practical skills to implement it are lacking.	0,596	0,918	0,022*	0,745	0,433	0,402	0,755

Source: Own work based on research results.

The statistical test is applied to examine the stochastic independence, but it does not inform about the strength or the direction of the existing correlation.

5. Discussion

The study shows that most respondents agree that they need better relations with the management with respect to change implementation. This is consistent with the opinion on the role of managers in change implementation. According to the literature, communication is becoming one of the most important tools at the disposal of the management in understanding the importance of the strategic changes implemented by the personnel (Aggerholm et al., 2012). The findings of studies published in the literature suggest that in order to implement changes in an organisation, it is necessary for leaders to build trust among the organisation's personnel (Zainab et al., 2022). According to van der Voet (2014), the leading role of the immediate superiors should not be omitted in organisational changes in public organisations.

The public organisation representatives under study also pointed out that the management in the organisation use informal communication effectively to stay in contact with the personnel. According to Yue et al. (2019), employees can understand better the content and causes for change through effective internal communication. Literature reports have also mentioned a great contribution of employees' trust, mutual control, neglect and monitoring through transparent communication, which is characterised by essential information, responsibility and employee participation. This may be favoured by internal informal communication (Men, Stacks, 2014; Zainab et al., 2022).

The respondents also pointed to the fact that a change often denotes a conflict between the employees' goals and the organisation's goals. Organisations with improper communication face fierce opposition from employees, and they cannot succeed in implementing change, which results in a failure of the change initiative (Zainab et al., 2022). The respondents in the entities under study mostly disagreed with the statement that the communication is so effective that the employees suffer from information overload (49.73% of the responses). According to the findings of the study by M. Doyle et al. (2000), 61.0% of the respondents disagreed with the statement that "we communicate so effectively that our employees suffer from information overload". The importance of the quality and quantity of information was pointed out in his research by Hameeda et al. (2019). According to their findings, those employees who receive adequate and useful information about the organisational changes in due time will perceive the changes as positive, and they will support them more eagerly. A study conducted by Bouckennooghe et al. (2009) also noted the quality and quantity of information. Their findings show that the effectiveness of communicating the changes is determined by the transparency, frequency and openness of the information provided. This means that the quality of communication helps to boost the employees' certainty that the change is needed by providing sufficient justification and alleviating the uncertainty associated with the change, making the personnel ready for the change.

6. Summary

The study findings show, in most cases, that there are issues in the public organisations under study associated with communication with change implementation. Most of the respondents agreed with the statement that there is a need in the entities under study for better relations between the management and personnel in the implementation of the changes. As many as 47.40% of the respondents disagree with the statement that the employees are shown long-term goals of the changes.

One should be pessimistic about the fact that most of the respondents disagree or do not have an opinion about the statement that “the change encouraged the organisation to develop more innovative approaches to communication with employees”. This may be a consequence of the bureaucratic and centralised system of managing public organisations. The respondents usually agreed with the statements pointing to communication issues resulting from:

- the relations between the management and the personnel (the statement that better relations are needed between the management and the personnel with respect to change implementation – 79.51% of the respondents agreed with it to a various extent);
- conflicts between the employees’ goals and the organisation’s goals (with the statements that a change often denotes a conflict between the employees’ goals and the organisation’s goals – 59.72% of the respondents agreed with it to various extents);
- using informal communication (54.34% of the respondents agreed, to a various extent, with the statement that the managers in the organisation use informal communication effectively to stay in contact with the personnel);
- lack of practical skills in implementation of change (44.79% of the respondents agreed, to a various extent, that the employees understand the need for communication, but they lack practical skills to implement it).

The study findings show that the individual scores depend mainly on the respondents’ education (C3) (three responses), on the fact that the employees are involved in the change implementation, which is a key element of their function in the organisation (C1) (1 response) and on the position occupied (C4) (1 response). There is no significant differentiation of the responses for the other features.

It is also noteworthy that about 30% of the public organisation employees under study have no opinion on the issues associated with the implementation of the organisational changes in their institutions.

There are certain limitations of the study, which is a consequence of the choice of articles for the literature review and the findings of studies published on change management in public organisations. The limitation in the case of empirical studies lies in the sample not being representative. However, the findings should help public institution managers to identify the areas which could become a point of interest in change management. The study findings can also be used as the basis for further analyses of change management in public organisations.

References

1. Aggerholm, H.K., Asmuß, B., Thomsen, C. (2012). The role of recontextualization in the multivocal, ambiguous process of strategizing. *Journal of Management Inquiry*, 21(4), pp. 413-428. DOI: 10.1177/1056492611430852
2. Aggerholm, H.K., Thomsen, C. (2020). Change management and communication in public sector organizations: the Gordian knot of complexity, accountability, and legitimacy. *The handbook of public sector communication*, pp. 197-213.
3. Armenakis, A.A., Harris, S.G. (2009). Reflections: Our journey in organizational change research and practice. *Journal of Change Management*, 9(2), pp. 127-142. doi: 10.1080/14697010902879079
4. Armenakis, A.A., Harris, S.G., Mossholder, K.W. (1993). Creating readiness for organizational change. *Human Relations*, 46(6), pp. 681-703. doi.org/10.1177/001872679304600601
5. Ashkenas, R. (2013). Change management needs to change. *Harvard Business Review*, 3.
6. Augustsson, H., Richter, A., Hasson, H., von Thiele Schwarz, U. (2017). The need for dual openness to change: A longitudinal study evaluating the impact of employees' openness to organizational change content and process on intervention outcomes. *The Journal of Applied Behavioral Science*, 53(3), pp. 349-368. doi.org/10.1177/0021886317691
7. Beer, M.R.A., Eisenstat, B. Spector (1990). Why change programs don't produce change, *Harvard Business Review*, November-December, pp. 158-166.
8. Bouckennooghe, D., Devos, G., Van Den Broeck, H. (2009). Organizational change questionnaire—climate of change, processes, and readiness: Development of a new instrument. *The Journal of Psychology*, 143(6), pp. 559-599. DOI:10.1080/00223980903218216
9. Brewer, G. (2006). All Measures of Performance are subjective. In: G.A. Boyne, K.J. Meier, L.J. O'Toole, R.M. Walker, *Public Service Performance: Perspectives on Measurement and Management*. Cambridge UK: Cambridge University Press.
10. Campbell, H. (2014). *Managing Organizational Change: A Practical Toolkit for Managers*. London: Kogan Page.
11. Dawson, P. (1994). *Organizational Change: A Processual Approach*. London: Paul Chapman Publishing.
12. Denhardt, R.B., Denhardt, J.V. (2002). Leadership for change: Case studies in American local government. *Leaders*, 143.
13. Doyle, M., Claydon, T., Buchanan, D. (2000). Mixed results, lousy process: the management experience of organizational change. *British Journal of Management*, 11, pp. 59-80. doi.org/10.1111/1467-8551.11.s1.6

14. French, W.L., Bell C.H. (1995). *Organization Development: Behavioral Science Interventions for Organization Improvement*. Englewood Cliffs, NJ: Prentice Hall.
15. Graaf, G., Hengeveld-Bidmon, E., Carnochan, S., Salomone, M., Austin, M.J. (2019). Change communication in public sector cutback management. *Public Organization Review*, 19, pp. 453-472. doi.org/10.1007/s11115-018-0408-8
16. Greenberg, J. Baron, R. (2018). *Behavior in Organizations*. Upper Saddle River, NJ: Pearson Education.
17. Hameed, I., Khan, A.K., Sabharwal, M., Arain, G.A., Hameed, I. (2019). Managing successful change efforts in the public sector: An employee's readiness for change perspective. *Review of Public Personnel Administration*, 39(3), pp. 398-421. doi.org/10.1177/0734371X17729869.
18. Hannan, M.T., Polos, L., Carroll, G.R. (2003). The fog of change: Opacity and asperity in organizations. *Administrative Science Quarterly*, 48(3), pp. 399-432. doi.org/10.2307/3556679
19. Hood C., (1991). A Public Management for All Seasons? *Public Administration*, vol. 69, pp. 3-19. doi.org/10.1111/j.1467-9299.1991.tb00779.x
20. Hwang, Y.K., Lee, C.S. (2015). Structural relationship between personal image, organization communication, organization effectiveness and psychological capital of office employees. *Indian Journal of Science and Technology*, 8(25), 1. doi:10.17485/ijst/2015/v8i25/80002.
21. Isabella, L.A. (1990). Evolving interpretations as a change unfolds: How managers construe key organizational events. *Academy of Management Journal*, 33(1), pp. 7-41. doi.org/10.5465/256350.
22. Isett, K.R., Glied, S.A., Sparer, M.S., Brown, L.D. (2013). When change becomes transformation: A case study of change management in Medicaid offices in New York City. *Public Management Review*, 15(1), pp. 1-17. doi.org/10.1080/14719037.2012.686230.
23. Jablin, F.M., Kramer, M.W. (1998). Communication-Related Sense-Making and Adjustment during Job Transfers. *Management Communication Quarterly*, 12(2), pp. 155-182. doi.org/10.1177/0893318998122001.
24. Jensen, R. (2015). Common method bias in public management studies. *International Public Management Journal*, 18(1), pp. 3-30. doi.org/10.1080/10967494.2014.997906.
25. Johansson, C., Heide, M. (2008). Speaking of change: three communication approaches in studies of organizational change. *Corporate Communications: An International Journal*, 13(3), pp. 288-305. doi.org/10.1108/13563280810893661.
26. Kirrane, M., Lennon, M., O'Connor, C., Fu, N. (2017). Linking perceived management support with employees' readiness for change: the mediating role of psychological capital. *Journal of Change Management*, 17(1), pp. 47-66. doi.org/10.1080/14697017.2016.1214615.

27. Kjærbeck, S. (2017). Positioning and change in a hospital ward. *Journal of Organizational Change Management*, 30(1), pp. 43-53. dx.doi.org/10.1108/JOCM-05-2016-0094.
28. Koschmann, M. (2016). A Communication Perspective on Organizational Stakeholder Relationships: Discursivity, Relationality, and Materiality. *Communication Research and Practice*, 2(3), pp. 407-431. doi.org/10.1080/22041451.2016.1217383.
29. Kotter, J.P. (1995), Leading change. Why transformation efforts fail. *Harvard Business Review*. Vol. 73 No. 2, 59-67. doi.org/10.3390/admsci9040084
30. Krukowski, K., Raczyńska, M. (2019). Attributes of process maturity of public administration units in Poland. *Administrative Sciences*, 9(4), pp. 1-13,
31. Krukowski, K., Raczyńska, M., Escher, I. (2021). Change Management Success Factors in Polish Public Administration. *European Research Studies Journal*, Vol. XXIV, Special Iss. 3, pp. 1-16, doi:10.35808/ersj/2430.
32. Kuipers, B.S., Higgs, M., Kickert, W., Tummers, L., Grandia, J., Van der Voet, J. (2014). The management of change in public organizations: A literature review. *Public Administration*, 92(1), pp. 1-20. doi.org/10.1111/padm.12040.
33. Lam, A. (2004). Organizational Innovation. In: J. Fagerberg, D. Mowery, R. Nelson (eds.), *Handbook of Innovation*. Oxford: University Press Oxford.
34. Lambricht, W.H. (1998). Downsizing big science: Strategic choices. *Public Administration review*, Vol. 58, No. 3, pp. 259-268. doi.org/10.2307/976566.
35. Larkin, T.J., Larkin, S. (1994). *Communicating change. How to win employee support for new business directions*. New York: McGraw-Hill.
36. Lauer, T. (2020). *Change management: fundamentals and success factors*. Springer Nature.
37. Lewis, L.K. (2011). *Organizational change. Creating change through strategic communication*. West Sussex, United Kingdom: Wiley-Blackwell.
38. Lewis, L.K., Seibold, D.R. (1998). Reconceptualizing organizational change implementation as a communication problem: A review of literature and research agenda. *Annals of the International Communication Association*, 21, pp. 93-152.
39. Lewis, L.K., Seibold, D.R. (2012). Reconceptualizing organizational change implementation as a communication problem: A review of literature and research agenda. *Communication Yearbook*, 21, pp. 93-151.
40. Lutrin C.E., Shani A.B. (1998). Reinventing in the Public Sector: Some Lessons and Limits. In: Sims R.R. (ed.), *Accountability and Radical Change in Public Organizations*. Westport, CT: Quorum Books.
41. MacKenzie, S.B., Podsakoff, P.M. (2012). Common method bias in marketing: Causes, mechanisms, and procedural remedies. *Journal of Retailing*, 88(4), pp. 542-555. doi.org/10.1016/j.jretai.2012.08.001.
42. Men, L.R., Stacks, D. (2014). The effects of authentic leadership on strategic internal communication and employee-organization relationships. *Journal of Public Relations Research*, 26(4), pp. 301-324. doi.org/10.1080/1062726X.2014.908720.

43. Micheli, P., Schoeman, M., Baxter, D., Goffin, K. (2012). New business models for public-sector innovation: Successful technological innovation for government. *Research-Technology Management*, 55(5), pp. 51-57. doi.org/10.5437/08956308X5505067.
44. Olinski, M., Szamrowski, P. (2017). Using dialogic principles on websites: How public benefit organizations are building relationships with their public. *Nonprofit Management and Leadership*, 28(2), 271-280. DOI:10.1002/nml.21278
45. Podsakoff, P.M., MacKenzie, S.B., Podsakoff, N.P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63, pp. 539-569. doi.org/10.1146/annurev-psych-120710-100452.
46. Purwaningrum, E.K., Suhariadi, F., Fajrianti. (2022). Participation and commitment to change on middle managers in Indonesia: The role of perceived organizational support as mediator. *Global Business Review*, 23(5), pp. 1218-1235. doi.org/10.1177/097215091989237.
47. Rafferty, A.E., Jimmieson, N.L., Armenakis, A.A. (2013). Change readiness: A multilevel review. *Journal of Management*, 39(1), pp. 110-135. doi.org/10.1177/0149206312457.
48. Schulz-Knappe, C., Koch, T., Beckert, J. (2019). The importance of communicating change: Identifying predictors for support and resistance toward organizational change processes. *Corporate Communications: An International Journal*, 24(4), pp. 670-685. doi.org/10.1108/CCIJ-04-2019-0039.
49. Stewart, J., Kringas, P. (2003). Change management—strategy and values in six agencies from the Australian Public Service. *Public Administration Review*, 63(6), pp. 675-688. doi.org/10.1111/1540-6210.00331.
50. Stouten, J., Rousseau, DM., De Cremer, D. (2018). Successful organizational change: Integrating the management practice and scholarly literatures. *Academy of Management Annals*, 12(2), pp. 752-788. doi.org/10.5465/annals.2016.0095.
51. Suhertian, S., Satrya, A. (2022, March). *The Effect of Perceived Organizational Support, Communication, and Psychological Capital on Employee Readiness for Organizational Change*. Proceedings of the 4th International Conference on Economics, Business and Economic Education Science, ICE-BEES 2021, 27-28 July 2021, Semarang, Indonesia.
52. Van der Voet, J. (2014). The effectiveness and specificity of change management in a public organization: Transformational leadership and a bureaucratic organizational structure. *European Management Journal*, 32(3), pp. 373-382. doi.org/10.1016/j.emj.2013.10.001.
53. Wardani, R., Suhariadi, F., Ratmawati, D., Priyono, S., Suhandiah, S., Muliatie, Y.E. (2020). How Do Transformational Leadership, Communication and Supply Chain Management Affect Commitment to Change through Readiness for Change? *International Journal of Supply Chain Management (IJSCM)*, 9(3), pp. 591-597.
54. Yue, C.A., Men, L.R., Ferguson, M.A. (2019). Bridging transformational leadership, transparent communication, and employee openness to change: The mediating role of trust. *Public Relations Review*, 45(3), 101779. doi.org/10.1016/j.pubrev.2019.04.012.

-
55. Zainab, B., Akbar, W., Siddiqui, F. (2022). Impact of transformational leadership and transparent communication on employee openness to change: mediating role of employee organization trust and moderated role of change-related self-efficacy. *Leadership & Organization Development Journal*, 43(1), pp. 1-13. doi.org/10.1108/LODJ-08-2020-0355.
56. Zorn, T., Christensen, L.T., Cheney, G. (1999). *Do We Really Want Constant Change?* San Francisco, CA: Berrett-Koehler.