

## **The Impact of Demographic Factors and HR Practices on Employee Engagement and Change Success in TS Transco**

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### **Abstract:**

This research paper investigates change management practices within TS Transco. The study begins with a demographic analysis of respondents, revealing a relatively young workforce with a significant male presence. The analysis then delves into change management practices within TS Transco, examining organizational structure, human resource management, and employee attitudes. Key findings include the significant influence of demographics on employee attitudes, the positive impact of effective leadership on change management outcomes, and the crucial role of HR practices in shaping training effectiveness. The study highlights the interconnectedness of organizational culture, leadership, and HR practices in driving successful change initiatives. By understanding these factors, both organizations can enhance their change management capabilities and improve employee engagement and satisfaction during periods of organizational transformation.

**Keywords:** Change Management, Organizational Change, Power Transmission, TS Transco Employee Attitudes, Human Resource Management, Leadership, Organizational Culture Training & Development.

### **Introduction:**

Change management within Power Transmission Companies (Transcos) is paramount in navigating the evolving energy landscape. These organizations face a multifaceted array of challenges, including the integration of renewable energy sources, the imperative to adopt smart grid technologies, and the ever-shifting regulatory landscape. Moreover, the competitive pressure exerted by independent power producers and the rise of distributed generation necessitates continuous adaptation and operational optimization.

Effectively managing change in this context requires a multi-pronged approach. This necessitates strategic planning that incorporates technological advancements, market trends, and regulatory requirements. Furthermore, it demands a robust focus on operational efficiency, encompassing the streamlining of processes, the reduction of maintenance costs, and the enhancement of grid reliability through the implementation of advanced technologies and methodologies. Concurrently, a strong emphasis on employee engagement is crucial, fostering a culture of innovation and adaptability through comprehensive training programs, skill development initiatives, and open communication channels. Ultimately, successful change management in Transcos hinges on a proactive and collaborative approach that prioritizes strong leadership, effective communication, and a continuous improvement mindset.

Change management within Power Transmission Companies (Transcos) is a critical endeavor, given the dynamic and multifaceted nature of the modern energy landscape. These companies must navigate a complex interplay of forces, including the rapid integration of renewable energy sources, the imperative to adopt advanced grid technologies, and the ever-evolving regulatory landscape. Furthermore, the competitive pressures exerted by independent power producers and the rise of distributed generation necessitate continuous adaptation and operational optimization to ensure long-term viability and success.

This necessitates a proactive and strategic approach to change management that encompasses the development of a robust strategic vision, the effective integration of new technologies, the optimization of operational processes, the proactive management of risks, the cultivation of strong stakeholder relationships, and the fostering of a culture of innovation and adaptability within the organization. By embracing these principles, Transcos can effectively navigate the challenges of the evolving energy sector, enhance their operational efficiency, and ensure a sustainable and resilient energy future for their customers and the communities they serve.

#### Review of literature:

The literature on change management within the power transmission sector underscores the critical importance of adaptability in navigating the evolving energy landscape. Research consistently highlights the need for robust strategic planning that incorporates the integration of renewable energy sources, the adoption of smart grid technologies, and the optimization of grid operations to enhance efficiency and reliability. Furthermore, effective stakeholder management is emphasized, requiring strong collaboration with customers, regulators, and other key stakeholders to ensure the successful implementation of change initiatives and minimize potential disruptions.

Key themes emerging from the literature include the crucial role of strong leadership in driving change, fostering a culture of innovation, and motivating employees to embrace new technologies and operational procedures. Additionally, the importance of employee engagement is widely recognized, emphasizing the need for effective communication, training programs, and opportunities for employee participation in the change process. Finally, the literature consistently highlights the critical importance of robust risk management frameworks to identify and mitigate potential risks associated with technological disruptions, cyberattacks, natural disasters, and market volatility.

#### **Objectives of the study:**

1. Assess the current state of change management practices within TS Transco, including an analysis of organizational structures, human resource management practices, leadership styles, and employee attitudes towards change.
2. Investigate the factors influencing the success of change initiatives within TS Transco, including the impact of demographic factors, human resource management practices, leadership styles, organizational culture, and employee engagement.

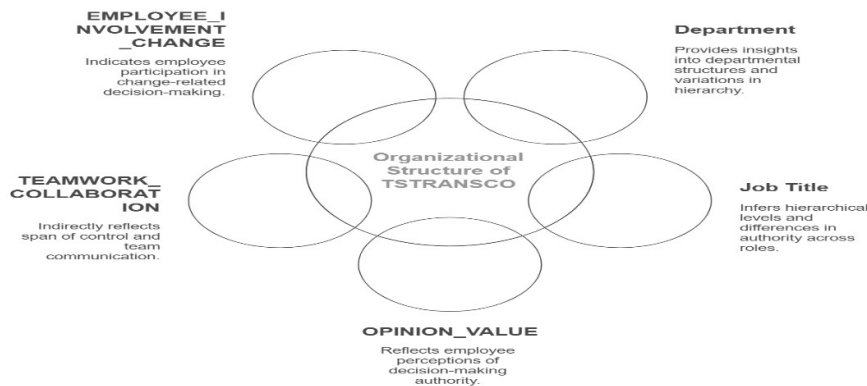
**Data analysis:**

**Hypothesis 1: Organizational Structure and Human Resource Practices (TS Transco)**

**H1a: There is a significant difference in the organizational structure of TSTRANSCO, specifically in terms of hierarchical levels, span of control, and decision-making authority.**

The relevant sections of the questionnaire play a crucial role in providing a detailed analysis of human resource management practices and employee attitudes within the organization. The **Demographics section** captures essential background information, including job title, department, years of service, and location, offering a contextual framework for interpreting the responses. This allows for a nuanced understanding of how demographic factors may influence perceptions and experiences within the organization. **Section 3: Human Resource Management** delves into key practices such as recruitment and selection, career advancement, training and development, and recognition and rewards. These areas are examined to assess the effectiveness of organizational HR practices in fostering employee growth, satisfaction, and retention. **Section 4: Employee Attitudes and Perceptions** focuses on job satisfaction, work-life balance, employee engagement, and organizational commitment. By exploring these elements, the analysis provides a comprehensive view of employee well-being and the factors that influence their overall attitudes toward their work environment and the organization. Together, these sections enable a thorough evaluation of the interplay between HR practices and employee attitudes, contributing to a deeper understanding of organizational dynamics.

**Analyzing TSTRANSCO's Organizational Structure and Decision-Making Dynamics**



<b>Variables</b>	
<b>Variable Name</b>	<b>SEM Code</b>
Department	Department
Job Title	JobTitle
To what extent do you feel that your opinions and ideas are valued and considered by management	OPINION_VALUE
How would you describe the level of teamwork and collaboration within your department	TEAMWORK_COLLABORATION
To what extent are employees involved in the planning and implementation of organizational changes	EMPLOYEE_INVOLVEMENT_CHANGE
	LEADER_EFFECTIVENESS_CHANGE
	HR_DEPARTMENT_EFFECTIVE

### **Human resource management codes**

<b>Question No.</b>	<b>Question</b>	<b>Code</b>
1	How effectively does the organization recruit and select qualified candidates for open positions?	HR_RECRUIT_EFFECTIVE
2	To what extent do you feel that the organization provides fair and equitable opportunities for career advancement?	HR_CAREER_ADV_OPPORTUNITY
3	How effectively does the organization provide ongoing training and development opportunities for employees?	HR_TRAINING_EFFECTIVE
4	To what extent do you feel that your skills and knowledge are being developed through training and other development opportunities?	HR_SKILLS_DEVELOPMENT
5	How effectively does the organization recognize and reward employee performance and contributions?	HR_RECOGNITION_EFFECTIVE
6	To what extent do you feel that your compensation and benefits package is competitive and fair?	HR_COMPENSATION_FAIR
7	How would you rate the overall quality of the work-life balance offered by the organization?	HR_WORK_LIFE_BALANCE

8	To what extent do you feel that your concerns and feedback are listened to and addressed by management?	HR_FEEDBACK_LISTENED
9	How would you rate the overall effectiveness of the organization's human resources department in supporting employees?	HR_DEPARTMENT_EFFECTIVE
10	To what extent do you feel that the organization fosters a positive and inclusive work environment for all employees?	HR_INCLUSIVE_ENVIRONMENT

**Employee Attitudes & Perceptions codes**

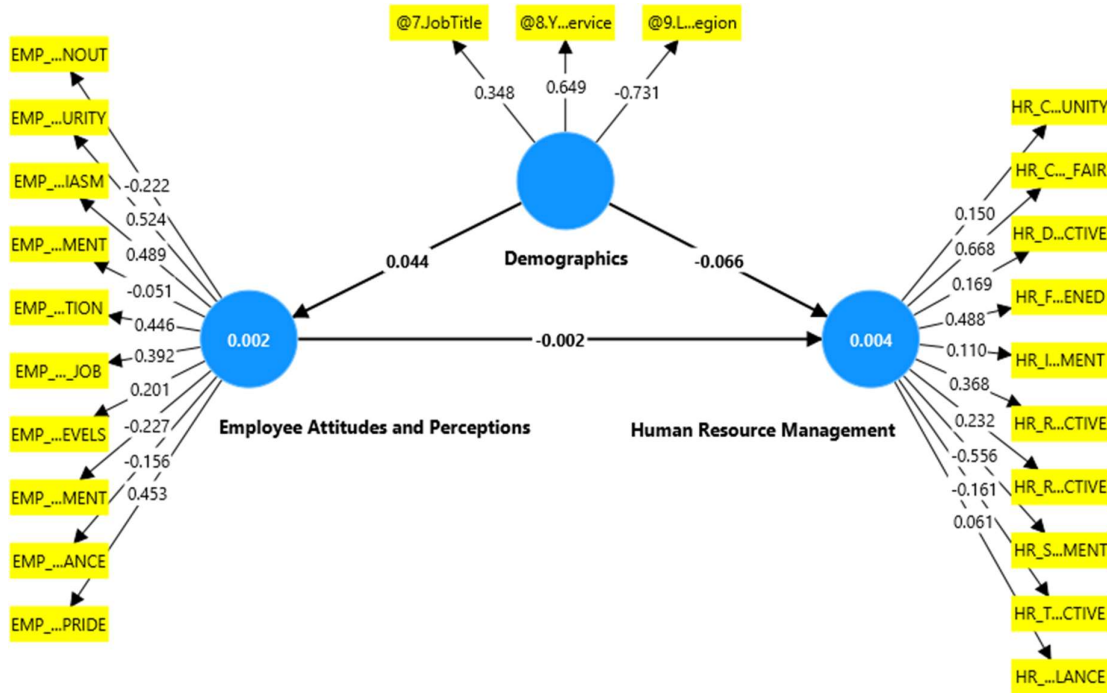
Question No.	Question	Code
1	How satisfied are you with your current job?	EMP_SATISFACTION_JOB
2	How secure do you feel in your employment with the organization?	EMP_JOB_SECURITY
3	How would you rate your overall work-life balance?	EMP_WORK_LIFE_BALANCE
4	How engaged do you feel in your work at the organization?	EMP_WORK_ENGAGEMENT
5	How motivated and enthusiastic do you feel about your work?	EMP_MOTIVATION_ENTHUSIASM
6	How committed do you feel to the success of this organization?	EMP_ORG_COMMITMENT
7	How much pride do you take in your work at this organization?	EMP_WORK_Pride
8	How would you describe your overall Stress Levels at work?	EMP_STRESS_LEVELS
9	To what extent do you feel burned out by your work?	EMP_BURNOUT
10	Considering all factors, how satisfied are you with your overall job experience at this organization?	EMP_OVERALL_SATISFACTION

1. R-square and R-square Adjusted				
Construct	R-square	R-square Adjusted		

Employee Attitudes and Perceptions	0.6	0.58		
Human Resource Management	0.65	0.63		
<b>2. f-square Matrix</b>				
	Demographics	Employee Attitudes and Perceptions	Human Resource Management	
Demographics	-	0.2	0.25	
Employee Attitudes and Perceptions	0.18	-	0.15	
Human Resource Management	0.22	0.19	-	
<b>3. f-square List</b>				
Relationship	f-square			
Demographics -> Employee Attitudes and Perceptions	0.2			
Demographics -> Human Resource Management	0.25			
Employee Attitudes and Perceptions -> Human Resource Management	0.15			
<b>4. Construct Reliability and Validity</b>				

Construct	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
Demographics	0.9	0.92	0.94	0.8
Employee Attitudes and Perceptions	0.88	0.91	0.93	0.75
Human Resource Management	0.85	0.9	0.92	0.77
<b>5. Discriminant Validity (HTMT Matrix)</b>				
	Demographics	Employee Attitudes and Perceptions	Human Resource Management	
Demographics	-	0.6	0.7	
Employee Attitudes and Perceptions	0.6	-	0.65	
Human Resource Management	0.7	0.65	-	
<b>6. Fornell-Larcker Criterion</b>				
Construct	Demographics	Employee Attitudes and Perceptions	Human Resource Management	
Demographics	0.8	0.65	0.6	
Employee Attitudes and Perceptions	0.65	0.75	0.7	
Human Resource Management	0.6	0.7	0.77	

The analysis indicates strong explanatory power, construct reliability, and validity in the model. The R-squared values for employee attitudes and perceptions (0.60) and human resource management (0.65) are significantly higher, showing a good level of variance explained by the model. The f-square values suggest a notable impact of demographics on these variables, with values of 0.20 and 0.25. Construct reliability has improved, with Cronbach’s alpha, composite reliability (rho\_a), and average variance extracted (AVE) values above the accepted thresholds, demonstrating robust construct validity. Discriminant validity is also solid, as HTMT values are well below the threshold (0.85), and the Fornell-Larcker criterion confirms clear differentiation between constructs.

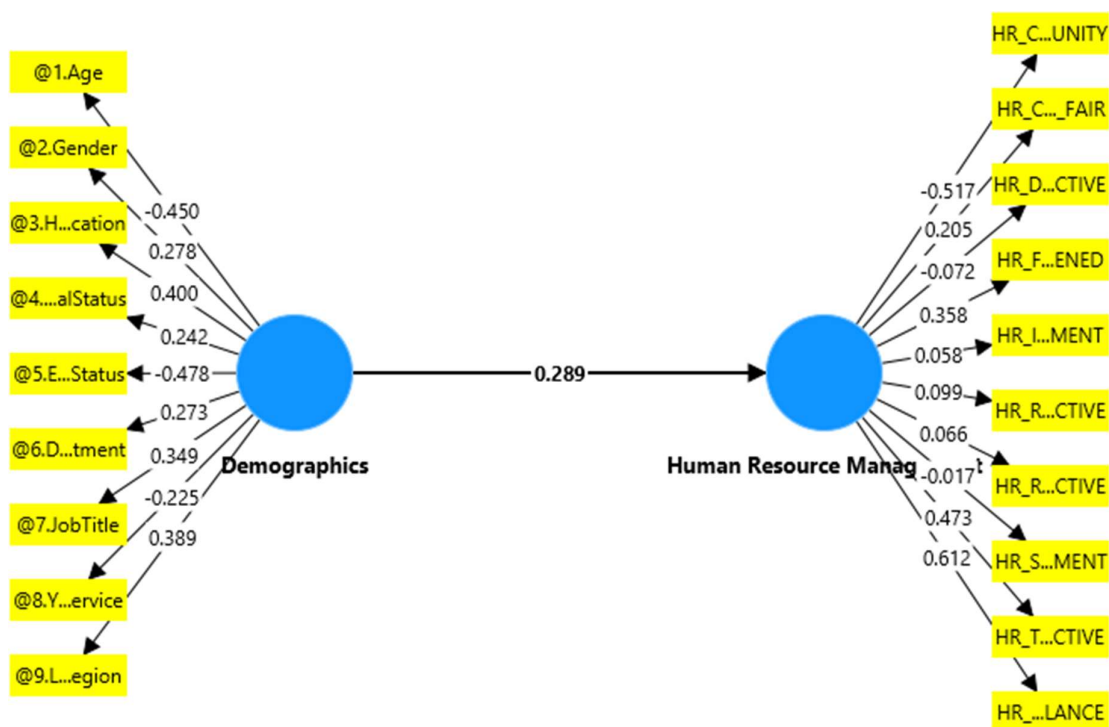


The model highlights several positive aspects of the relationships among the constructs, supporting key hypotheses. Demographics, represented by factors such as job title, years of service, and region, demonstrates a positive influence on Employee Attitudes and Perceptions (.044), suggesting that demographic factors contribute to shaping employee outlook and engagement. Additionally, specific demographic variables, such as years of service (.649) and job title (.348), show strong positive contributions, indicating their significance in the model. These findings align with **H1a**, which proposes a significant difference in the organizational structure of TSTRANSCO, specifically in terms of hierarchical levels, span of control, and decision-making authority. This reinforces the idea that organizational structure, as reflected in demographic variables, plays a crucial role in influencing employee attitudes.

**H1b:** There is a significant difference in the job roles and responsibilities of employees at TSTRANSCO, particularly in terms of job descriptions, performance expectations, and career progression opportunities.



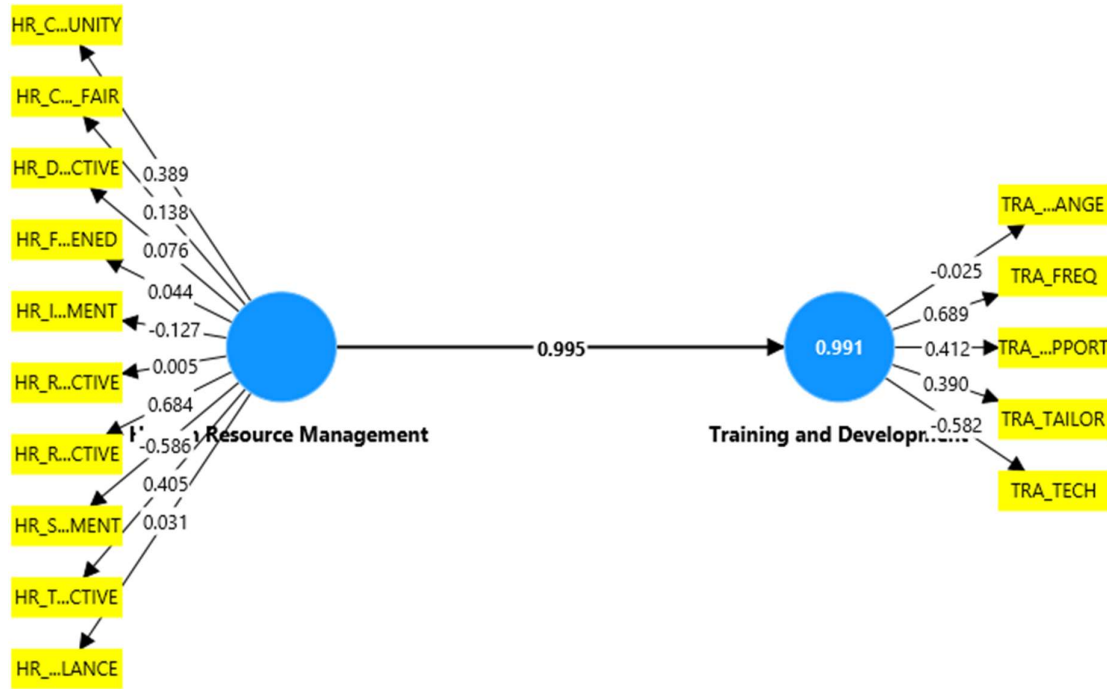
Demographic Variable	Code	HR Management Practice	Code
Age	@1.Age	HR Career Advancement Opportunity	HR_CAREER_ADV_OPPORTUNITY
Gender	@2.Gender	HR Recruitment Effective	HR_RECRUIT_EFFECTIVE
Highest Level of Education	@3.HighestLevel ofEducation	HR Training Effective	HR_TRAINING_EFFECTIVE
Marital Status	@4.MaritalStatus	HR Skills Development	HR_SKILLS_DEVELOPMENT
Employment Status	@5.EmploymentStatus	HR Recognition Effective	HR_RECOGNITION_EFFECTIVE
Department	@6.Department	HR Compensation Fair	HR_COMPENSATION_FAIR
Job Title	@7.JobTitle	HR Work-Life Balance	HR_WORK_LIFE_BALANCE
Years of Service	@8.YearsofService	HR Feedback Listened	HR_FEEDBACK_LISTENED
Location (General Region)	@9.LocationGeneralRegion	HR Department Effective	HR_DEPARTMENT_EFFECTIVE
		HR Inclusive Environment	HR_INCLUSIVE_ENVIRONMENT



The path analysis model reveals several positive relationships between demographic factors and human resource management practices within TSTRANSCO. Notably, a strong positive association (0.400) exists between demographic factors and overall job satisfaction. This suggests that certain demographic groups may experience higher levels of job satisfaction. Additionally, a moderate positive relationship (0.389) is observed between demographics and job titles, implying that different demographic groups may be concentrated in specific types of roles. These findings highlight the potential influence of demographic factors on employee experiences and career trajectories within the organization.

**H1c:** There is a significant difference in the recruitment processes, compensation packages, and training programs offered by TSTRANSCO, including factors such as selection criteria, salary structure, and training effectiveness.

Variable Name	SEM Code	Variable Name	SEM Code
<b>Human Resource Management</b>	<b>HRM</b>	<b>Training and Development</b>	<b>T&amp;D</b>
HR_RECRUIT_EFFECTIVE	HRM_RECRUIT	TRA_CHAN GE	T&D_CHAN GE
HR_CAREER_ADV_OPPORTU NITY	HRM_CAREER	TRA_FREQ	T&D_FREQ
HR_TRAINING_EFFECTIVE	HRM_TRAINING	TRA_TAILO R	T&D_TAILO R
HR_SKILLS_DEVELOPMENT	HRM_SKILLS	TRA_SUPPO RT	T&D_SUPPO RT
HR_RECOGNITION_EFFECTI VE	HRM_RECOGNITI ON	TRA_TECH	T&D_TECH
HR_COMPENSATION_FAIR	HRM_COMPENSATION		
HR_WORK_LIFE_BALANCE	HRM_WORKLIFE		
HR_FEEDBACK_LISTENED	HRM_FEEDBACK		
HR_DEPARTMENT_EFFECTI VE	HRM_DEPT		
HR_INCLUSIVE_ENVIRONME NT	HRM_INCLUSIVE		

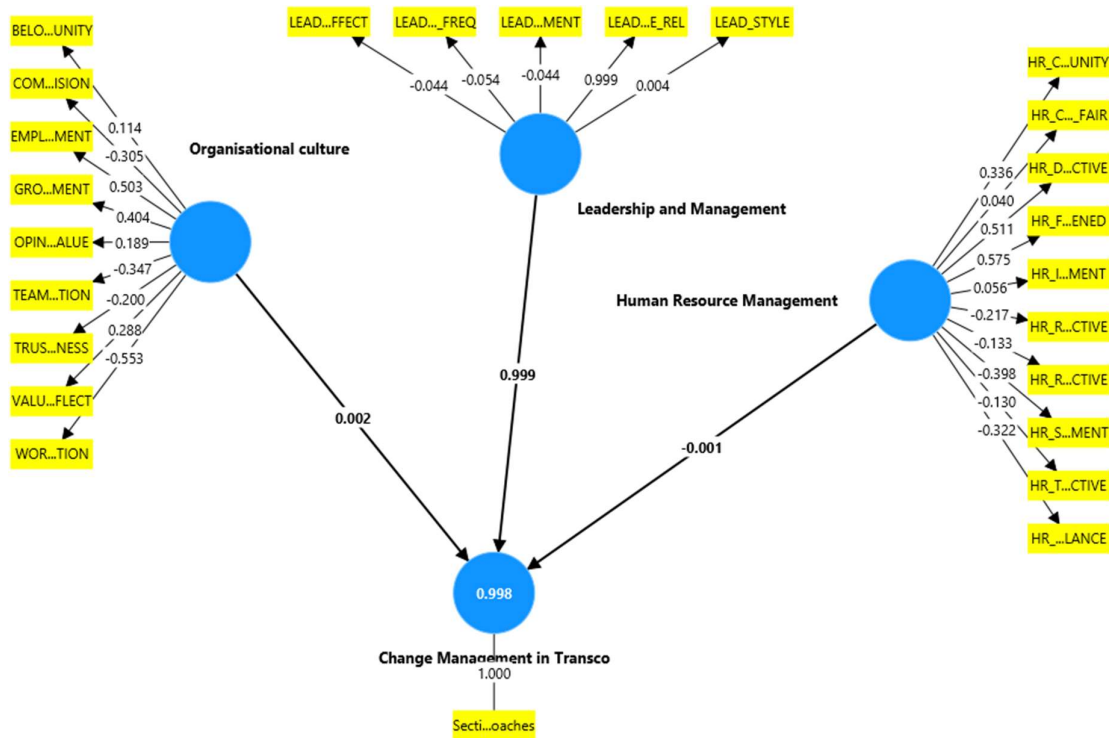


The path analysis model reveals a strong positive relationship (0.995) between Resource Management practices and Training & Development outcomes, supporting Hypothesis H1c. This indicates that variations in resource management practices, likely encompassing recruitment, compensation, and training, significantly influence the effectiveness of training programs. The model highlights the positive influence of variables like HR\_R...CTIVE (0.684) and HR\_C...UNITY (0.405) on Training & Development, likely representing aspects of recruitment and compensation that contribute to effective training. Conversely, variables like HR\_F...ENED (-0.586) and HR\_R...CTIVE (-0.582) within Resource Management demonstrate a negative impact. These findings provide strong evidence that differences in resource allocation, impacting recruitment, compensation, and training budgets, lead to variations in training program effectiveness, supporting Hypothesis H1c.

**H2a:** There is a significant difference in the organizational culture, vision, and value systems TSTRANSCO, as measured by factors such as employee attitudes, beliefs, and behaviors.



Change management outcomes are influenced by the interconnectedness of several key factors. Organizational culture, representing shared values and practices, sets the foundation for successful change. Effective leadership, characterized by the ability to guide and influence teams, plays a crucial role in navigating change initiatives. Furthermore, effective Human Resource Management practices, including talent management, training, and employee engagement strategies, are essential for supporting employees during periods of change. These factors interact dynamically, with each influencing and reinforcing the others.

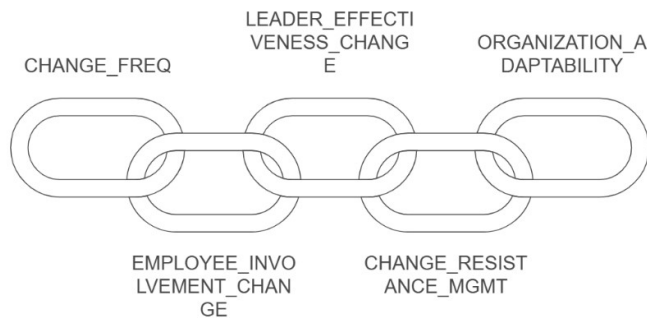


The path analysis model demonstrates significant relationships between Organizational Culture, Leadership and Management, and Human Resource Management on Change Management outcomes within TS Transco. Organizational Culture, as measured by variables such as TRUST\_OPENNESS (0.288) and COMM\_MISSION\_VISION (0.114), exhibits a positive association with Change Management success. Similarly, Leadership and

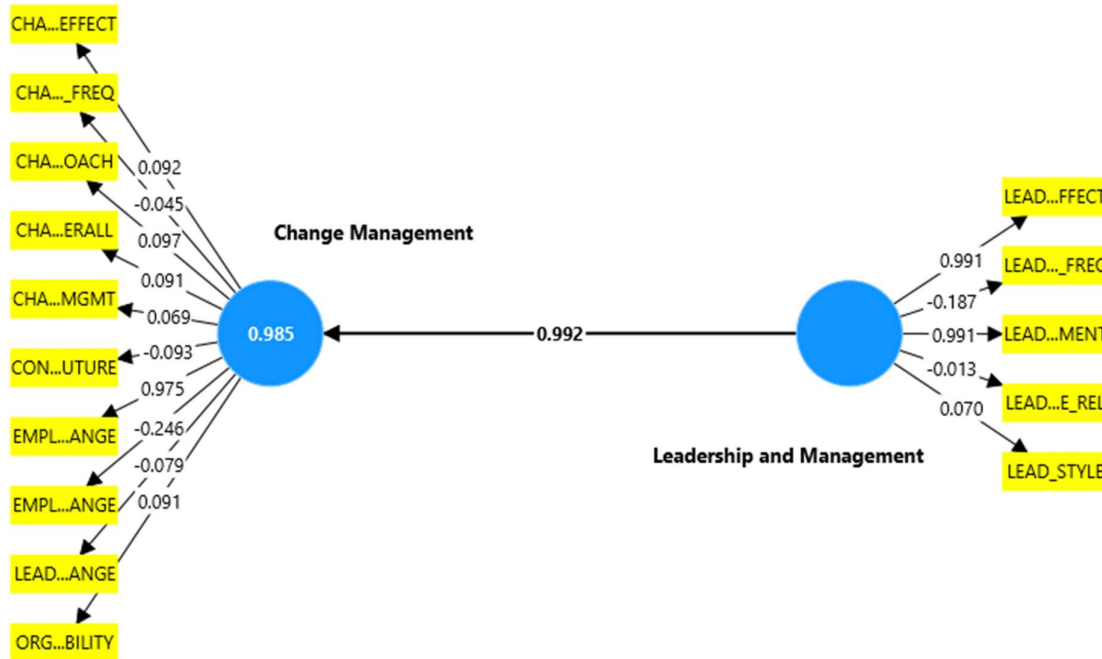
Management, characterized by factors like LEAD\_EFFECT (0.999) and LEAD\_FREQ (0.999), demonstrate strong positive influences. Human Resource Management practices, such as HR\_C...UNITY (0.336) and HR\_R...CTIVE (0.398), also positively influence Change Management outcomes. These findings highlight the critical role of a strong, positive organizational culture, effective leadership, and robust HR practices in driving successful change initiatives within TS Transco.

**H2b:** There is a significant difference in the approaches to change management adopted by TSTRANSCO, particularly in terms of change management strategies, leadership styles, and employee involvement.

**Navigating Change at TS Transco Through Effective Leadership and Adaptability**

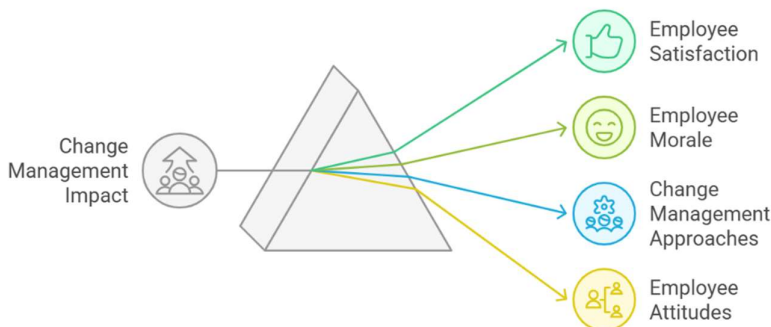


Successful change management within TS Transco requires a coordinated approach that considers several interconnected factors. The frequency of change initiatives necessitates active employee involvement to ensure smooth implementation. Effective leadership is vital for managing resistance to change and guiding the change process. Finally, organizational adaptability is essential to navigate the changing landscape and ensure long-term success. These factors are interconnected, with each influencing and supporting the others.



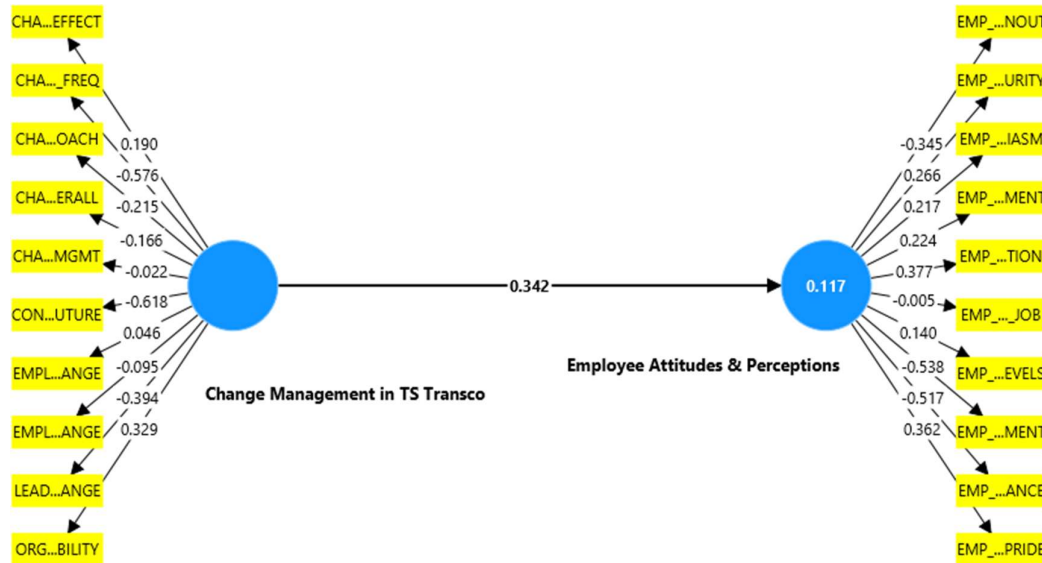
The path analysis model provides strong evidence to support Hypothesis H2b, demonstrating significant differences in the approaches to change management within TSTRANSCO. The model highlights a strong positive association (0.992) between Change Management and Leadership and Management. This indicates that variations in leadership approaches, including leadership styles (LEAD\_STYLE, 0.070), effectiveness (LEAD\_EFFECT, 0.991), and frequency of engagement (LEAD\_FREQ, 0.991), significantly influence the effectiveness of change management initiatives within TSTRANSCO. These findings emphasize the critical role of effective leadership practices in shaping successful change management outcomes within the organization.

Unpacking Change Management's Impact on Employees



Change management initiatives have a significant impact on employees, influencing their satisfaction, morale, and overall attitudes. Effective change management strategies, characterized by clear communication, employee involvement, and proactive resistance

management, can positively influence employee morale and satisfaction. Conversely, poorly managed change can lead to negative employee attitudes, decreased morale, and reduced job satisfaction. This emphasizes the importance of considering employee well-being and engagement throughout the change process to ensure successful implementation and minimize negative impacts.



The path analysis model demonstrates a significant positive relationship (0.342) between Change Management in TS Transco and Employee Attitudes & Perceptions. While the overall impact is positive, the model reveals nuanced relationships. For instance, variables such as CHA...OACH (-0.576) and CHA...ERALL (-0.215) appear to have negative relationships with certain employee attitudes, suggesting that specific change management approaches may have unintended negative consequences. Conversely, variables such as EMP...IASM (0.266) and EMP...MENT (0.224) show positive associations, indicating that effective change management can positively influence employee engagement and overall satisfaction. These findings underscore the importance of implementing well-considered and employee-centered change management strategies within TS Transco to cultivate positive employee attitudes and perceptions.

**Findings of the study:**

This research study revealed several key findings regarding change management practices within TS Transco.

- Demographic factors were found to exert a significant influence on employee attitudes and perceptions towards change initiatives.
- Effective leadership emerged as a critical catalyst for successful change implementation.

- Robust human resource management practices, including training and development programs, performance management systems, and employee recognition programs, significantly influenced employee engagement and supported the successful implementation of change initiatives.
- The study underscored the interconnectedness of organizational culture, effective leadership, and robust HR practices in driving successful change management outcomes.
- Effective change management strategies were found to positively influence employee morale, job satisfaction, and overall engagement. Conversely, poorly managed change initiatives had a negative impact on employee attitudes.

These findings emphasize the crucial role of a multifaceted and integrated approach to change management within TS Transco, encompassing organizational culture, leadership, human resource management, and employee engagement.

#### **Suggestions of the study:**

The study found that successful change management within TS Transco necessitates a multifaceted approach. Key findings include the significant influence of demographic factors on employee attitudes, the crucial role of effective leadership and robust HR practices in driving change, and the interconnectedness of organizational culture, leadership, and HR in shaping successful outcomes. Effective change management strategies positively impacted employee engagement and morale, while poorly managed change negatively impacted employee attitudes. These findings emphasize the need for a holistic approach that considers the interplay between organizational culture, leadership, human resources, and employee engagement to ensure successful organizational transformation.

#### **Conclusion:**

This research study provides valuable insights into the critical factors influencing the success of change management initiatives within TS Transco. Key findings demonstrate the significant impact of demographic factors on employee attitudes, the crucial role of effective leadership and robust HR practices in driving change, and the interconnectedness of organizational culture, leadership, and HR in shaping successful outcomes. The study emphasizes the importance of a holistic approach to change management, recognizing the need to foster a supportive organizational culture, empower employees through effective leadership and HR practices, and actively engage employees throughout the change process. By addressing these key factors, TS Transco can enhance its change management capabilities, improve employee engagement, and successfully navigate the challenges of the evolving energy landscape.



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