Chapter 10
Managing Healthcare Organizational Change During Uncertainty:
Perspective of COVID–19

Kerim Karadal

https://orcid.org/0000-0002-3891-8429
Uludağ University, Turkey

Ali Ahmad
University of the West of Scotland, UK

Dababrata Chowdhury
University of Suffolk, UK

ABSTRACT

The study aims to identify the factors that facilitate managing healthcare organizational change during uncertainty-perspective of COVID-19. The role of communications for managing employee's perception during change in the healthcare organizations has been examined. Mixed method approach is used in this study to identify the factors that facilitate healthcare organizational change during uncertainty. Data collection was semi-structured interviews with purposive sampling to select respondents. Clustered probability sampling method has been carried out for the questionnaire survey and analyzed the data with SPSS. The result showed that the specific change-related uncertainties can be best addressed by different sources of communication. Trust plays a crucial role for creating a positive perception through effective change-related communication. The employees who perceived they received quality change communication reported being more open toward the change during uncertainty. A five-step model was developed to link as a facilitator with uncertainty and manage change successfully.

INTRODUCTION

In response to the rapid breakthrough of the technologies, changing pattern of the labor forces, different environmental factors and current pandemic (Covid-19) related uncertainties, many healthcare organizations find themselves in a stage where it is absolutely being needed to involve and engage change management initiative in order to continue to exist. Although the importance of the change management in the healthcare organizations in Bangladesh is crucial and it is necessary to take effective change management initiative. However, many organizations barely failed to successfully execute the large-scale change and often estimated that up to 70% change implementation process cannot succeed (Burns, 2020). Cost of such failure might have far reaching impacts and it could be extended throughout the whole industry. There are some practical implications existent for the success of future change event and how to effectively sustain positive culture in the healthcare organization in Bangladesh. Consequently, it is necessary to extend change effort within organizations, and often employees of the healthcare organizations are faced change related stressors beyond their everyday responsibility (Jimmieson, et al, 2014). That's vital to manage the situation and respond on time to the factor that is important the change management practitioner.

Furthermore, one of the important things in the change management is employee's uncertainty and effective communication practices during change implementation process (Begly, 1998; Schweiger and Denisi, 1991) but the fact is that almost all the change management literature focuses just on the content of change management that is disseminated only by senior management (Barett, 2002; Armenakis, Bedeian, 1999; Armenekis, Haris, 2002). There is huge shortage of the search which examine the roles of various source of effective communication to deliver accurate information during the change. Moreover, it is also true that a lot of organizations are unable to give their employees adequate quality information during change program. Many times, employees are seeking information from the other sources in order to resolve the uncertainty who faced during the change (DiFonzo, Bordia, 1998). As a result, it is important to scrutinize and identify appropriate process through every employee might be able to obtain accurate information during the change and the factors that impacts their attitude, behavior, intention for the change event.

The study is based on the mixed method approach in order to develop a fairer understanding of the change process and effectively handling uncertain situation (perspective of Covid-19) during change. A mixed method approach used in this research study to identify the factors that facilitate healthcare organizational change during uncertainty. Firstly, qualitative field study has been conducted and interviewed key employees who experienced uncertainties during healthcare organizational change. On the other hand, quantitative study has been conducted in order to empirically examine the factors that impacts uncertainties during healthcare organizational change. Particularly, relationship between organizational change and uncertainty, effective communication and change related uncertainty (perspective of covid-19) was examined.

BACKGROUND

The Perception of Uncertainty

Today's management literature uncertainty became one of the important issues and its hard to define correctly. Still there are some common perceptions about uncertainty and these are the individual perceived

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