RESEARCH ARTICLE

Strategic organisational change process for managing a bank's change and transition from a crisis situation

Jennifer Davis Adesegha[a*]

Abstract

Whether banking executives want or not, the implementation of strategies aimed at mitigating a crisis may in one way or another involve the change and transformation of a bank's particular area of operations. Hence, organisational change and transformation is part and partial of the overall process of a bank's crisis management. Unfortunately, most of the banking executives often accomplish crisis management as though it does not involve any form of change and transformation, only for the effectiveness of the crisis management strategies to be marred by the poorly managed change related complications. To address such complexities, this seminal paper used the qualitative meta-synthesis to assess, identify and extract a combination of the strategic change management processes that the banking executives can use during the implementation of changes that are essential for enhancing the successful implementation of crisis management strategies. During a bank's crisis management, findings revealed that irrespective of the types or the dimensions undertaken by the organisational change and transformation, theories and literature still insinuate that social organisational change and transformation is not just a random process, but a more systematic process aimed at achieving some pre-determined outcomes. To accomplish that, findings imply usage of a systematic organisational change and transformation process is a necessity for enhancing Situational Analysis, Vision Setting, Communication of the Impetus for Change, Change Implementation, and Measuring and Improving Progress of Change Implementation.

Author Affiliation: [a] Research Apprentice at Cloud Analytika-London, United Kingdom.
Corresponding Author: Jennifer Davis Adesegha.Research Apprentice at Cloud Analytika-London, United Kingdom.
Email: jenniferdavis45@gmail.com

1. Introduction

Even if some of the businesses often undertake organisational change and transformation without the clearly defined strategic plan and process, the use of a clearly defined strategic change management plan and process is essential for influencing the implementation of the successful organisational change and transformation (Radoica, 2013). In the case of a bank undertaking change during a crisis, effective strategic change management plan identifies and streamlines a set of critical activities that must be accomplished to influence the successful implementation of change for the bank to transition out of the crisis.

During a crisis which the bank is responding to, the use of a well-defined strategic change plan and process enables the elimination of wastes and mistakes that can complicate the overall nature of the crisis which the bank is undergoing (Mecatti, 2023). Unfortunately, even if that is the case, most of the banks just like other businesses still use less clearly defined change management plan during the implementation of different changes that are essential for the bank to come out of the crisis.

Some of the banking executives hide behind the notion of the emergent plan for the change implementation (Davis et al., 2023). Through emergent plan, they argue that the bank is able to identify and respond to the need for change implementation as the process for crisis implementation unfolds.

In such situation, the implementation of a particular crisis management strategy may require process change as well as the change of the organisational culture. It may also require the identification of the bank structures that must be eliminated, combined or divided to improve operational efficiency which is essential for taking the bank out of the crisis that maybe characterised by high costs and lower profit margins (Radoica, 2013). However, if the employees begin to resist some of the changes, the implementation of change which are essential for accompanying the implementation of the crisis management strategies may turn quite complicated and difficult for the banking executives to manage a particular situation during crisis management.

Lack of effective strategic management plan and process can affect the capabilities of the banking

executives to effectively evaluate situations to identify the crisis and change intervention strategies that must be adopted. As contrasted to the use of the poorly crafted emergent plan that manages situations as new events arise, a clearly defined plan enables the bank managers to systematically assess the situation and take the appropriately pre-meditated actions to respond to the changes required for taking the bank out of the crisis (Davis et al., 202; Mecatti, 2023).

Unfortunately, during a crisis, the focus of the banking executives is often directed towards managing the crisis but not the complexities of change that comes with the introduction of such crisis management strategies. To deal with such scenarios during crisis management, this study uses a qualitative meta-synthesis to assess and extract a combination of the strategic change management processes that the banking executives can use during the implementation changes that are essential for enhancing the successful implementation of crisis management strategies.

2. METHODOLOGY

Contrasted to the use of interviews or quantitative surveys, this study used the qualitative meta-synthesis as the research method for assessing, identifying and extracting a combination of the strategic change management processes that the banking executives can use during the implementation changes that are essential for enhancing the successful implementation of crisis management strategies. Qualitative meta-synthesis is of the qualitative content analysis techniques that focus on evaluating and extracting critical insights about the phenomenon being investigated from the avalanche of the existing studies (Thorne, 2022). It is often used instances where enormous studies have been conducted in a particular area so that it is easy for the study to extract, analyse and compare and contrast different insights from the existing studies to emerge with the best solution or response to the designated research question.

Given the multitudes of studies that have been conducted on change management during a bank's crisis management, it was construed that the use of the qualitative meta-synthesis would be essential for enabling the study reach logical conclusions on how to manage the complexities of change management during the processes for managing different crises.

To accomplish that, the qualitative meta-synthesis process used four main steps that encompassed defining the meta-synthesis question, literature search, data extraction and data analysis(Ludvigsen et al., 2016). In term of the question for meta-synthesis, the study posed the question about the strategic change management processes that the banking executives can use during the implementation changes that are essential for enhancing the successful implementation of crisis management strategies. To respond to such a question, the literature search process used a combination of key words like "bank's strategic change management

processes for crisis situations", "implementation of bank changes during a crisis", "crisis management strategies", and "challenges of change management during a crisis".

To search and extract the required information, the study used Embase, Google, Scopus, Web of Science and PubMed/Medline, as the search engines. However, it were only the articles that are published in English in the period between 2015 and 2024 that were included in the study(Malterud, 2019). Articles that did not have full contents were excluded.

During the extraction of the studies, the title and abstracts of the articles would be first read to assess whether they offered insights that are relevant to the study. This would be followed by the reading of the full articles to assess whether or not to include such a study in the analysis. Upon the completion of the extraction of the required relevant studies, data analysis was accomplished using thematic and narrative analysis (Sandelowski, 2012).

Using thematic and narrative analysis, the purpose of the analysis was to extract information that offered critical insights on the strategic change management process during a bank's crisis management process as well as the challenges of change implementation that banks experience during crisis management. From such analysis, the details of the findings are as presented in the sections below.

3. FINDINGS

During a bank's crisis management, outcomes of the qualitative meta-synthesis indicated that change implementation can take the form of planned or unplanned organisational change and transformation. Simatupang, Govindaraju and Amaranti (2016) construe planned organisational change and transformation to refer to the strategic actions that the organisation conceptualises and deliberately applies to deal with a particular situation that the organisation is undergoing. It is a pre-meditated move of the organisational leaders to deal with a particular problem. In that process, Simatupang et al., (2016) elaborate that planned organisational change and transformation tends to be implemented for a long time. And it also tends to unfold according to the pre-planned states of moving from the implementation of one set of activities to another. Unfortunately, most of the theories on organisational change and transformation only offer the insights from a planned change perspective (Bejinariu, Jitarel, Sarca & Mocan, 2017; Burnes, 2019; Day, Crown & Ivany, 2017; Franklin& Aguenza, 2016).

The assumption in such theories is that all organisational changes and transformation are planned and tend to unfold according to certain pre-designed stages of implementation. Even if that is the case, it also seems that it is not the case all the time since some organisational changes and transformation tend to emerge just from the practices and the creativity and innovativeness applied by the employees in the

implementation of planned change.

According to Waddell, Creed, Cummings and Worley (2019), some organisational changes also tend to unintentionally emerge from the organisation's reactions to the unfolding environmental dynamics and complexities. In effect, organisational change and transformation is not only planned, but also unplanned. Planned change is not a process of organisational change and transformation that emerges from the formal stage process of situational analysis, vision formulation, implementation and monitoring of the change being implemented.

Instead Waddell et al., (2019) posit unplanned organisational change and transformation to refer to the unintentional change and evolution that tend to emerge from the way employees engage in the social construction and re-construction of the ways of accomplishing the existing activities to influence the creation and adoption of a new practice. Hence without planning directly engaging in change implementation, the organisation finds that it has evolved from doing things in a particular way to a completely new approach and ways of doing things.

Such insights echo the logic in Mintzberg's (1978) "Patterns in Strategy Formation" that highlights that a strategy can be intended, emergent or realised strategies. Intended strategies are deliberate efforts that are undertaken by the organisation to achieve a particular outcome through planning and taking course of actions to influence the achievement of such designated outcomes. According to Sahoo et al., (2023), emergent strategies are similar to unplanned change that tends to emerge as the organisation attempts to react to the unfolding environmental changes in order to survive and remain sustainable.

Mintzberg's (1978) "Patterns in Strategy Formation" explains that realised strategies are strategies that have emerged from planned and emergent strategies to define how the organisation accomplishes certain activities to attain more superior results than rivals. Due to such advantages, realised strategies continue to be used as part of the strategies that influence the organisation's operational excellence.

Given the nature of planned and unplanned organisational change and transformation, different forms of organisational changes like technological, strategic, people-centered, structural and remedial may therefore emerge from the planned or the unplanned initiatives. Prior to Covid-19 outbreak, Gupta (2024) states that most of the government institutions had invested in the establishment of the information technology through a planned change initiative. Through the planned change initiative, the motive of the government was to establish the information technology that would support the creation of e-government.

E-government would improve the operational efficiency of the government institutions to enhance improved planning, implementation and delivery of the required services to the population. During the execution of this plan for the creation of the e-government, Gupta (2024) notes that no government official had anticipated that Covid-19 would breakout soon to render e-government operation the pillar for executing different government activities. When Covid-19 broke out, the government institutions just like the other organisations shifted all the government activities to online.

Using e-government, Gupta (2024) reveals that the government workers adopted work from home or remote work since the technological platform was already there without engaging in form of change planning and implementation.

Gupta (2024) elaborates that since the technological platform was already there, the government just issues memos that due to a series of lockdowns and for the population to be safe from Covid-19, the staff would work from home or remotely and the citizens who desire to access any services would be required to use online platforms for different e-government services.
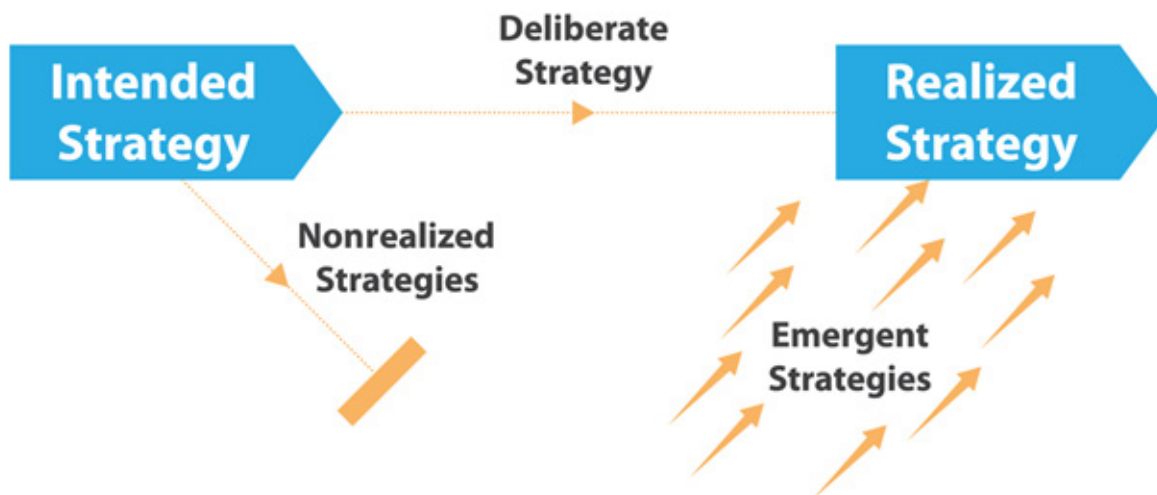
Figure 2.1: Intended, Emergent Or Realised Strategies
Source: Mintzberg's (1978) "Patterns in Strategy Formation"

These were just unplanned and emergent changes that emerged as part of the temporary reactions to the difficulties that the government and the population were facing, but as time went on, some of the online operational approaches and e-government services proved more effective being delivered online as compared to using the physical platforms.

When Covid-19 subsided, some of such changes were retained though there was no plan through which they were introduced. In otherwords, Franklin and Aguenza (2016) argue that most of the unplanned changes often emerge from a series of undisrupted smaller changes that subsequently turn out to be the new practice or approach of how the organisational activities are accomplished. Just like some technological changes, some of the minor remedial/reactionary changes also tend to be unplanned.

Minor remedial changes that are undertaken to address certain minor problems that the organisation could be facing are often accomplished without the use of more radical or plans. Since such minor remedial changes do not require the utilisation of a lot of resources or enormous disruption of the organisational operations, Franklin and Aguenza (2016) reveal that initiatives are often not put in place to use a more formal planning. In most of the cases, remedial changes just require the change and modifications of some of the existing resources, structures and technologies without requesting for new ones using a formal plan.

However, major remedial changes are moreorless like strategic plans that require the complete overhaul of the existing systems, structures, leadership, procedures and the introduction of the new ones. In such cases, Bejinariu et al., (2017) argue that just like

people-centric change and structural change, strategic change tends to emerge out of the formulation of a more formal plan rather than through the unplanned process. People-centered change also tend to be more of a planned change because things that affect the people of the organisation often approached more cautiously and carefully for fear of the retaliations that can undermine the effective organisational performance.

According to Bejinariu et al., (2017), through a planned exercise, people-centered change can involve the introduction of new recruitment, promotional, reward and performance evaluation policies. This often requires careful planning and implementation of the plan because people constitute the central resource that influences the overall effective organisational performance. Just like people-centered change which is often planned, structural change also tends to be a planned exercise. This is because most of the structural changes often introduce radical changes.

Burnes (2019) states that structural changes can lead to the restructuring of the existing structures, elimination, combining and addition of new structures. This may require the review of the nature of the work and reporting relationships between the managers and the employees. It may also require the change of the processes of work as well as the procedures and the policies used for the accomplishment of certain activities.

Just like people-centered change, Burnes (2019) points out that structural change may also without a plan necessitate the change of the organisational culture. Hence as people-centered change and structural change may be planned changed, it could
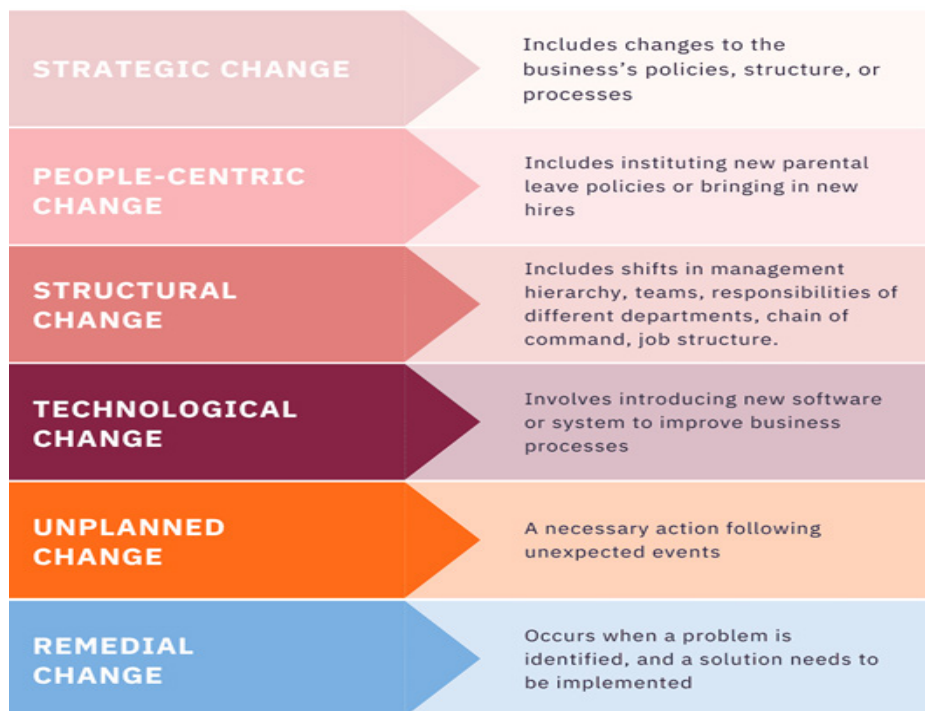
Figure 2.2: Types of Planned and Unplanned Organisational Changes
Source: Gupta (2024)

induce unintended consequences that lead to the unplanned change of the organisational culture. The same also applies to the implementation of technological change that can be planned but in the end lead to the unplanned change of the organisational culture in a quest to create a culture that supports effective technological use.

In otherwords, analysis of theories and literature implies the dimensions of social organisational change and transformation that are undertaken by most of the contemporary organisations often take the form of process change and transformation, radical or incremental organisational change and transformation(Day et al., 2017).

Organisational change and transformation may also take the form of organisational-wide or just subsystem organisational change and planned or unplanned organisational change and transformation. However, irrespective of the types or the dimensions undertaken by the organisational change and transformation, theories and literature still insinuate that social organisational change and transformation is not just a random process, but a more systematic process aimed at achieving some pre-determined outcomes.

Systematic Organisational Change and Transformation Process

As Taylor (2023) notes, social organisational change and transformation is not an anarchical process, but an organised systematic process of aiding the organisation transition and evolve from the old system into the desired new state of performance.

To accomplish that, social organisational change and transformation often unfolds according to five stages encompassing: Situational Analysis, Vision Setting, Communication of the Impetus for Change, Change Implementation, Measuring and Improving Progress of Change Implementation (Burnes, 2019; King, Bauer, Weng, Schriber & Tarba, 2020).

Stage 1: Situational Analysis

Quite often, Hubbart (2022) argues that the idea for social organisational change and transformation will be triggered by the occurrence of some undesired events that affect the overall effective performance of the organisation. Such triggers could arise from complete organisational failure or poor organisational performance has explained by the old technologies being used or poor leadership. According to Hubbart (2022), change can also be triggered by lack of effective leadership, lack of adequately qualified personnel or increasing complaints of the population about unethical practices, corruption, embezzlement and poor service delivery in government institutions.

In some cases, social organisational change and transformation can also be triggered by just the internal innovativeness of the organisational leaders (Burnes, 2019). New leaders coming or the new political organisation that takes over government would want to please the population by making radical changes to create and deliver the best services.

Even if the triggers of social organisational change is clear to everyone that social organisational change and transformation is required, Taylor (2023) points out that it is still essential for situational analysis to be undertaken. Situational analysis is the strategic analysis of the internal and external environment to discern the degree of the destructiveness or volatility in the unfolding trends.

Situational analysis enables the gathering of enormous information about the organisation as well as the factors affecting its change that would require the overall organisational change to overcome such dynamics. Internally, Taylor (2023) further explains that the situational analysis can assess variables like personnel competencies and skillfulness, organisational culture, ethical practices and policies, financial management, resource management, technology effectiveness, work processes, leadership effectiveness, policy effectiveness, work procedures and systems.

Other internal areas for analysis encompass communication effectiveness, reward and remuneration systems, employee motivation issues, management competencies, satisfaction with work environment, staff attitude about work, employee relationship and public relationship with the rest of the world (King et al., 2020). Once the analysis of the internal environment is completed, the next analysis must focus on evaluating the external variables.

External analysis may entail the evaluation of the political forces reinforcing the need for undertaking the social organisational change and transformation. Burnes (2019) cautions that political issues can arise from the issues being raised by the politicians within the internal party structures or from the members of the opposition. It can also be something that the rest of the world would require all the organisations around the world adopt the internal organisational policies that ameliorate such situations.

These are often reflected in women empowerment initiatives, child education, employment and support of people with disabilities, human rights of the minority groups, fighting hunger and poverty. If the political terrain does not instigate any need for change, Hubbart (2022) points out that the impetus for change can arise from the changes in the economic variables like rising inflation affecting the cost of living and complaints of the population about the economic hardships.

Quite often changes in the demographical factors reflecting the increment of the population can also create pressure on the population to increase the quantity of the delivered services. Taylor (2023) further explains that change may also require the government to creatively discern how to create new employment opportunities whilst also improving the quantity of the delivered healthcare services, education, social services and grants. In some of the instances, situational analysis can also indicate

organisational change and transformation to be required for accommodating the complaints from the population for the destruction of the ecological environment.

According to Burnes (2019), the other areas that need to be evaluated during situational analysis encompass regulatory changes requiring change to improve compliance. Outcomes of situational analysis indicating that social organisational change and transformation is required for the organisation to adapt and respond to the unfolding changes would demand the formulation of a clear change vision.

Stage 2: Vision for Social Organisational Change

Quite often some of the creative leaders are able to discern the vision that the social organisational change and transformation must aspire to achieve even without undertaking situational analysis. However, Burnes (2019) notes that situational analysis is often important for clarifying the vision that the organisation must strive to achieve during the implementation of different aspects of social organisational change and transformation. Vision offers a picture of the nature of the change to expect after the completion of social organisational change and transformation.

According to Rizescu and Tileag (2016), it is such a picture that can motivate the ordinary employees to buy into the concept of social organisational change and transformation or to seek to disassociate themselves from such change due to dissatisfaction with the vision that such change process will strive to achieve. Vision for social organisational change and transformation must inspire all the stakeholders to rally around the need for change. It must make all the stakeholders yarn for the need of change.

Depending on the nature of the problem, Grama and Todericiu (2016) reveal that the vision of the social organisational change can strive to create and deliver new services or offer new better procedures for the population to access different government services.

The vision may also seek to introduce digital operational and transformation to improve the interface between the government and ordinary population whilst also improving the processes for delivering different social services to the population. Vision for social organisational change and transformation may also entail the change and modification of the organisational culture to introduce new behaviours and ethical practices that support initiatives to realise effective organisational performance.

However, for a vision to be effective, Grama and Todericiu (2016) cautions that it must be formulated in consultation with all the stakeholders so as to emerge with the vision that all the stakeholders and interest groups identify with. In that process, a vision for social organisational change and transformation can only be effective if its responds to the elements for an effective vision formulation that include invoking emotions and attachment, inspirational, offers clear direction, motivating, focused, integrating and unobstrusive control.

A vision must invoke emotions and attachment of the population to the need and impetus for social organisational change and transformation. It must inspire the ordinary workforce and the general population to desire to be part of the overall organisational change and transformation. Rizescu and Tileag (2016) highlight that this reflects the motivating elements that may instigate personnel to go extra-miles and put extra effort to ensure the vision of the organisation is achieved.

Vision for organisational change and transformation must also be clear on the direction that the organisation must take. This enables each transformation player to understand the tasks and responsibilities that must be executed to aid the realisation of the desired organisational change and transformation.

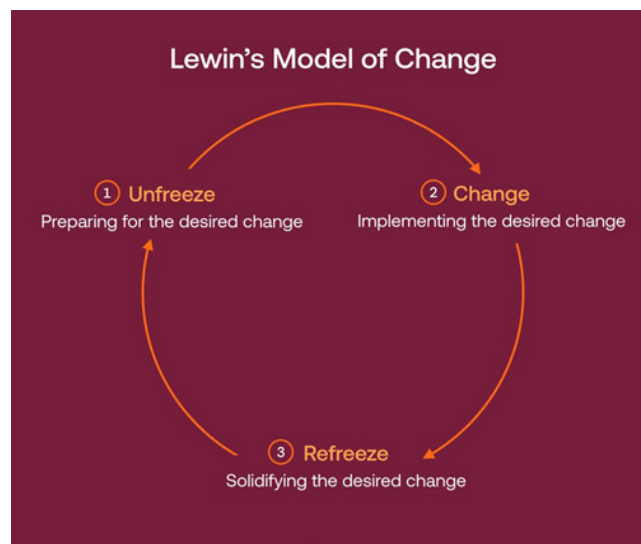According to Grama and Todericiu (2016), poor vision affects clarity of the organisational direction

Figure 2.1: Kurt-Lewin's Change Management Model
Source: Lewin, K. (1947). Field theory in social science: Change Management Model. New York: Harper & Row.

to induce conflicts and confusion that affect the speedy realisation of the organisational change and transformational objectives. Since there are several interest groups in the organisation, vision must also be formulated in the way that it integrates the interests of all the parties and stakeholders. This improves the acceptability of vision as well as the commitment of the ordinary stakeholders to ensure the realisation of the wider organisational vision, goals and objectives.

However, in all these, Men, Neill and Yue (2020) states that a vision must also have unobstrusive control that ensures that employees' behaviours as well as the thinking of other stakeholders are influenced without the direct control of how the organisational activities must be accomplished to influence the realisation of the desired outcomes.

A vision must provoke people to think, align their activities with the wider organisational goals and work hard to achieve the desired outcomes with the management exerting any form of direct control to influence employees' behaviours. Through improved compliance with these critical elements for an effective vision, Men et al., (2020) argues that the formulated vision can effectively drive the desired organisational change and transformation to influence achievement of the desired outcomes. However, after the vision has been formulated, the next stage in the organisational change and transformation requires executing the formal communication to the population or people in the organisation about the nature of change and its vision.

Stage 3: Communication of the Impetus for Change

When change is being planned at the top management level, Grama and Todericiu (2016) express concerns that some of the employees and managers may just hear of it as rumours without the clarity of the kinds of change that will be undertaken as well as the rationale and vision for such change. Even some of the middle and most lower level managers may be kept in the dark about the details of the impending change.

As part of the tactics and strategies for change implementation, Grama and Todericiu (2016) note that the top organisational leaders are usually very careful and calculative of how the final change message is brought to the attention of the managers and the rest of the employees. This explains why during vision formulation, very little details are often available about the nature of change so as to prevent uncooked and unresearched final position of the organisational change from spilling to the public that can easily frustrate the change before it is undertaken.

Hence with the final vision developed and the position of the organisational change reached, the communication stage is the stage where the top organisational leaders communicate formally the vision of the organisational change. Burnes (2019) insinuates that the communication must first reflect the reasons why the existing systems must be disbanded and replaced with new ones.

The management can come up with statistics and some of the bad experiences that all the employees are aware of as part of the reasons for motivating why change is essential or the organisation may cease to exist.

The senior leaders of the organisation must also explain how the impending organisational change and transformation will affect the employees. Burnes (2019) further contends that departments and units will have to be profiled so that the entire organisation can be informed about the departments, units or divisions that will be most affected. It must also reflect the kinds of skills that will also be most affected as the organisation moves into a stage of its existence and operation.

For radical organisational change and transformation, King et al., (2020) explain that the formal communication about change must also reflect the stages through the changes will be effected. However, for incremental change, such communication about the stages of change must be avoided since incremental change often just takes minor changes one at a one without divulging the details of the later changes.

The formal communication must also explain to the employees not only how they will be affected by the impending change, but also the various options that they have to avoid being affected by change. According to Grama and Todericiu (2016), one of such options could include education sponsoring for skills improvement so that one can exit the organisation, packages for early retirement for permanent staffs, secondment for employment opportunities in alternative organisations and award of retrenchment packages for those willing to leave before they are affected by change.

Since most organisational change causes job loss, such communication that also takes into consideration the interests of the ordinary employees would also minimise the risks of resistance to organisational change and transformation. However, Bejinariu et al., (2017) caution that for communication about the impetus for organisational change and transformation to be effective, it must be in simple language, offer a picture of the expected change, use multiple forums, repetitious and two-way communication. For simplicity of language, Burnes (2019) suggests that the communication must also be simple and unambiguous language to eliminate confusion that can arise to affect the understanding of the nature of change as well as what is required of each player in the organisational change and transformation process.

Such communication must be accompanied with the use of metaphors and pictorial approaches to create a picture in the minds of the followers and the population about the kinds of organisational change and transformation to expect. To enable the message about change sink and diffuse across the organisation, Hubbart (2022) posits that the communication can also use multiple forums to debate and discuss the nature of change to expect.

Such forums can include formal and informal

work meetings, formal and informal groups, memos, social media platforms like Whatsapp group for the employees and other forums that often bring all the employees together. In that process, the communication about change must also be repetitious to enable the change message sink. To encourage engagement with all the stakeholders, Hubbart (2022) suggests that the nature of the communication must also be two-way. It must not only be about management committing the change message to the employees, the managers must also create the ways for receiving messages about what the majority of the employees and other actors are thinking about the impending change. This enables senior managers to acquire insights that can enable to modify some aspects of the expected change to thwart the risks of the resistance emerging to frustrate the change implementation process.

In additional to formal verbal communication, Men et al., (2020) propose that leaders and other actors involved in change implementation can also communicate their position about change using actions and examples about the behaviours and practices that they expected from all the other actors. As these influence the diffusion the message about the required change across the organisation, in the next stage, the management gets involved in the actual implementation of change.

Stage 4: Implementing Social Organisational Change and Transformation

As Burnes (2019) explains, the implementation of social organisational change and transformation is the strategic process of converting the organisational change plan into actions that induce the desired change and transformational outcomes. During the implementation of change and transformation, organisational leaders firs analyse the nature of the activities that are required for implementing change that deliver the desired outcomes. In that processes, Burnes (2019) elaborates that the activities and tasks are evaluated so as to understand their dynamics and complexities and the corresponding skills, competencies, experience and expertise that would be required for the execution of such tasks.

Subsequently work teams or groups with different capabilities are created and allocated tasks that correspond with their training, skillfulness and competencies. This leads to the designation of the responsibilities that must be executed for the objectives of organisational change and transformation to be realised.

To ensure that all the work teams are facilitated, Wren (2024) suggests that the organisational leaders also ensure that the work teams across the organisation are also availed with the required financial and non-financial resources like the required technologies and vehicles for accomplishing activities essential for the realisation of the organisational change and transformation objectives. The key for ensuring the successful implementation of organisational

change and transformation encompass ensuring continuous effective communication, better liaison and collaboration across all work teams, creativity and innovation and effective leadership.

Raeder (2023) explains that constant effective two-way communication is essential for enabling the organisational leaders discern whether the implementation of organisational change and transformation is unfolding according to the designated plan. It also enables the leaders identify and correct deviations before they become costly to reverse. In that processes, all the work teams or groups will have to work in liaison and collaboration with each other. Raeder (2023) emphasises that all the employees will have to collaborate and work as one big team in order to aid the achievement of the common organisational change and transformational outcomes.

Organisational leaders must integrate such approach with the initiatives that encourage the employees to sacrifice their time and energy to enable the successful accomplishment of the organisational change and transformation. Raeder (2023) further stress that leaders will have to come up with a system for rewarding good behaviours that reinforce change whilst also discouraging the undesired behaviours that affect the achievement of the organisational change and transformation.

To further motivate employees that the anticipated change is possible, Simatupang et al., (2016) suggest that the organisational leaders must strive to achieve immediate short-term goals so as to reinforce the argument that change will lead to the achievement of the desired outcomes. Such short-term results must be used to discourage critics, praise and reward change agents, and fine-tune the change vision.

Though these insights could influence successful implementation of organisational change and transformation, theories like Kurt-Lewin's (1947) "Change Management Model", Kotter's "Change Management Model for Leading Change", Nudge Theory of Social Organisational Change and ADKAR Model for Change Management still offer different approaches for the implementation of social organisational change and transformation.

Kurt-Lewin's (1947) "Change Management Model" posits that organisational change and transformation are foundational drivers of an organisation's sustainable development. However, in the implementation of change, he notes that difficulties tend to arise from the majority of the employees that prefer the retention of the status quo as just a few prefer change. This creates the two competing forces that include the driving forces of change and the restraining forces of change (Hovhannes, 2019).

The driving forces of change do not only constitute of the employees that prefer change, but also other factors that motivate the strong reasons why change must be undertaken if the organisation is to survive. The restraining forces of change are influenced

by the employees who do not desire change and other factors that seek to undermine the social organisational change and transformation process.

To create a balance between the two forces to influence successful change implementation, Kurt-Lewin's (1947) "Change Management Model" suggests the importance of using effective communication with powerful convincing speech and statements to highlight the compelling reasons why the organisation must adopt the impending changes.

The employees must be made to see that it is essential to undertake or else the consequences of retaining the status quo will be quite disastrous not only for the organisation, but also even the individual employees (Simatupang et al., 2016). As organisational leaders seek to reduce stress, anxiety and confusion that often characterize the change process, Lewin suggests that the implementation of change should be a gradual process encompassing the three-stages of unfreezing-changing-refreezing. Unfreezing is the stage where the management stops everything and concentrates on explaining and unpacking the reasons why change is quite important for the organisation to survive.

The reasons must explain the urgency at which change is required for the organisation to become sustainable and overcome the current challenges. It is during this stage that Kurt-Lewin shares similar views with Kotter's Model for Leading Change that if the organisational leaders are to obtain the followers' buy-in during social change implementation, then creating the sense of urgency is one of the ways of getting everyone to support the implementation of change.

Once more compelling and transparent communication is used to defuse potential resistance to change, Kurt-Lewin's (1947) "Change Management Model" suggests that the actual change implementation can commence. This may require the introduction of new technologies and teaching the personnel how to use it. It could be the introduction of new policies, laws and regulations and sending the messages for everyone to begin complying with the law. It can be elimination, combining or addition of new organisational structures of which everyone in the organisation is asked to comply with the new directives. It could also be the creation of a new government department that the existing government departments will be required to liaise with in the creation and delivery of the required services to the population.

However, for change to be successful, Kurt-Lewin proposes that there must be constant communication to explain the progress of change implementation across the organisation and to motivate everyone to participate in the accomplishment of activities that are essential for the realisation of the wider organisational change and transformation. In addition, frequent meetings, workshops, seminars and conferences must be organised to not only educate, but also share information on how to render the required organisational change and transformation successful. Employees at all levels must be empowered to ensure that change is successful. Such initiatives must be accompanied with the usage of all efforts to get the first immediate good results so as to reinforce the argument for change. Once the required changes have been effected in all areas of the organisational performance and structures, Lewin's (1947) "Change Management Model" states that refreezing can be used to get the organisation back to its normal operation, but in the context of the new system. During the refreezing stage, further efforts must be undertaken through training and development to consolidate the change already effected. Refreezing stage is the stage at which the attained organisational change and transformation is stabilized and consolidated for the organisation finally move and stay in the desired new state that it has been moved in. Such initiatives require further efforts to further change behaviours, culture and attitudes. It also entails identification and rewarding of the desired behaviours that reinforce the consolidation of change whilst discouraging the undesired behaviours.

Contrasted with the insights from Lewin's (1947) "Change Management Model", Kotter (1996), in his theory of "Leading Change" explains the effectiveness of the process for undertaking social organisational change and transformation to unfold according to eight steps that encompass creating a sense of urgency, forming a guiding coalition, creating a strategic vision, initiating change communication, eliminating barriers to change, generating short-term wins, making change a continuous process and integrating change in the organisational culture.

In terms of creating a sense of urgency, Kotter argues that since by nature people do not like change, for change to be widely supported across the organisation, the leaders must create the sense of urgency by arguing that the organisation only has limited time to make the necessary changes or else things will go so bad.

Such a view echoes the thinking in Lewin's (1947) "Change Management Model" that posits that creating a sense of urgency is essential for getting the buy-in of all the stakeholders. However, even if all the stakeholders have agreed with the arguments for change, it is still essential to establish a coalition of well-informed leaders and managers as well as consultants that will help drive the implementation of the organisational change and transformation. No matter how charismatic or transformational a leader is, he or she will still need a team of experts to work with during the implementation of change.

Since driving organisational change and transformation is not a one man's show, Kotter (1996) argues that creating a coalition that integrates all the stakeholders and other interest groups is critical for enhancing the success of organisational change and transformation. It is the participants in the coalition that act as change agents to further influence and motivate the need for change instead of the organisational leader trying to accomplish everything by himself.

Figure 2.2: ADKAR (Awareness, Desire, Knowledge, Ability & Reinforcement) Model

Source: Hovhannes (2019)

With the need for change gaining momentum across the organisation, the organisational leader must also develop and communicate the strategic vision that will guide how the organisational activities are accomplished to realise the desired social organisational change and transformation.

As such a vision is communicated to the employees, the managers must further work on identifying and eliminating barriers like cultural incompatibilities, further internal resistance and lack of leadership in certain areas that may affect the successful implementation of organisational change and transformation. In addition to identification and elimination of change fatigue and frequent reviews of performance, the organisational leaders must also strive to achieve immediate short-term positive results so as to further motivate the argument that change is possible. These must be accompanied with the adoption of change as a continuous process as well as the integration of change as part of the organisational culture that defines its operational excellence.

Though Kotter's (1996) Theory of "Leading Change" is widely used in most of the contemporary organisations, critics still argue that it largely focuses on emphasizing the importance to create the impetus for change yet change is not just about creating the urgency for change. As part of the responses to such criticisms, ADKAR (Awareness, Desire, Knowledge, Ability & Reinforcement) Model as cited in Hovhannes (2019) argues that organisational change and transformation can only happen if individuals and not groups are willing to change. It states that change does not occur at the group level but with individual employees that influence groups to change and embrace change.

Unfortunately, ADKAR Model points out that most implementers of change are often unaware about such dynamics of change implementation (Hovhannes, 2019). To ensure successful change, the model suggests that implementers of change must get change leaders that are aware of the importance of getting each and every employee to embrace change. Through such approach, the organisational leaders can get everyone participating in change to not only eliminate resistance, but also

to ensure the total implementation of organisational change and transformation.

To deal with such challenges that arise from lack of individual employee's participation in change implementation, ADKAR Model proposes the need for creating and improving awareness, desire, Knowledge, ability and reinforcement. As illustrated in Figure 2.2, creating awareness about the need for change is not just about communicating that change will be undertaken, but also a process of informing employees about the reasons why change must be implemented as well as the benefits that they would get from the implementation of such change (Hovhannes, 2019).

As Dubey et al., (2017) indicate, this must be accompanied with the call for each and every employee to embrace change and get everyone in the organisation participating in the implementation of change in order to avoid falling into the situation that would cause problems not only for the individual employees, but also for the organisation. It is such nature of compelling communication that often creates the desire for each and every to take actions to ensure that change implementation is a success.

However, to deal with the challenge of lack of knowledge and skillfulness that often affects the ability of some of the employees to participate in change implementation, ADKAR Model as cited in Hovhannes (2019) further suggests the need for training, education and development to equip the employees with new skills and competencies to effectively participate in the implementation of the required organisational change and transformation.

Though this improves the knowledge and ability of the individual employees to participate in the implementation of change, ADKAR Model further emphasises the need of empowering the employees with the necessary resources, equipment and decision-making powers to ensure that they fully participate in the embracement of the new changes with only limited management intervention. As this reduces the costs of change implementation, ADKAR Model as cited in Hovhannes (2019) states that once change is embraced by every employee, the organisational leaders must

further take the initiatives to reinforce the change that has so far been realised.

The organisational leaders must praise and reward good change behaviours and practices whilst also discouraging incompatible behaviours and practices that may affect the consolidation of change. ADKAR Model reflects the realities that the contemporary organisational leaders must deal with in order to realise successful organisational change and transformation. However, "Nudge Theory of Change Management" as proposed by organisational psychologists Thaler and Sunstein (2008) states that during the implementation of organisational change and transformation, the organisational leaders can only influence the people's behaviours, actions, thinking, decisions, perceptions and opinions to support change implementation if the organisational leaders have the capabilities of modifying choice architecture which is the decision-making environment, using preset defaults and changing how attributes are presented to depict the options that the organisational leaders desire people use.

The fundamental argument of "Nudge Theory of Change Management" is that people are only motivated to participate in change implementation depending on how the message for the implementation of change is put across to them (Thaler & Sunstein, 2008). In some instances, poor communication that does not highlight the tasks and responsibilities that people are expected to accomplish during change implementation can significantly affect the decision of the individual employees to participate in change implementation. It posits that influencing people to accomplish what the organisational desires does not require the use of any coercion, force or change of any economic incentives.

Instead of influencing peoples' choices just requires the understanding of how they make decisions in regard to what impresses and interests them. Once such individual choice dynamics are understood, it becomes easier for the organisational leaders to design their communication and actions in a way that touches the triggers for people to act and think in the way the organisation desires. Since decisions of people are often influenced by biasness, "Nudge Theory of Change Management" argues that it is better for the organisational leaders to present the change message in the way that highlights such biasness whilst also highlighting the positivities associated with the position or the choice that the organisation wants people to make.

In effect, Nudge Theory posits that successful implementation of social organisational change would require the utilisation of seven main steps that encompass defining the expected change, stakeholder analysis, using evidence to support change and timeline, presenting change as a choice, gathering and listening to feedback, removing barriers to change, and sustaining change and celebrating short-term wins.

Just like Kotter as well as Kurt-Lewin, Nudge Theory suggests the importance for the clear definition of the expected change. This must be accompanied with stakeholder analysis discern the interests that will be affected by change as well as how change will be undertaken in the way that prevents the undermining of the interests of different stakeholders. Though such approach will render change more acceptable across all the stakeholders, it is also important to use scientific as well as statistical evidence to justify and support why change and transformation of the organisation will influence achievement of the desired outcomes.

As change is presented to the people, Nudge Theory suggests that cognitive organisational psychology indicates that it is not a good approach to dictate and force people to accept the choice of the organisation. Instead the organisational leaders must present change as a choice that the employees have the option of accepting or rejecting with a reason. This will open up the minds of many employees to assess the situation and reach logical conclusion on whether the anticipated change is justifiable or unjustifiable.

Yet as change is presented as a choice, Dubey et al., (2017) point out that it is still important for the change leaders to gather and listen to feedback so as to understand what the ordinary employees think and feel about the change being implemented. Such insights are important for the organisational leaders to discern the modifications that can be made to improve the nature of the change being implemented.

Besides removing the barriers to change, Nudge Theory also emphasises the importance of sustaining and consolidating the change so far adopted whilst also celebrating the immediate positive results that are being achieved. However, as social organisational change and transformation is being implemented, it is also essential to measure the progress so far achieved as well as the challenges being experienced so as to discern the improvement initiatives that must be adopted.

Stage 5: Measuring and Improving Progress of Change Implementation

As elucidated by Hvidsten, Rai and By (2023), measuring the progress for the implementation of the organisational change and transformation is essential for managers to discern whether the change process is leading to the achievement of the desired outcomes. Measurement of organisational change and transformation enables the organisation to not only identify the progresses and the immediate short-term results so far achieved, but also the challenges marring the successful accomplishment of certain activities essential for influencing complete organisational change and transformation.

Hvidsten et al., (2023) explains that this enables the organisational leaders to discern the areas that must be improved to enhance the successful implementation of organisational change and transformation. Unfortunately, even if that is the case, Li, Sun, Tao and Lee (2021) reveal that the major impediment of successful organisational
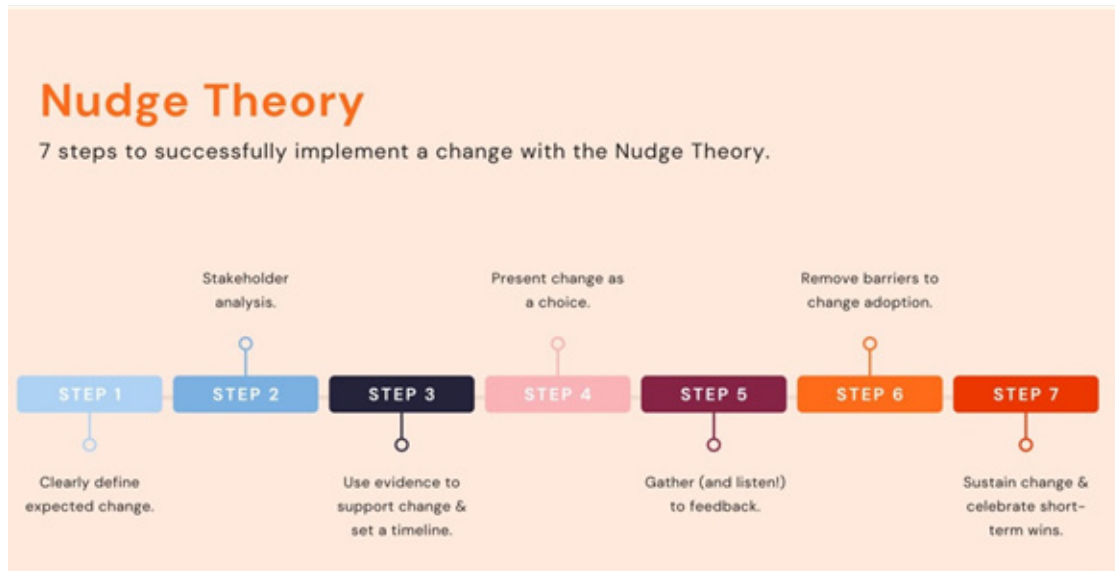
Figure 2.3: Nudge Theory of Change Management

Source: Thaler and Sunstein (2008)

change and transformation in the contemporary organisations is poor monitoring and evaluation. In most of the cases, most of the organisational leaders and managers focus on change implementation at the expense of monitoring and evaluation. The managers focus on directing the employees on what activities to accomplish and the ones to leave. But in all that, Li et al., (2021) highlight that only little effort is undertaken to assess the progress that the organisation has so far achieved during the implementation of the required organisational change and transformation.

Since some of the organisational change and transformation processes often months and years to complete, this causes a situation whereby if a deviation is identified, it would be difficult for the managers to easily correct such a deviation and improve the process of change implementation (Li et al., 2021). To deal with such challenges, Odor (2018) suggests that the organisational leaders and managers who are engaged in the implementation of organisational change and transformation must use the measurement framework analogous to Kaplan and Norton's (1996) Balanced Scorecard to assess and improve the progress of organisational change implementation.

Whilst using the Balanced Scorecard, managers and leaders of even public organisations that do not work for profits must assess the implications of the unfolding change on the financial perspective, customer perspective, internal business process and learning and growth. Financial perspective enables managers assess whether enormous financial gains are being achieved as a result of change implementation to lower the operational costs. In public sector organisations, reduction of operational costs creates extra financial resources that can be used for the planning and implementation of other service delivery initiatives.

Hence the financial perspective enables the managers in public institutions assess whether the

introduced changes have contributed to the improvement of financial resource optimisation to improve the quantity of the delivered services. For customer perspective, Odor (2018) states that the managers and leaders involved in change implementation must assess whether the organisational change and transformation being introduced has contributed to creating outcomes that respond to public needs and concerns.

In most of the cases, the introduction of organisational change and transformation is often motivated by the quests to respond to public concerns and complaints about things like safety, rising crime rate, corruption, embezzle, inefficiencies affecting service delivery, poor attitudes of public officials or economic difficulties. Hence during the measuring of the implications of change on customer perspective, Simatupang et al., (2016) suggest that the attention must be directed towards assess whether the implementation of organisational change and transformation have improved the capabilities of the organisation to respond to such public demands and concerns. To accomplish that, citizens' satisfaction survey can be used to assess the degree of the citizens' contentment with the organisational change and transformation initiatives being implemented.

Besides the measurement of the implications of organisational change and transformation on customer perspectives, Wren (2024) insinuates that the leaders and managers of change implementation can also assess how change as improved the operational processes of the organisational by assessing its internal business processes. It is essential to assess the implications of change on the internal business processes because it enables the managers to assess whether the newly introduced changes have undermined or improved the overall operational processes. Such analysis must focus on examining whether change has created processes that enhance work collaboration, effective activities'

coordination, effective communication, formal and informal interactions to eliminate work boredom and better capabilities to link up and interact with the general public.

As these enable managers to identify the areas needing improvements, Wren (2024) further highlights that learning and growth perspective improves the capabilities of the managers to evaluate whether the newly introduced organisational change and transformation has introduced new insights that can influence the improvement of the organisational performance. It enables change managers to assess whether change implementation has enabled the organisation to adopt and implement new initiatives to perform better than it was doing prior to change implementation. All these questions improve the capabilities of change leaders to discern the areas needing improvement so as to realise the achievement of the desired organisational change and transformation.

However, Futcher (2020) proposes that in addition to the general plan for organisational change and transformation, the plan must also have a subplan for measuring the progress of change. Such a plan must have the objectives and indicators that are aligned with the general plan for organisational change and transformation. In that process, Futcher (2020) highlights that indicators for measuring change can be reflected in the areas encompassing culture change, improved performance, respond to public complaints and dissatisfactions, improved governance, improved ethical governance, improved service delivery, improved employees' skillfulness and competencies, persisting employee resistance, better operational efficiency and reduced wastage of financial resources.

To measure the impact of organisational change and transformation, Futcher (2020) shares similar views with Goksoy (2017) that a combination of quantitative and qualitative measurement methodologies may be used. The quantitative techniques will involve the use of surveys and analysis of the statistics extracted from the organisation prior and after the implementation of change. Such analysis enables managers discern whether or not there have been improvements.

Qualitative measurement approach can take the form of observation of the progress and challenges being experienced as well as the usage of interviews, focus group discussions and just mere formal and informal interactions with the employees. According to Wren (2024), all these influence the capabilities of change leaders to discern whether the implementation of organisational change and transformation is influencing the achievement of the desired outcomes. But that will also depend on the drivers of social change and transformation that the organisation has put in place.

4. CONCLUSION

During a bank's crisis management, outcomes of the qualitative meta-synthesis indicated that change implementation can take the form of planned or unplanned organisational change and transformation. Simatupang, Govindaraju and Amaranti (2016) construe planned organisational change and transformation to refer to the strategic actions that the organisation conceptualises and deliberately applies to deal with a particular situation that the organisation is undergoing. It is a pre-meditated move of the organisational leaders to deal with a particular problem. In that process, Simatupang et al., (2016) elaborate that planned organisational change and transformation tends to be implemented for a long time. And it also tends to unfold according to the pre-planned states of moving from the implementation of one set of activities to another.

Unfortunately, most of the theories on organisational change and transformation only offer the insights from a planned change perspective (Bejinariu, Jitarel, Sarca & Mocan, 2017; Burnes, 2019; Day, Crown & Ivany, 2017; Franklin& Aguenza, 2016). The assumption in such theories is that all organisational changes and transformation are planned and tend to unfold according to certain pre-designed stages of implementation. Even if that is the case, it also seems that it is not the case all the time since some organisational changes and transformation tend to emerge just from the practices and the creativity and innovativeness applied by the employees in the implementation of planned change. According to Waddell, Creed, Cummings and Worley (2019), some organisational changes also tend to unintentionally emerge from the organisation's reactions to the unfolding environmental dynamics and complexities. In effect, organisational change and transformation is not only planned, but also unplanned.

Planned change is not a process of organisational change and transformation that emerges from the formal stage process of situational analysis, vision formulation, implementation and monitoring of the change being implemented. However, irrespective of the types or the dimensions undertaken by the organisational change and transformation, theories and literature still insinuate that social organisational change and transformation is not just a random process, but a more systematic process aimed at achieving some pre-determined outcomes. To accomplish that, findings imply that banks can use social organisational change and transformation process that unfold according to five stages encompassing: Situational Analysis, Vision Setting, Communication of the Impetus for Change, Change Implementation, Measuring and Improving Progress of Change Implementation. Nonetheless, future studies must still explore the challenges of managing change during a bank's crisis management.

References

1. Bejinariu, A.C., Jitarel, A., Sarca, I., Mocan, A. Organizational Change Management – Concepts Definitions and Approaches Inventory in, Management Challenges in a Network Economy: Proceedings of the MakeLearn and TIIM International Conference 2017, ToKnowPress, 2017.

2. Burnes, B. Managing change. New Delhi: Pearson Education, 2019.

3. Davis, J., Okanga, B., Sambumbu, A.M. Bank Crisis Management Strategies for Leveraging Effective Performance of the Barbados' Banking Institutions in Times of Crisis. *Journal of Advanced Research in Leadership* 2023, 2(2), 1-21.

4. Day, A., Crown, S.N., Ivany, M. Organisational change and employee burnout: The moderating effects of support and job control. *Safety Science* 2017, 10(10), 4–12.

5. Dubey, R., Gunasekaran, A., Childe, S.J., Papadopoulos, T., Hazen, B., Giannakis, M., & Roubaud, D. Examining the effect of external pressures and organizational culture on shaping performance measurement systems (PMS) for sustainability benchmarking: some empirical findings. *International Journal of Production Economics* 2017, 10(10), 63-76.

6. Franklin, U.E., Aguenza, B.B. Obstacles, resistance and impact of change in organizations: An examination of the Saudi telecommunication company (STC). *International Journal of Academic Research in Business and Social Sciences* 2016, 6(4), 23–37.

7. Futcher, C. How to Measure Change Management Effectiveness: Metrics, Tools, and Processes. London: Cavendish Wood, 2020.

8. Goksoy, A.. The Role of Psychological Empowerment and Organizational Citizenship Behaviors on Employee Resistance to Change. *European Journal of Interdisciplinary Studies* 2017, 7(2), 85-93.

9. Grama, B., Todericiu. R. Change, Resistance to Change and Organizational Cynicism. *Studies in Business and Economics* 2016, 11(3), 115-144.

10. Gupta, D. Types of Planned and Unplanned Organisational Changes. New Delhi: WhatFix, 2024.

11. Hovhannes, A. ADKAR (Awareness, Desire, Knowledge, Ability & Reinforcement) Model. *International Review of Management and Business Research* 2019, 8(2), 179-191.

12. Hubbart, J.A. Organizational Change: Considering Truth and Buy-In. *Administrative Science* 2022, 6(6), 13-43.

13. Hvidsten, A., Rai , R., By, T. Design(erly) Thinking: Supporting Organizational Change and Leadership. *Journal of Change Management* 2023, 23(1), 146-188.

14. Kaplan, R.S., Norton, D.P. The Balanced Scorecard—Measures that Drive Performance. Boston, MA: Harvard Business Review, 1996.

15. King, D.R., Bauer, F., (Derek) Weng, Q., Schriber, S., Tarba, S. What, when, and who: Manager involvement in predicting employee resistance to acquisition integration. Human Resource Management 2020, 59(1), 63–81.

16. Kotter, J.P. Leading Change. Boston, MA: Harvard Business School Press, 1996.

17. Lewin, K. Field theory in social science: Change Management Model. New York: Harper & Row, 1947.

18. Li, J.Y., Sun, R., Tao, W., Lee, Y. Employee coping with organizational change in the face of a pandemic: The role of transparent internal communication. *Public Relation Review* 2021, 47(1), 101-119.

19. Ludvigsen M. S., Hall E.O., Meyer G., Fegran L., Aagaard H., Uhrenfeldt L. Using Sandelowski and Barroso's Meta-Synthesis Method in Advancing Qualitative Evidence. *Qualitative Health Research* 2016, 26(3), 320–329.

20. Malterud K. Qualitative Metasynthesis: A Research Method for Medicine and Health Sciences. London: Routledge, 2019.

21. Mecatti, I. The Crisis Management of Smaller Banks: Perspectives of Reform. *European Company and Financial Law Review* 2023, 2(2), 660–691.

22. Men, R., Neill, M., Yue, A. How communication climate and organizational identification impact change. *Corporate Communications An International Journal* 2020, 6(1), 44-68.

23. Mintzberg, H. Patterns in Strategy Formation. *Management Science* 1978, 24, 934-948.

24. Odor, H. Organisational Change and Development. *European Journal of Business and Management* 2018, 10(7), 58-66.

25. Radoica, L. Challenges in Change Management in Central Banks. *Journal of Central Banking Theory and Practice* 2013, 6(6), 144-168.

26. Raeder, S. Sustaining psychological contracts during organizational change. Gr Interakt Org 2023, 5(4), 211–221.

27. Sandelowski, M. Metasynthesis of qualitative research. In: H Cooper, PM Camic, DL Long, AT Panter, D Rindskopf, KJ Sher, eds. APA Hand Res Methods Psychol, Vol. 2. *American Psychological Association* 2012, 20(1), 19- 36.

28. Simatupang, T.,R. Govindaraju, R., Amaranti, R. Change Management Perspectives in an ERP Module Implementation: A Case Study in a Telecommunication Company. Business, *Computer Science* 2016, 9(4), 14-66.

29. Taylor, M. Organizational Change, Leadership and Ethics. London: Routledge, 2023.

30. Thaler, S., Sunstein, M. Nudge Theory of Change Management. New Delhi: Change Management Insight, 2008.

31. Thorne, S. Qualitative meta-synthesis. London: Wiley, 2022.

32. Waddell, A.C.D., Creed, A., Cummings, T.G., & Worley, C.G. Organisational Change: Development and Transformation. New York: Cengage Learning

Centre, 2019.

33. Wren, H. Top 10 change management models: A comparison guide: Adapting to change can be easy. New York: Zendesk, 2024.