



شبكة المعلومات الجامعية
التوثيق الإلكتروني والميكروفيلم

بسم الله الرحمن الرحيم



HANAA ALY



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شبكة المعلومات الجامعية التوثيق الإلكتروني والميكروفيلم



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جامعة عين شمس

التوثيق الإلكتروني والميكروفيلم

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Resistance to Change among Health-Care Providers at Damanhour Teaching Hospital: a Base Line Data

A thesis

For Fulfillment of Master Degree in Health-Care Quality

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

قالوا

سبحانك لا علم لنا
إلا ما علمتنا إنك أنت
العليم العظيم

صدق الله العظيم

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List of Abbreviations

Abb.	Full Term
ADKAR	awareness, desire, knowledge, ability and reinforcement
CR	Cognitive Rigidity
EMR	Electronic Medical Record
ER	Emotional Reaction
IRFC	Individual Readiness for change scale
NPM	New Public Management
NTNU	Norwegian University of Science and Technology
OCM	Organizational Climate Measure
RS	Routine Seeking
RTC	Resistance to change scale
SF	Short-term Focus

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Abstract

Introduction: Healthcare sector continues to experience significant changes resulting from market shifts and the introduction of new technologies. Employee resistance to change (RTC) has been suggested to be one of the greatest obstacles facing these changes. **Aim of work:** to measure the level of readiness and resistance to change among healthcare providers in Damanhour Teaching Hospital, and to identify factors affecting them. **Subject and Methods:** A cross-sectional study was performed among a sample of 305 healthcare providers using a self-administered questionnaire including socio-demographic data and job related data, Validated Arabic version of Readiness for change scale (RFC), and Validated Arabic version of Resistance to change scale (RTC).

Results: The studied sample had high readiness for change (RFC) and moderate resistance to change. There was a moderate negative statistically significant correlation between resistance to change and readiness for change scores ($r=-0.36$, $p\text{-value} < 0.001$).

Employees who were single or married; worked in a leadership position, or joined the model hospital project

were more ready for change. Older employees with longer years of experience from graduation and who joined the model hospital project were less resistant to change.

Conclusion and Recommendations: Participants in the current study had high RFC and moderate RTC and both were negatively correlated. Being married, working in a leadership position, and employed in joining the model hospital project were significant independent factors that affected RFC. Adoption of change-supportive work environment became a fundamental issue; leaders should engage the employee in the organizational planning. Also, identifying employees ready for change and using them as a spark for change as well as early diagnosis and management of resistance to change could pave the way to make change happen.

Introduction

Change management is any action or process taken to smoothly transit individuals or groups from the existing state to an upcoming needed state of being. Medical advancements, social and economic necessities have dramatically accelerated the speed of change in the realm of health-care. Developing technologies, the changing desires of patients, and economic pressure are among the several factors that contributed to the requirement for health bodies to continuously adapt their practices (**Varkey and Antonio, 2010**).

Once talking about change management and organizational change, we will face the term "resistance to change". On the one hand, resistance is a phenomenon that influences the change process, postponing or retarding its onset, obstructing or hindering its implementation, and raising its expenses. On the other hand, resistance is any behavior that attempts to preserve the status quo, that is to say, resistance is corresponding to inertia, like the perseverance to avoiding changes (**Val and Fuentes, 2003**).

Also, the term readiness for change is a very important term while discussing change management.

Assessing readiness for change, changing agent, manager, human resource management professional, and organizationally developing consultant could recognize gaps that may occur among their prospects about the changing efforts and those of other organization staff. If great gaps are detected and no action was done to fill those gaps, resistance should be predicted, and change implementation should be threatened. In core then, assessing organizational readiness for change could help as a director for implementing organizational change (**Holt et al., 2007**). The importance of readiness for change is founded on its power of motivating the organization members for starting, exerting effort, and displaying cooperative behaviors that guide to successfully implementation of change (**Weiner, 2009**).