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# How To Successfully Introduce and Implement the Use of New Software in a Company

A case study

Helsinki

Metropolia
University of Applied Sciences

| Author Title Number of Pages Date | Evaline Njeri Kahugu How To Successfully Introduce and Implement the Use of New Software in a Company 39 pages + 2 Appendices 2015 |
|---|---|
| Degree | Master's Degree |
| Degree Programme | Health Business Management |
| Instructor | Kaija Matinheikki-Kokko, Senior Lecturer |

Now than ever before, how organizations manage internal change is increasingly becoming more of a concern to scholars, researchers and the corporate world alike. The more attention given to how organizations manage change is born out of the realization that for organization to record profitability and sterling performance, it must not only successfully manage change but strategically adapt and align its operations and key policies to the ever dynamic business environment. This thesis investigates how to successfully introduce and implement the use of new software in a company. This is part of technology advances that the modern organizations today must manage successfully to stay a float.

This thesis was based on The Case Home, a smaller unit of the bigger company. The respondents were Case Home social and healthcare professional employees'. There were nine respondents in the April 2015 first interview and four respondents in the second interview. The first interview sought to investigate the respondents' level of understanding of domacare software while the second interview sought to investigate how change management models and best in practice change approaches were applied in The Case Home internal change initiatives. The aim was to come up with proposals that would improve The Case Home future change processes or initiatives.

This study adopted structured interview approach. Both primary and secondary data was used and empirical data collected using structured interview guides. An empirical analysis was conducted. In conclusion the results showed that use of change management models, employees' participation in the change process, training and stress management were essential key factors to successful change management. The study suggests that further studies on how to successfully introduce and implement the use of new software in an organization should be undertaken with another company as the case study. It would be interesting to find out what the results would be.

| Keywords | The Case Home, Domacare |
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# INTRODUCTION

This study sets to examine how to successfully introduce and implement the use of new software in a company. Well planned change eliminates barriers to change and improves the implementation. The timing of undertaking of this study is also significant as in the current phase of advancing technology, companies are continuously adapting to better user software that enable them to serve and interact with their customers better. This therefore requires system change in which employees must be properly managed and prepared for the change process to remain successful – hence the need for this study.

This thesis is categorized into seven sections. 1. Research background and business area, Domacare, business problem and objective of the study. 2. Research approach, research design and data used. 3. Usability. 4. Results of the current experience of the employees. 5. Building the improvement proposal. 6. Evaluation of the study proposal. 7.Study conclusion.

## 1.1 The aim, significance and rationale of the study

Business environment in which contemporary organizations operate today is not static and The Case Home[1] is no exception. Like organizations in other sectors, The Case Home has continued to operate in a business environment in which how customer wants to be served is in constant change. Furthermore, the need to improve employees working conditions, achieve The Case Home business goals and stay competitive has prompted the company to always seeking ways to improve its services. An area that The Case Home has always sought to improve and has introduced change to serve customers better is how customers' bio data are stored and the platform used to serve customers.

It is important to note that how change is introduced in a company if not properly planned and managed, staff resistance, poor change implementation, conflicts and stress and lack of coordination are likely to be experienced. This study therefore aims

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[1] The Case Home is none existing or imaginary name used in the study in order to offer complete confidentiality of the case company used in the study. This is done to safeguard company image.

to explore how to successfully introduce change in an organization. This is significant to the company as it seeks to introduce further changes in future that could improve how customers are managed and served.

A study on how to successfully introduce and implement the use of new software in The Case Home will also be instrumental in improving how change is introduced and how employees are managed to eliminate chances of change failure, staff resistance, conflict and stress normally associated with poor change management.

The rationale for this study is based on the foundation that a success in introduction of new software in a company helps to prevent employees' complaints. The rationale for this study is further pegged on the foundation that better employee management before, during and after the change process are the key prerequisites for successful introduction and implementation of new software in a company. In this study, the software system in focus is Domacare

**1.2 Domacare**

Domacare is an electronic medical data management system used for clients information documentation. Domacare is largely used in social field such as home cares, mental health facilities, disabled homes, rehabilitation centers, child protection centers etc.

Domacare stores such information as:

- Clients basic information (age, gender, name, etc)

- Clients' history

- Clients' medication list

- Clients' diagnosis

- Clients' follow up notes

- Monitors clients' cash and cash equivalents

**1.2.1 Background of change management concepts**

Notably, for a successful introduction of change to be realized in a company, the change itself must be anchored in the change management concepts such as change management models and approved best practices when introducing change. The change management models and best practices must guide and form the foundation under which the change process in an organization is coined. This section therefore discusses the theoretical background regarding change management models and attested best practices that should be applied when change is introduced in a company. This section focuses on two folds; the change management models and best practices.

**1.2.2 Change management models**

There are many suggestions about how change should be introduced and managed in a company. John Kotter, leadership and change management expert , introduce eight-step change process in his 1995 book, "Leading Change".

Step 1. Establish urgency, for new changes to be introduced and implemented successfully, Kotter explains that the whole company should want the change. Creating a sense of necessity as well as urgency for change is important. This may aid organizations initiate motivation to get things moving. Kotter states that for change to be introduced and implemented successfully, 75 percent of a company's management ought to believe in the change. This means that management has to work hard in step one and spend significant time and energy building urgency, before moving onto the next step.

Step 2. Build a strong team. Demonstrating to people why change needs to be introduced and implemented. This requires strong leadership and noticeable support from the main individuals within the organization. Merely introducing change is not enough. A change needs to be led. An organization must form a coalition of strong people whose influence come from various sources such as work status and such skillfulness. Soon as this partnership has been formed, it's expected of it to work as a team, furthering to initiate an urgency around the need for change.

Step 3. Kotter talks of creating visualization for change. He explains that once an organization starts thinking of change, it is most likely that there will be many great ideas and solutions floating around. This creates a need to link these concepts to an overall vision that people will understand and remember easily. A well define vision tend to help people get a clear picture of why they are being asked to do something. Once it becomes clear to them what the company wants to achieve, it's when the instructions given to them will start to make more sense.

 Step 4. Focus on communicating the vision. As Kotter puts it, what the company does with its vision after it creates it will define its achievement. The message might create strong competition from other daily communications in the company thus the need for management to frequently and powerfully convey the vision as well as embedding it

within everything employees do. According to Kotter, it is also important to 'walk the talk'. What the company does is much more significant – and creditable – than what is said. The management must demonstrate the kind of behavior that it wants from its employees when introducing and implementing the change.

Step 5. Remove obstacles. It is important to establish the structure for introducing and implementing change and constantly examine the barriers to it. Eradicating hindrances can empower the employees to fulfill the vision, and it can assist in moving forward with the change. Managerial department ought to review the organizational structure, work descriptions as well as performance and allowance systems to make sure they are in accordance with vision and company operational systems.

Step 6. Create short term wins. motivates Success creates a significant amount of motivation. Kotter emphasizes that a company should allow its workers to enjoy a feeling of victory at the initial stage of change process. It is critical to make fleeting targets instead of entirely targeting for a long term goal. Each target ought to be achievable. The change team may need to work hard to reach these objectives, yet every short win boost the motivation of the whole staff

Step 7. Create the change: Kotter notes that many change projects fizzle out as a result of declaring victory prematurely. Fast wins are just an indication of what should be done to accomplish reach the long term change. Each achievement creates a chance for the organization to evaluate on what went right and recognize where adjustments need to be done.

Last stage- change must be anchored as corporate culture. In order to achieve any change, Kotter explains that the change itself should be made a priority in the organization.  It is important that change is demonstrated in day-to-day work. Efforts to guarantee that the change is visible in all the aspects of the organization should be emphasized. This will assist in creating a solid place for the change in the organization's culture. The company's leaders are expected to keep reinforcing the implementation of change. Encouraging and supporting the staff and new leaders who are brought in. Failure to get the support of these people, an organization could find itself back to where it started (Source: Kotter, 2012; Hutton, 2014; Carr *et al*, l996; Murphy, 1997).

Apart from Kotter's eight steps change management model, Prosci has based his change management methodology on research in which over 2600 participants have

taken part. His methodology is inclusive of lessons learned by people who introduce change all over the world. The information originates from actual project frontrunners evaluating the areas that succeeded and those that did not. Analyzing what they would do using other methods. Below is the methodology model used by Prosci.



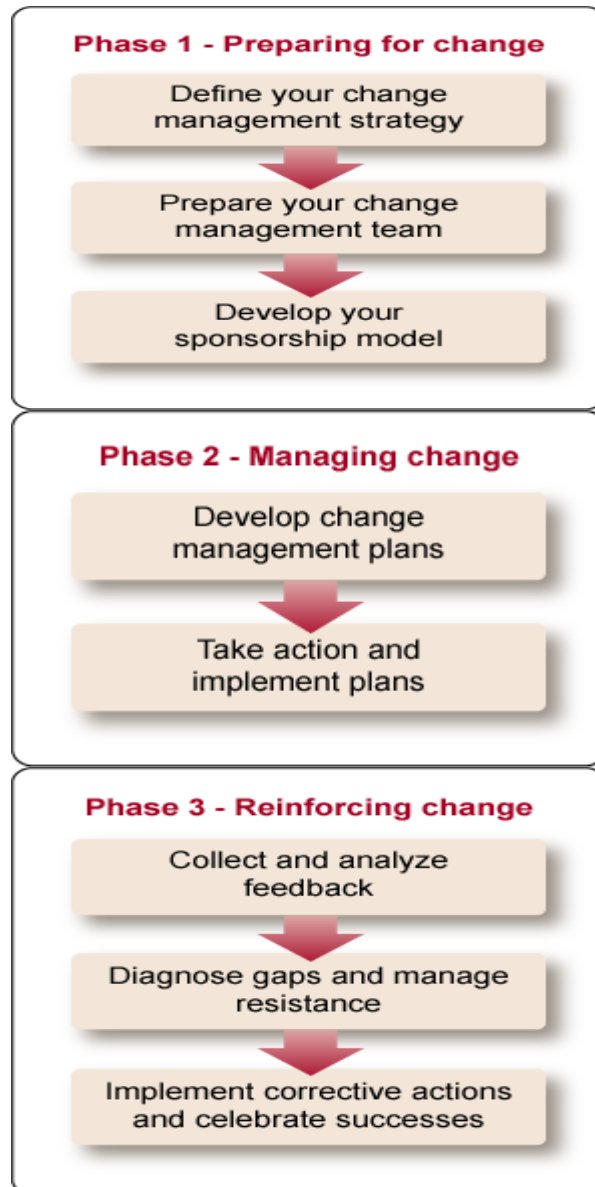**Figure 1.1 Prosci's Change Methodology (Source: Adapted from Prosci's, 2015)**

The initial stage of Prosci's methodology aims at getting ready. It answers the question: 'how much change management is needed for this specific project?' this first phase provides the situational awareness that is critical for effective change management when introducing change in the organization. It covers change characteristics profile;

organizational attributes profile; change management strategy and change management team structure.

The second stage is focused on creating the plans that are integrated into the project activities - what people typically think of when they talk about change management. Based on Prosci's research, there are five plans that should be created to help individuals move through the process of introduction and implementation of change in the organization. These are; communication plan; sponsor roadmap; training plan; coaching plan and resistance management plan.

The last stage is important but often overlooked. This phase of Prosci's model helps project teams create specific action plans for ensuring that the change is sustained. In this stage, project teams develop measures and mechanisms to see if the change has been adapted to. It also sees if employees are actually doing their jobs the new way and to celebrate success. This stage covers; reinforcement mechanisms; compliance audit reports; corrective action plans; individual and group recognition approaches; success celebrations and after action review.

In the Prosci's principles, organizations do not change, individuals do. Hence the success of introduction and implementation of change in the organization ultimately lies with each employee doing their work differently, multiplied across all of the employees impacted by the change. Prosci's opines that effective introduction and implementation of change requires an understanding for and appreciation of how one person makes a change successfully. Without an individual perspective, we are left with activities but no idea of the goal or outcome that we are trying to achieve.

While change happens to one person at a time, there are processes and tools that can be used to facilitate introduction and implementation of change in the organization. Good communication and training are often the actions used when no systematized approach is used. When there is an organizational change management point of view, a process arises on how to measure change management activities and how to utilize the whole set of tools available for project leaders and Business Managers (Source: Prosci's, 2015; Kline, 2014; Donald, 2000).

### 1.2.3 The attested best practices in change management

*Staff buy-in:* Many companies invest considerable amount of resources in change process that then end up being under-utilized and failing to live up to their vast potential because the staff had unrealistic expectations for the change, or they never bought into

the idea of the change in the first place. According to Price Waterhouse (1995), the key to worker acceptance of change seems to hinge on the following factors: how change is unfolded to staff, clearly identifying the benefits of the change to those who it will affect; training, counseling and coaching offered and clear commitment by management to support staff during their learning curve.

Carr *et al* (1996) further adds that there should be clear expectations by management on what the staff wants regarding change thus welcoming and addressing their questions and fears as well as attitude. Many times, staff refuses to adopt use of new technology or system from factors that have nothing to do with the technology and everything to do with unresolved staff performance issues or already-existing staff/management conflicts.

Hutton (2014) states that forcing change on someone outright does not work. It's not efficient, creates even greater tension around the use of the technology, and takes even longer for the system to work. The scholar emphasize that successful integration of a new change into an organization requires good and ongoing communication, long-term commitment by the entire staff, monitoring, support, intervention and patience. As Price Waterhouse (1995) further demonstrates, adoption rates will vary depending on the employee's openness to new change and their willingness to learn.

*Motivation as a tool:* Donald (2000) explains that if employees cannot find a reason to adapt to change, there is almost a guarantee of low adaption. According to the scholar, one way to convey value is to make important information and content that employees need to do their jobs in new order accessible. This is a bold step that prevents the risk of frustrating the employees, especially if new change is not implemented correctly. Paulk *et al* (2014) explains that there is need for management to communicate its change reasons effectively and express how new change will benefit the organization in overall and increase the chances of understanding the need to adapt to new technology.

Organizing special events around the new change can create an effectual way of introducing change to the employees and encouraging their participation after the launch (Carr *et al*, 1996).Murphy (1997) suggests that use of rewards can be good way to encourage certain behavior during the process of introducing new change, but this depends on the company work culture and philosophy. It is important to note that 'carrots and sticks' tend to fall short when trying to motivate creative thinkers (and can

even be damaging). Genuine motivation is steered by a sense of purpose and pursuit of mastery, which is why conveying the change value, is so important. With that said, small rewards to encourage participation can be quite effective when dealing with less creative tasks" (Nauheimer, 2001). In addition, getting the employees onboard from the beginning helps to build positive habits and ensures that the new change becomes successful (Price Waterhouse, 1995).

*Develop clear change vision:* As Donald (2000) explains, there is need for change agent to start off by identifying clearly where it is it needs to be.  For the more complex change project such as introduction and implementation of new system, this cannot be done on the back of the proverbial 'fag packet'.  The company must hold a number of sessions with key stakeholders about what outcomes are expected from the change. The management must ask questions such as; will there be a change to processes? Will people be required to work / behave differently as a result?  In order for the management to bring people with it on this, it needs to articulate the vision for change clearly and in a way that inspires action.

In addition, change involves a number of key people that must be involved for different reasons.  They may be powerful 'unofficial' influencers, who may be of help if involved from day one (and hinder if not). This may be technical experts or be appropriately experienced personnel needed to help design and guide change process.  There is need to identify this group and assign them clear responsibilities. This group should also meet regularly and see the change through from beginning to end, acting as 'change champions' (Kline, 2014).

*Devise communication plan and strategy***:** Change projects in the organization involve so many activities, often being done by different people, at different times. It would be impossible to co-ordinate and manage effectively without a detailed plan (Murphy, 1997). The scholar explains that it is best practice to include all activities which address the impact of change.  A number of essential elements must be built in.

Nauheimer (2001) points out that an organization must have a comprehensive communications plan that must run parallel to all activities. The leader of the change must begin this by setting out the vision for change. There must be a common and persistent pattern of communication which reinforces this vision throughout. The plan must include how and when progress will be communicated and by whom.  This should allow room for two way communication to allow for upward feedback.

It also best practice to make a point of recognizing achievements through regular communication (Kline, 2014). Change is 'anchored' according to change guru John Kotter by observing leaders making the change as important part of the values and culture of the organization. This should be demonstrated in the day to day work and behaviour. Taking every opportunity to recognize individual contributions to change in the organization is essential.

*Stakeholder engagement*: This best in practice approach is thought to interconnect with the organizational stakeholders to develop change vision, change strategy, activity plan and risk mitigation plan when introducing new change in the organization. This improves buy in that guarantees stakeholders contributions towards resources and efforts change needs to succeed (Murphy, 1997).

*Employee readiness*: This should identify potential user-side risks and anticipate points of resistance due to the change roll out. Deliverables should include user group discussion, user surveys (if required), readiness assessment, change impact analysis, recommendations for remedial interventions (Kline, 2014).

*Communication*: This should be used to create awareness and motivation among users to adopt the new change. The deliverables should include communication plan with specific deliverables, timelines and promotional collaterals (if required). Effective communication is essential if change is to succeed (Nauheimer, 2001).

*Sustainability:* This includes putting long term activities to ensure the new change adoption is sustainable in the organization. The long term activities should include establishing key performance indicators with stakeholders for monitoring the adoption of the new change over time, establish ownership sustainability programs with stakeholders and measurement of change (Murphy, 1997).

*Training:* Activities within this component should include analyzing staff specific skills and training needs in relation to their job-role (this includes technical training, process training, soft-skill training etc as required); creating training objectives and select the most appropriate training method and format; select the appropriate instructional design and technology to develop the content and materials; provide tools and techniques to evaluate training effectiveness and collecting user feedback (Kline, 2014).

**1.3 Knowledge gap evidence on application of change management concepts**

Based on the aforementioned literature discussed above, it is evident that success in introduction and implementation of new use of technology lies heavily on how well and effective change management concepts such as change management models and best in practice approaches are incorporated in the change process. This position is reinforced by Murphy (1997) that explains that for new technology to be adapted in the organization, the change itself must be founded on a change management model and guided by best in practice approaches. Paulk*et al* (2014) adds that change has zero percent success rates if not grounded on change management model and best in practice approaches.

Despite this critical know-how, literature evidence points to gaps in contemporary organizations failing to use change management concepts when introducing change in the company. Kline (2014) asserts that change failure and staff resistance is still rampant and common in organizations today because the change is not anchored in change management model that provides change framework and best practices that cater for staff soft issues such as management of expectations, attitudes and interests.

In a study conducted by Wharton and Roi (2001), it was realised that employees' rejected the adaptation to new technology when the system was introduced in a manner that they felt did not address their worries, wellbeing, health and their engagements. Price Waterhouse in 1995 reported that in every ten of the change management initiatives started by companies worldwide, three of them fail due to failure to develop change management framework and balancing staff related concerns and welfare.

It is therefore evident that while change management models and best in practice approaches of introducing change in organization exists, failure to use such change management concepts still exists. This poses risk of change failure in change initiatives that organizations intends to use to transform how they do business and serve customers.

In that respect, this study seeks to determine how best to introduce and implement change in an organization with reference to The Case Home. This study was guided by three broad objectives namely; to determine the management concepts used by The Case Home in the change process; to assess how staff were prepared for change in

The Case Home (staff readiness for change); and to determine how human factor management issues in the change process were taken care of by The Case Home.

The first objective focused on determining whether The Case Home had a change management model that guides its change process in the company. The second objective, staff readiness for change focused on; how employees are involved in the early stages of the change process in The Case Home, levels of employees' participation in the change process and whether new software is introduced gradually to enable employees to make errors, learn and improve on the implementation. The third objective touched on human factor management in change and focused on staff training and stress management.

Informed by the aforementioned objectives, there were also three broad research questions namely: What are the management concepts used by The Case Home in the change process? How is staff prepared for change in The Case Home? How are human factors managed in the change process by The Case Home?

## 1.4 The Case Home Background

The Case Home was used as the case company. The Case Home is the smaller unit of the bigger company. This study's focus was to investigate how to successfully introduce and implement the use of new software in Case Home. The Case Home employs social and healthcare professionals that serve its clients.  It has clients in different municipalities. The Case Home ethical principles are based on enhancing human dignity. Case Home values are; person to person, happy life, our work is valuable– which provides guidelines to personnel's work. Corporate responsibility is also among company's leading principles. The Case Home stringent quality system is based on ISO 9001:2008 standard.

# 1.0   METHODOLOGY – STRUCTURED INTERVIEW APPROACH

This section describes the research methodology and research process applied in this study. It also discusses the selection of the research approach and presents the data collection and analysis methods. This study has been undertaken using action design research.

## 2.1 Research design

This study adopted the use of structured interview guide. Structured interview guide is the approach where the interviewer asks each respondent the same series of questions and gets instant feedback through one on one face to face communication (Peil, 2003). Kothari (2004), states that a well developed understanding of a topic allows the researcher to create a highly structured interview guide that provides respondents with the relevant, meaningful and appropriate response category to answer. The structured interview guide was therefore applicable in this study.

## 2.2 Sampling design and selection

Kothari (2004) define a sample as a proportion or subset of a population that is being studied through a research study. According to Peil (2003) sampling is the process by which a relatively small number of individuals, object or event selected and analyzed in order to find out something about the entire population from which it was selected. A sample size is normally chosen when the resources are scarce and time is limited thus not allowing the entire population to be studied (Mugenda & Mugenda, 2003).

Non probability sampling method was employed in this study. According to Mugenda and Mugenda (2003), this method is used when a researcher is not interested in selecting a sample that is representative of the population. This was supported by the fact that while The Case Home has other branches in different parts of Finland, the researcher had limited time to collect data from other branches. As a result, purposive sampling was therefore adopted in which data collected from one branch was used.

## 2.3 Data collection methods

Data collected in this study were two folds; primary data and secondary data. Primary data was collected from The Case Home by the use of structured interview guide. Peil (2003) explains that primary data are data collected by the researcher to solve the problem at hand. This nature of data is gathered for the first time and is for the purpose

to improve facts, information and knowledge about content of the study. The collected data is fresh and raw since it has never been used in anyway and is only made available for the first time in a research study.

In brief, the structured interview guide sought to gauge employee's feelings on how change process was introduced to them and their attitude towards how the management involved them in the change process. The interviewed were asked their names and positions they occupied in the company. They were also asked to explain how they were involved when the new software was introduced in the company. They were required to briefly explain how the management engaged them when new software system was introduced; whether they felt they were part and parcel of the change process; their feeling on how they were prepared during and after the new software was introduced in the company among other questions. See the full content of the structured interview guide in the appendix one of this document.

The interview was administered at different time intervals based on respondents work time schedule and personal engagements. The detail of the elaborate plan on how the interview was conducted is extensively explained in section 2.4 under data collection procedure and process. Fifteen employees were earmarked for interview but only four were available for interview process. Only four employees were therefore interviewed. The goal of the interview guide was to assess employees views on how new software was introduced and operationalized in the case company.

Secondary data was also used in this study. This nature of data was borrowed for critical analysis and development of change management concepts e.g. changes management models and best in practice approaches. According to Kothari (2004), secondary data are information from past studies, organizations reports, educative journals, magazines, newspaper, internet among others. Such sources were highly explored to help in further in-depth analysis of the literature material in this study.

Peil (2003) further explains that secondary data involves data which has been used or collected and used by previous studies. This study incorporated relevant information that may improve more information, facts and knowledge about change management. Information materials include relevant publications, past research studies, magazines and any other relevant material that were acquired manually or electronically. The process of using secondary data is also known as desk research and play a major role in theoretical review of this research study as it critically examines to  link previous

information to this study. Secondary information was also helpful to the study to identify research problem or knowledge gaps.

## 2.4 Data collection procedure and process

There were two interviews carried out in this study. The first interview was carried out on nine of The Case Home employees. This interview was conducted to help in more in-depth understanding of the domacare software. The interview was also carried out to determine The Case Home employees' level of understanding of domacare software before further research was conducted. The interview also aimed to help develop and build the second structured interview guide and also help link the reliability of the information provided by the respondents in the two interviews.

Fifteen of The Case Home employees were targeted for the second interview. However, based on tight work schedule, respondents' willingness, personal and professional engagements, only four responded to the interview. The interviews were offered at different time intervals in different days based on researcher personal agreement and arrangement with the interviewee. The four interviewees gave feedback on the questions they were able to answer. The structured interview guide is attached as appendix one.

The goal of the interview guide was to assess employees views on how new software could be introduced and implemented in the organization. The idea was to ask relevant questions regarding Domacare software and how it was introduced in the organization with the view to identify the points of success and critical areas that requires improvement when introducing change in The Case Home.

During the interview sessions, the questions asked were in order as they appeared in the structured interview guide. The first point was to clarify the respondents' position in the organization and by their names if they wished to include. The study also sought to know the current software employees use to manage customers' health records in The Case Home. In addition, the study asked to explain how they were involved when the new software was introduced in the company. They were required to briefly explain how the management engaged them when new software system was introduced; whether they felt they were part and parcel of the change process and their feeling on how they were prepared during and after the new software was introduced in the company among other questions.

Next the respondents were asked whether they were equipped with any form of adequate training to enable them to adapt to the new software when it was being introduced and generally how beneficial they felt of the training offered to them as away to improve their adaptation to new software.

Respondents were also interviewed on the issue of stress management to understand their feeling and attitude on how they felt the management cared for them. During the interview session, respondents were asked; did the management offer counseling to enable you overcome stress related to change process? If yes, what is your comment on the role such counseling has played for your adaptation to new software?

The interview also sought to ascertain employees feeling on areas of how the new software was introduced, whether employees were given time to make errors, adjust and adapt. Other questions such as: "Do you feel peoples' health and safety in the company was of great importance when new software was introduced? Did you feel valued by the management when the new software was being introduced ? In future, how would you want to be involved or engaged by the management when new changes are made?" We further asked to ascertain employees feeling on how they felt they were involved in the change process during introduction of new software.

## 2.5 Data analysis

Research analysis refers to examining what has been collected in survey and making deduction inferences (Peil, 2003). This kind of data was primary data in nature and collected using structured interview guide.  Each interviewee expressed their feelings, opinions and views to every interview question. The analysis was done in guidance by the order of questions as they appeared in the interview guide. The study also employed the use of triangulation method in which data from the interview guide were cross examined with the literature concepts on change management models and best in practice approaches.

## 2.6 Validation of the proposal

Validation is the process by which data or pieces of information are verified to check accuracy, objectivity and correctness (Peil, 2003). The objective for this study was find out how a new software can be successfully introduction and implemented in a company. Since respondents were the end users of the software used in The case Home, they were aware of what they were talking about. This research was undertaken within the work premises. The questions were comprehensible, in a language that was

easy to understand. The study used a structured interview approach. Questions were emailed to the respondents. The interviewees were allowed to respond to the questions at their own pace. Their answers were saved for later analyzing

## 2.7 Ethical considerations

A letter seeking permission to conduct this research study was sought by presenting and seeking the views and opinion of The Case Home Business Manager. The letter included suggestions of how change management process could be improved in the company. An acceptance of this proposal was received from The Case Home Business Manager.

After the permission approval, an interview guide was developed. There was a first interview undertaken which received nine respondents. This interview aimed at gauging the employees' level of understanding the use of domacare software system. Thereafter, a letter was written and submitted to The Case Home employees in May 2015 together with the concept paper and a note explaining the importance or significance of this study to the company.

# 3. RESULTS OF THE USABILITY

## 3.1 Introduction

The first interview was conducted to determine and establish the employees' opinion about the usability and suitability of domacare software. This first interview also sought to establish the benefits and challenges the employees experienced in using domacare software. The aim was also to establish whether the employees would prefer replacement of domacare software with another software.

This interview was conducted in April 2015  and nine employees responded.  The respondents were asked their best and worst experience in using domacare software, whether domacare software was user friendly, easy to input data  and how easy it is to retrieve data from domacare software. During the interview, the respondents were also asked if they find problems with storage capacity when using the domacare, whether data stored in domacare is secure and whether they prefer other software could have been used and if so why.

## 3.2 Best and worst experience in using domacare software

Asked of their best and worst experience since they started using domacare software, the respondents expressed that domacare system was easy to use, interactive, easy to learn, allow easy input of data, saves time for retrieval of documents, eliminates paperwork as well as enable easy update and access of clients' information. In addition, the respondents also expressed that through domacare software platform, they were able to send and receive a client's report from the entire workgroup logged into the system which makes communication easier. The respondents further felt their best experience with the domacare software was the fact that they can find a lot of information needed all from one place e.g. clients diagnosis and their past health history.

However, despite the above expressed benefits, the respondents also expressed challenges they experienced as they use domacare software to carry out The Case Home activities. The respondents felt that the problem in using domacare system was based on its recent reconfiguration which has caused confusion to employees and make it harder to use. For instance, the respondents explained that before, employees could automatically enter information in already autoformated table layout but this unexpectedly changed to manual selection.

The respondents further felt that other problem of domacare system was that sometimes it becomes temporarily out of use which slows down employee's access to client required vital information and data. The respondents felt disappointed that domacare system was also prone to crashes and lacked features that could facilitate direct customer appointment to the hospital rather than making calls.

## 3.3 How domacare software is user friendly

In their opinion, the respondents expressed that domacare software was user friendly and it was also easy to teach to students who come for practice as well as new employees. The respondents acknowledged that due to its user friendliness, domacare software saved time for filling of documents or generating records.

However, the respondents observed that while domacare software was user friendly, sometimes it was slow. They reported that it would be easier if they could access doctors' analysis and laboratory results through domacare software. Further, the respondents stated that it would make work easier if the clients sent to the main hospital, could be tracked their situation followed through domacare software. The respondents explained that this would save them the time they use calling labs and doctors when they need the results. They further added that access to doctors' analysis and laboratory results would also reduce all the paper work when the clients visit the hospital.

## 3.4 How easy it is to input data through domacare software

Asked whether input of data through domacare software was easy, the respondents stated it was very easy and all the guidelines are easy to understand. The respondents also expressed that data input through domacare software was much faster, saves time for them at work and eliminate the errors and duplications that go with the paperwork.

## 3.5 How easy it is to retrieve data from domacare software

The respondents said it was easy to retrieve data through domacare software than using the manual system. The respondents also felt that it has made work easier since before they had to write in each of the clients' folders which was time consuming. They also added that input of data using domacare software was more accurate and reduced chances of double entry as it happens when they write clients data.

### 3.6 Problems with storage capacity when using the domacare

The respondents did not give much information on this question. This could be attributed to the fact that storage capacity is more of a technical question that could be well answered by the information technology experts. The respondents therefore said they did not know whether domacare software has storage problems but added that since they started using the domacare software, they have not experienced data storage problems.

### 3.7 Whether data stored in domacare is secure

Again, this is another question that sounded more technical to the respondents. Therefore several respondents said they did not know whether data stored in domacare software was secure. One of the respondents said and I quote ''I hope it is because I am not sure who has access to the data. I just hope it is because it is what makes our work what it is and without the records then I wonder. I do trust that it is safe and hope it is so as long as it is in use''. Other respondents felt that domacare software was safe and secure since they had not had security problems with the software .

### 3.8 Whether employees prefer use of other software instead of domacare

When asked if they would prefer other software could have been used instead of domacare, some of the respondents explained that they cannot compare because they hadn't used other softwares. The respondents stated that they did not have previous experience with similar software. Some of the respondents however expressed that they would not prefer other software to replace domacare as it was easy to use since all information saved are easier to retrieve as compare to the old method of writing on paper and filling  those document. Two of the respondents however had used other softwares. One of the respondent said, ''I have once worked with Effica but it was a long time ago and I can't even remember how it was like''. The other respondent answered he would not prefer Effica and Hilkka software to domacare software. He said in quote, ''definitely no because I have once used Effica and Hilkka and all of them have been so hard to navigate around and I required help to get to know how to use it. I learned how to use Domacare by myself as it is simple and more direct to what you intend to''.

Another respondent felt that he would not give preference to other softwares to domacare but added that maybe if he had learned more about Effica then he could have sound opinion. One of the respondent stated, ''as for me it is good like this. However, it could have been easier if it was possible to be able to make an appointment to the hospital straight from domacare so we don't have to call''. He further added, ''when one of our residents is out in the hospital we can be out of information on how our client is fairing and so we have to telephone constantly for updates''. In conclusion domacare was preferred over other softwares.

## 3.9 Empirical analysis of the results of the usability

The respondents gave information on the characteristics and nature of domacare software. These included how interactive it was, how easy it was to key in information, how easy it was to retrieve data, storage capacity, its simplicity, its role in communication and so on. The interview questions were also made simple and short therefore shortening the interview period and length.

The first interview and information  was conducted to serve three primary purposes in this study. The first purpose was to help in more in-depth understanding of the domacare software. It is important and essential for the researcher, the lecturer or any other potential reader of this thesis to understand what domacare is before talking of how to successfully introduce it in the company. This first interview contributed to understanding domacare software features for example data storage capacity, data input method, security of data or information stored in domacare software and so on. These pieces of information were gathered from The Case Home employees that use domacare software in daily company activities.

Secondly, it was to determine The Case Home employees' level of understanding of domacare software before further research was conducted. It is important note that for the respondents to participate effectively in a study, they must understand the subject of investigation in the study. The first interview was therefore undertaken to achieve this aim.

Lastly , to help develop and build the second structured interview guide. For example, in the second interview, regarding change management process, the respondents were asked whether they were consulted or involved in the change process when domacare software introduced. To build this question, the respondents were further asked if they were further involved or allowed to check whether the new software was user friendly,

input of data using the new software was easy, whether the new software was interactive, whether the new software was suitable for their work and so on. This information used to back up whether employees were consulted or involved when domacare software introduced were derived from the first interview data. The first interview also helped to link the reliability of the information provided by the respondents in the two interviews e.g. it is most unlikely employees would find a software easy to use, interactive and user friendly if the management do not provide necessary, adequate and relevant trainings on the software.

In summary and important to note, the first interview was conducted to help in more in-depth understanding of the domacare software. Secondly, the first interview was carried out to determine The Case Home employees' level of understanding of domacare software before further research was conducted. Third and lastly, the first interview was carried out to help develop and build the second structured interview guide and also help link the reliability of the information provided by the respondents in the two interviews. It is important to note that the information in the first interview therefore did not serve beyond these stated purposes in this study. It is also important to note that the first interview was only used as information back up only and it was the second interview on the management that carried the thesis objectives. It was therefore results on the management interview (second interview) that was used to develop improvement for proposal and recommendations.

# 4. RESULTS OF CURRENT EXPERIENCE OF EMPLOYEES

This section presents the results of the second interview. It also presents the results of the current state analysis of how the case company manages the introduction and implementation of new software in organization. The information analyzed below originates from data collected through the use of structured interview guide from four employees. The analysis was purely qualitative in nature without getting much into statistics.

Not much result was achieved in the second interview as only four out of the fifteen targeted employees gave feedback. When asked of their position in the company, only one of the four respondents provided their position in the company as director. The other three of the respondents did not mention their position in the company. The reservation by the three respondents to provide their names and position in the company could be attributed to the fact that they did not wish to disclose their identity for privacy and confidentiality purposes.

When asked the current software that they use to manage customers' bio data and medical records, the respondents stated that they use domacare software. When the respondents were further asked which software they had used previously, three of the respondents explained they have never used any other software apart from domacare software. The finding that three of the respondents have not used any other software before was as a result that some of the employees had never worked anywhere else before The Case Home. They came straight from school so domacare was the first system they've ever used and thus they have nothing to compare it with.

One of the respondents however said she had used Hilka software before using domacare software. In comparison to domacare, the empoyee stated that Hilka software was a bit confusing and probably more complicated unlike domacare which she found to be more user friendly. The respondent expressed that the action of The Case Home adopting domacare was because with domacare software, employees have all the clients' data information is centralized. The respondent added that with installation of domacare, they have zero paper work unlike Hilka where some information was stored in paper form. The respondent felt that domacare was easier to use after all once an employee learn all its contents.

When asked whether they were involved or consulted before the current software was introduced, the respondents answered they have no comment to make. This could be attributed to the fact that domacare software was introduced in The Case Home before the respondents were employed in the company. They were therefore not in a position to vet and determine whether the software was user friendly, interactive, suitable for their work, easy for input of data, compatible, technically fit before it was introduced.

During the interview, the respondents were asked how the management prepared them when the new software was introduced in the company. They were further asked how they felt the management valued them when the new software was introduced in the company. They were also asked to rate the staff working relationships with the management when new software was introduced in the company and how they would want to be engaged by the management when new software is introduced in the future. Again these interview questions were not well answered with the respondents stated no comment.

The respondents further said they had no comments on how The Case Home managed training, employees stress, whether change was introduced gradually, whether there was full participation of the employees in the change process and whether there was early involvement of the employees in the change process. These results were attributed to the fact that most of the respondents that participated in this interview were not yet employed with The Case Home when domacare software was introduced in the company. They therefore had nothing to comment about. The second interview had few respondents as majority of them could have been employed in The Case Home after domacare software had already been introduced.

## 4.1 Empirical analysis of the results of current experience of employees
The second interview did not gather or generate as much information on change management as initially intended. The study had sought to determine whether The Case Home used change management model and best practices when introducing change in the company. The study also sought to ascertain whether there was early employee involvement in change process and the level of employees' participation in the change process at The Case Home. More so, the study sought to establish whether The Case Home employees were given support in managing stress related to change, whether change was introduced gradually and the level of training given to employees when change was introduced.

The respondents did not divulge more information on these areas in what was interpreted as lack of information since when domacare software was introduced in The Case Home, many of the respondents were not still employed by the company. In other words, majority of the respondents could have been employed when domacare software was already installed and in use. They therefore had no knowledge on how the company managed issues related to the change process.

The scarcity of the information by the respondents therefore provided good opportunity for the researcher to provide proposal in the next chapter on how change management process should be handled by The Case Home. The proposal contains key change management areas that were part of the study objectives such as training, management of stress related to change, early employee involvement in the change process, employee participation, gradually introduction of change and use of change management models.

## 5.0 BUILDING THE IMPROVEMENT PROPOSAL

This chapter assesses how The Case Home manages its change process based on the interview results. It also focuses on how the change should be managed based on the existing earlier reviewed change management models and attested best practices when introducing change. This chapter is organized into themes based on the research objectives. This covers the use of change management model, early employees' involvement, achievement of maximum employees' participation, training, stress management and introduction of change gradually.

### 5.1 Improving the use of change management models

There are various change management models that The Case Home could adopt and even use for future change management initiatives. These models are Prosci's methodology and Kotter's 8-Step Change Model. Now and in future, The Case Home can adopt Prosci's methodology or Kotter's 8-Step Change Model as its change model to anchor and undertake its change management process.

Prosci's change management methodology is based on research with over 2500 participants for over a decade. The initial stage of Prosci's methodology aims at getting ready. It answers the question: 'how much change management is needed for this specific project?' this first phase provides the situational awareness that is critical for effective change management when introducing new software system in the organization. It covers change characteristics profile; organizational attributes profile; change management strategy and change management team structure.

Kotter's 8-Step Change process, another model that The Case Home can adopt and use in preparing employees for change using eight steps. These steps includes create urgency, form a powerful coalition, create a vision for change, communicate the vision, remove obstacles, create short-term wins, build on the change and anchor the changes in corporate culture (Source: Kotter, 2012; Hutton, 2015; Carr *et al*, l995; Murphy, 1997).

## 5.2 Improving early employees' involvement by using best in practice approaches

Entrenchment of early employees' involvement in the change process is one of the best practices aspects needed in The Case Home. The company can improve on using attested best in practice approaches. The Case Home can cultivate the use of stakeholder engagement to improve early employees' involvement. Stakeholder engagement is best in practice approach that pertains to interlock with the organizational stakeholders to develop change vision, change strategy and activity plan and risk mitigation plan when introducing new software in the organizationMurphy, 1997).

As stated by Donald (2000), for complex change project such as introduction and implementation of new software, The Case Home can hold a number of sessions with key stakeholders about what outcomes are expected from the change. The management can ask questions such as; will there be a change to processes? Will people be required to work / behave differently as a result? Further, for The Case Home to carry its employees with it on change process; it needs to articulate the vision for change clearly and in a way that inspires action. Through early involvement and stakeholders' engagement, The Case Home can bring on board technical experts experienced needed to help design and test changes when new system is introduced. This can also be coupled with clear assign of responsibilities and meeting regularly to see the change through from beginning to end.

## 5.3 Achieving optimum employees' participation by using best in practice approaches

The Case Home could improve on achievement of maximum employees' participation in the change process by engaging employees' on consultation, assessing their readiness to change and development of communication plan to support the process as championed by Kline (2015). In addition, The Case Home in future can use user readiness as a tool to identify potential user-side risks and anticipate points of resistance due to the change roll out. Deliverables can be assessed using user group discussion, user surveys, readiness assessment, change impact analysis and recommendations for remedial interventions.

The Case Home can further tap on Nauheimer (2001) view on communication to create awareness and motivation among users to adopt the new software system. The Case

Home can set a comprehensive communications plan that must run parallel to all activities as proposed by Nauheimer (2001). The Case Home can begin by setting out the vision for change. There must be a common and persistent pattern of communication which reinforces this vision throughout. The plan can include how and when progress will be communicated and by whom, allowing room for two way communication to allow for upward feedback. Messages delivered in this process can be simple, powerful and are usually the most effective in achievement of maximum employees' participation in the change process.

## 5.4 Improving employees training by using best in practice approaches

Training is best practice approach propagated by Kline (2015) that in future can be explored by The Case Home as a tool to ensure successful introduction and implementation of new system in the company. Training in this context can include analyzing user specific skills and training needs in relation to their job-role. These include technical training, process training, soft-skill training etc as required. Creating training objectives and select the most appropriate training method and format; selecting the appropriate instructional design and technology to develop the content and materials; provide tools and techniques to evaluate training effectiveness and collecting user feedback and lastly train the trainers to conduct the training course.

## 5.5 Improving stress management by using best in practice approaches

Psychological counseling can be used as best tool by The Case Home to manage employees' physical health, mental and psychological wellbeing to effectively and successfully introduce change in the organization. Motivation is also another important tool The Case Home can adopt. The Case Home should understand that if employees cannot find a reason to use the new software, there can almost guarantee low adoption. One way to convey value to the employees is to make available important information and resources to improve their adaptation to change (Donald, 2000).

In future, there is a need for The Case Home to communicate its change reasons effectively and express how the new tool will benefit the organization overall. This increases the chances of them understanding adopting new technology. This encourages employees and help lower stress. As Murphy (1997) suggests, rewards also can be an effective way to encourage certain behaviour when The Case Home is introducing new software. Early adoption is an important part of incorporating a new tool successfully. Getting the employees onboard from the beginning helps to build

positive habits and ensures that the new software becomes a successful part of the workflow as well as reduces employees stress level when introduced.

**5.6 Introducing change gradually by using best in practice approaches**

The Case Home could consider using Kotter's 8-Step Change Model eight stages in its future change management process. This can help to ensure change is introduced in phases and gradually to allow employees to cope with change. This can also enable them to make errors and learn as they improve through the learning curve.

The Case Home could create urgency: For new software system to be introduced and implemented successfully, the whole company must want it. Developing a sense of urgency around the need for change is important.

Form a good team. Convince the employees the need for new software. This often takes strong leadership and visible support from key people within the organization. To lead change, the organization must bring together a strong coalition that comes from various sources, such as job title and such expertise.

The Case Home would need to create a vision for change. At first  there will probably be many great ideas and solutions floating around. There is need to link these concepts to an overall vision that people can grasp easily and remember. A clear vision can help everyone understand why you're asking them to do something. When people see for themselves what the company is trying to achieve, then the directives they are given tend to make more sense.

The Case Home needs to communicate the vision as the next step. This might create competition from other day-to-day communications within the company, so management need to convey the vision consistently and embed it within everything employees do. In this step, The Case Home must 'walk the talk'.

Remove the obstacles. It is important to have a good structure for introducing and implementing new software system and continually check for barriers to it. Doing so can empower the employees to execute the vision, and it can help the change move forward. Management should look at the organizational structure, job descriptions, and performance and compensation systems to ensure they are in line with vision and company operational systems.

The Case Home could also Create Short-Term Win. Success creates motivation. Kotter explains that company should reward the employees at the early stage of change process.

The Case Home should build on the change. Kotter argues that many new software system projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change. Each success provides an opportunity for the company to build on what went right and identify what it can improve.

Lastly, The Case Home should anchor the changes in corporate culture. To make any new software system stick, change should become part of the core of the organization. The corporate culture often determines what gets done, so the values behind The Case Home vision must show in day-to-day work.

# 6.0 EVALUATION OF THE STUDY PROPOSAL

This section presents the response and feedback of my study results by The Case Home Business Manager who is conversant with the internal affairs and management of the Company.

## 6.1 Assessment from the manager

In order to continue with the study, it was important to get the managerial opinion on the findings of my study. An email with attached copy of proposals was emailed to The Case Home business manager to go through it, comment or give her views on the same. This was done before the study recommendations and conclusions were put forward.

The business manager view was that it seems that communication failed in the project because the interviews results for example stated that staff was not consulted before Domacare was introduced. The business manager explained that the company gathered a group of workers who tested different systems and Domacare was the most desired and chosen. She further explained that Domacare was then tested in two other units of The Case Home half a year before the program was introduced in other units. She stated that employees of these units were involved in modifying the programme. She commented that it was most likely that the employees who were involved in this study interview may not know or remember that the system was gradually introduced. She suggested that I update my proposals to reflect these pieces of information that were lacking in the interview results.

Based on The Case Home business manager suggestions, the document was reviewed to reflect her input after which she approved my work and gave a green light to go ahead with finalizing the work. In her feedback message, the business manager confirmed that issues of literature and references development as well as recommendations were well taken into account in the entire document. As a result of the aforementioned, she therefore accepted the document and its contents to its entirety.

**6.2 Final Proposal of the Action Plan**

After feedback, the proposals were reviewed and validated to be taken into further investigation. Some improvements have been found already partly in the process. The final proposals can therefore be presented shortly in this way.

1.  The current and future The Case Home change management initiatives would be good to adopt and use change management models e.g. Prosci's methodology and Kotter's 8-Step Change Models to anchor change in the company.

2.  To improve optimal employees' participation in matters of the change process, it would be good for The Case Home management to incorporate best practices such as use of consultation, assessing staff readiness to change and development of communication plan when managing change in the company. It would also be good for the company to identify potential risks and use the results in the change process as this help to minimize change failure.

3.  To improve and entrench training in the change management process, it would be good for The Case Home incorporate areas such as training needs analysis and analyzing training on the basis of technical training, process training and soft-skill training.

4.  Lastly, currently and in the future The Case Home change management initiatives would be good to incorporate stress management in the change process through managing employees' physical health, mental and psychological wellbeing in the change process. This could be achieved through setting up counseling programs for the employees and opening up free bottom to top communication approach with employees.

## 7.0 RESEARCH CONCLUSION

### 7.1 Summarizing the main points

This study sought to investigate how to successfully introduce and implement the use of new software in a company. While change remains paramount for the success of a company today, how change is managed and introduced in the company has continued to help many companies' record losses and change failure even in the recent times. Using The Case Home as the case study, this study's aim was therefore to assess and determine the underlying factors of success to effective change management.

Any successful study must have a research approach and procedure. This thesis used structured interview approach and used data collection process and procedures considering other essential fundamentals such as ethics and validation when collecting data. Though the study received high responses in the first interview, the second interview experienced low responses thus having repercussions in the data analysis. Nonetheless, the results provided a fodder for building proposal for improvement. These improvements were validated before recommendations could be made. The experience the researcher obtained by undertaking the study also provided good information for predictions and offering solutions for future improvements. Suggestion for the study was further made on what future studies could or should focus on.

### 7.2 Recommendations

The study has four recommendations to make:

1. The study recommends that The Case Home in current future adopt the use of Prosci's methodology and Kotter's 8-Step Change Models as the basis for anchoring change in the company.

2. The study recommends that The Case Home adopt the use of consultation, use of deliverables, assessing staff readiness to change and development of communication plan when anchoring change in the company. The Case Home should also identify potential risks in the change process to reduce failure.

3. The study recommends that The Case Home should entrench training in the change process and analyze staff on the basis of their technical, process and soft-skill expertise.

4. The study recommends that The Case Home incorporate stress management in the change process through setting up counseling programs for the employees and opening up free bottom to top communication approach to allow employees vent their anxieties.

## 7.3 Predictions

There are two predictions made in this study:

My first prediction is; care and proper measures must be taken by future researchers to prevent low responses to studies by the respondents otherwise future studies would find it impossible to analyze the results and provide an outcome that is backed up by adequate information.

The second prediction is that change would continue to remain elusive and fail in many modern organizations today if the change management process is not carefully handled and managed. Already the results of previous study findings back up my prediction. As mentioned in section one, a study conducted by Wharton and Roi (2001), established that employees' rejected the adaptation to new technology when the system was introduced in a manner that they felt did not address their worries, wellbeing, health and their engagements. It was also established by Price Waterhouse in 1995 report that in every ten of the change management initiatives started by companies worldwide, three of them fail due to failure to develop change management framework and balancing staff related concerns and welfare. It therefore follows that if change aspects are not well managed by the companies of today then change would continue to fail and be elusive.

## 7.4 Recommendation for future research

From my experience as the study researcher after undertaking this study, future researchers should develop coherent and procedural mechanisms for collecting data from the field. I would propose that future researchers should first develop informed consent note and issue it to the potential study participants. The informed consent note would provide the opportunity for the participant to state whether they interested in participating in the study. This would eliminate cases of unfilled questionnaires or unsuccessful interviews. Secondly, future researchers should conduct preliminary

investigation by interacting with the intended participants to understand if they understand the subject of the study well and have necessary information needed by the study. Future researchers could as well develop simple pre-trial questions that seek to provide the researcher with the information about the potential participant's knowledge of the information they would want from them. This would help the future researcher determine the participant that are equally viable and fit in to answer the study questions effectively. This would work to eliminate my first prediction.

To solve the second prediction, I would propose that the topic of how to successfully introduce change in the company should be a continuous unending management practice in the company. In my opinion is that a company should focus its attention on how issues related to change management such as training, employee involvement, and gradual introduction of change among others should be managed well in the company. As Murphy (1997) recommends, rewards also can be an effective way to encourage certain behaviour when introducing change. One way to convey value to employees is to make available important information and resources to improve their adaptation to change (Donald, 2000). I would encourage that if a company wants to succeed in the change process, the use of change management models e.g. Kotter's eight steps change management model and Prosci's change management methodology and application of best in practice approaches.

### 7.5 A statement about the limitations of the work

There was limited empirical data especially in the second interview. The number of respondents available for the interviews was few (only four) Still with these four, I did not get much critical information that was enough for the study. The study assumption about the limited empirical data provided by the respondents was that majority of the respondents that participated in the second interview could have been employed when domacare software was already in use. These participants could not therefore provide information on how change was managed by The Case Home since they had no such knowledge. To counter the limited empirical data problem, I analyzed the data that was provided and in cases where there was dismal provision of data, I explained the possible reasons for the scarcity of information.

### 7.6 Further Research Suggestions

The main objective of this study was to investigate how to successfully introduce and implement the use of new software in a company. This was a case study where one case company was used. However, it is notable to say that every company is distinct

and unique in their own way of operation. It would be interesting to study this topic with reference to another company  to determine the results that would be obtained.

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**APPENDIX I**

**THE CASE HOME STRUCTURED INTERVIEW GUIDE ONE**

**THE DOMACARE**

1. What are your best and worst experiences since you started using domacare software?
2. Do you find domacare software user friendly to use in your company?
3. If no, what is the problem?
4. Is data input method easier for you using domacare software?
5. Do you find it easier to retrieve data from domacare software?
6. If no why?
7. Do you find problems with storage capacity when using the domacare in your company?
8. Based on your work experience, is company data stored in domacare secure?
9. Do you prefer other software could have been used in your company instead of domacare?
10. If yes, which software?
11. Why do you prefer such software?

**Thank you.**

## APPENDIX II

## THE CASE HOME STRUCTURED INTERVIEW GUIDE TWO

1. Your name?
2. Your position in the company?
3. What is the current software you use to manage customers' bio data and medical records in your company?
4. Previously which software did you use if any?
5. Why did the organization changed to the current software?
6. Were you involved or consulted before the current software was introduced?
7. If yes:-
   a. Were you given the opportunity to check whether the new software is user friendly?
   b. Were you given the opportunity to check whether input of data using the new software is easy?
   c. Were you given the opportunity to check whether the new software is interactive?
   d. Were you given the opportunity to check whether the new software is suitable for your work?
   e. Were you given the opportunity to check whether the new software is compatible with your system?
   f. Pilot tests were done to enable you choose which software work with?
   g. You were allowed to raise all the technical issues on the new software and they were all addressed?
8. To improve implementation, did the management prepare you when the new software was introduced in the company?

9. If yes:-
   h. Was training offered to improve how you use the new software?
   i. Was counseling offered to help you manage stress related to change?
   j. Were you allowed to make errors to learn?
   k. Was health and safety issues considered for your wellbeing?
   l. Was the new software introduced gradually to help you adapt?
   m. Was user manual provided to guide you in using the new software?

10. How do you feel the management valued you when the new software was introduced in the company?

11. How do you rate staff working relationships with the management when the new software was introduced in the company?

12. In future, how would you want to be involved or engaged by the management when new software is introduced in the company for you to use?

**Thank you for your contributions.**