
REFERENCES

- Anon. (2007). Leading people through change: How to manage your most valuable asset. *Strategic Direction*, 23, 20-23.
- Armenakis, A. A., Harris, S. G., & Field, H.S. (1999). Making change permanent: A model for institutionalising change interventions. *Research in Organisational Change and Development*, 12, 289-319.
- Arnold, J., Cooper, C. L., & Robertson, I. T. (1998). *Work psychology: Understanding human behaviour in the workplace*. (3rd ed.). Essex: Prentice Hall.
- Bamford, D. R., & Forrester, P. L. (2003). Managing planned and emergent change within an operations management environment. *International Journal of Operations and Production Management*, 23, 546-564.
- Beer, M., & Eisenstat, R. A. (1996). Developing an organisation capable of implementing strategy and learning. *Human Relation*, 49, 597-617.
- Bell, J. (2005). *Doing your research project*. (4th ed.), Buckingham: Open University Press.
- Boer, H., Berger, A., Chapman, R., & Gertsen, F. (2000). *CI changes: From suggestion box to organisational learning*. Aldershot: Ashgate Publishing.
- Bond, T. C. (1999). The role of performance measurement in continuous improvement. *International Journal of Operations and Production Management*, 19, 1318-1334.
- Bovey, W. H., & Hede, A. (2001). Resistance to organisational change: The role of cognitive and affective processes. *Leadership and Organisation Development Journal*, 22, 372-382.

Buchanan, D., & Huczynski, A. (2004). *Organisational behaviour: An introductory text*. (5th ed.). London: Prentice Hall.

Buckler, B. (1996). A learning process model to achieve continuous improvement and innovation. *The Learning Organisation*, 3, 31-39.

Burnes, B. (1996). No such thing as a 'one best way' to manage organisational change. *Management Decision*, 34, 11-18.

Burnes, B. (2004). Emergent change and planned change – competitors or allies? The case of XYZ construction. *International Journal of Operations and Production Management*, 24, 886-902.

Burnes, B. (2004). *Managing change: A strategic approach to organisational dynamics*. (4th ed.). London: Prentice Hall.

Cassell, C., & Symon, G. (2004). *Essential guide to qualitative methods and analysis in organisational research*. London: Sage.

Chang, S. C., & Lee, M. S. (2007). A study on relationship among leadership, organisational culture, the operation of learning organisation and employees' job satisfaction. *The Learning Organisation*, 14, 155-185.

Cole, M. S., Harris, S. G., & Bernerth, J. B. (2006). Exploring the implications of vision, appropriateness, and execution of organisational change. *Leadership and Organisation Development Journal*, 27, 352-367.

Cooke, F. L. (2000). Implementing TPM in plant maintenance: Some organisational barriers. *International Journal of Quality and Reliability Management*, 17, 1003-1016.

Cooper, C. L., Sloan, S., & Williams, S. (1987). *Occupational Stress Indicator*. Winsor: NFER/Nelson.

Daft, R. L. (2001). *Organisational theory and design*. (7th ed.). Cincinnati, OH: South Western College Publishing.

Davis, K. Y., & Newstrom, J. W. (1999). *Comportamiento humano en el trabajo: Comportamiento organizacional* (10th ed.). Mexico City: McGraw-Hill.

Deming, W. E. (1986). *Out of the crisis*. Cambridge, MA: MIT Press.

Dillman, D. A. (2000). *Mail and internet surveys: The tailored design method*. (2nd ed.) New York: Wiley.

Dymock, D., & McCarth, C. (2006). Towards a learning organisation? Employee perceptions. *The Learning Organisation*, 13, 525-536.

Elving, W. J. (2005). The role of communication in organisational change. *Corporate Communications: An International Journal*, 10, 129-138.

Eriksson, C. B. (2004). The effects of change programs on employees' emotions. *Personnel Review*, 1, 110-126.

Fink, A. (2003). *The survey handbook*. (2nd ed.). London: Sage Publications Ltd.

Fink, A. (2003b). *How to ask survey questions*. (2nd ed.). London: Sage Publications Ltd.

Fink, A. (2003c). *How to manage analyse, and interpret survey data*. (2nd ed.). London: Sage Publications Ltd.

Fisher, C. (2004). *Researching and writing a dissertation - for business students*. London: Prentice Hall.

Foddy, W. (1994). *Constructing questions for interview and questionnaires*. Cambridge: Cambridge University Press.

Freedman, D., Pisani, R., & Purves, R. (2007). *Statistics – International student edition*. (4th ed.). New York: Norton and Company.

Furnham, A. (2005). *The psychology of behaviour at work: The individual in the organisation*. Hove: Psychology Press.

Garcia-Bernal, J., Gargallo-Castel, A., Marzo-Navarro, M., & Rivera-Torres, P. (2005). Job satisfaction: Empirical evidence of gender differences. *Women in Management Review*, 20, 279-288.

Gardiner, P., & Whiting, P. (1997). Success factors in learning organisations: An empirical study. *Industrial and Commercial Training*, 29, 41-48.

Garvin, D. A. (1993). Building a learning organisation. *Harvard Business Review*, July/August, 78-91.

Graham, C. M., & Nafukho, F. M. (2006). Culture, organisational learning and selected employee background variables in small-size business enterprises. *Journal of European Industrial Training*, 31, 127-144.

Hackman, J. R., & Oldham, G. R. (1980). *Work Redesign*. New York: Addison-Wesley.

Hansson, J., Lycke, L., & Backlund, F. (2003). Managing commitment: Increasing the odds for successful implementation of TQM, TPM or RCM. *International Journal of Quality & Reliability Management*, 20, 993-1008.

Hays, W. L. (1994). *Statistics*. (4th ed.). London: Holt-Saunders.

Heider, F. (1958). *The psychology of interpersonal relationships*. New York: John Wiley.

Herzberg, F. (1966). *Work and the nature of man*. Cleveland, OH: World Publishing.

Herzberg, F., Mausmer, B., & Snyderman, B. (1959). *The motivation of work*. New York: John Wiley & Sons.

Hill, R. (1996). A measure of the learning organization. *Industrial and Commercial Training*, 28, 19-25.

Industrial Society (1994). *Managing best practice, the regular benchmark: Employee communications*. London: The Industrial Society.

Ivancevich, J. M., & Matteson, M. T. (2002). *Organisational behaviour and management*. Boston, M.A: McGraw-Hill

Jack, E. P., & Raturi, A. S. (2006). Lessons learned from methodological triangulation in management research. *Management Research News*, 29, 345-357.

Jha, S., Noori, H., & Michela, J. L. (1996). The dynamics of continuous improvement: Aligning organisational attributes and activities for quality and productivity. *International Journal of Quality Science*, 1, 19-47.

Johnson, G., & Scholes, K. (2002). *Exploring corporate strategy*. (6th ed.). England: Prentice Hall.

Kallio, J., Saarinen, T., & Tinnila, M. (2002). Efficient change strategies – Matching drivers and tracers in change projects. *Business Process Management Journal*, 8, 80-92.

Kegan, R., & Lahey, L. (2001). The real reason people won't change. *Harvard Business Review*, 79, 85-92.

King, N. (2004). Using templates in the thematic analysis of text, in Cassell, C. and Symon, G. (eds) *Essential guide to qualitative methods and analysis in organisational research*. (pp. 256-70). London: Sage.

Kirk, J. J., Downey, B., Duckett, S., & Woody, C. (2000). Name your career development intervention. *Journal of Workplace Learning*, 12, 205-216.

Kitchen, P. J., & Finbarr, D. (2002). Internal communication during change management. *Corporate Communications: An International Journal*, 7, 46-53.

Kotter, J. P., & Schlesinger, L. A. (1979). Choosing strategies for change. *Harvard Business Review*, March/April, 106-113.

Kreitner, R. (2004). *Management*. (9th ed.). Boston, NY: Houghton Mifflin Company.

Lakomski, G. (2001). Organisational change, leadership and learning: Culture as a cognitive process. *International Journal of Educational Management*, 15, 68-77.

Landrum, N. E., Howell, J. P., & Paris, L. (2000). Leadership for strategic change. *Leadership and Organisation Development Journal*, 21, 150-156.

Lewin, K. (1951). *Field theory in social science*. New York: Harper & Row.

Locke, E. A. (1969). What is job satisfaction? *Organisational Behaviour and Human Performance*, 4, 309-36.

Lopez, S. P., Peon, J. M. M., & Ordas, C.J.V. (2006). Organisational learning as a determining factor in business performance. *The Learning Organisation*, 12, 227-245.

Lund, D. B. (2003). Organisational culture and job satisfaction. *Journal of Business and Industrial Marketing*, 18, 219-236.

Martin, M. M. (1998). Trust leadership. *Journal of Leadership Studies*, 15, 41-48.

Maslow, A. (1954). *Motivation and personality*. New York: Harper and Row.

McKenna, E. (2000). *Business psychology and organisational behaviour – A student's handbook*. (3rd ed.). Hove: Psychology Press Ltd.

McGill, I., & Beaty, L. (1993). *Action learning: A practitioner's guide*. London: Kogan Page.

McGuire, D., & Hutchings, K. (2006). A Machiavellian analysis of organisational change. *Journal of Organisational Change Management*, 19, 192-209.

Moran, J. W., & Brightman, B. K. (2001). Leading organisational change. *Career Development International*, 6, 111-118.

Morris, C. (2003). *Quantitative approaches in business studies*. (6th ed.). Harlow: Prentice Hall.

Mumford, E. (1991). Job satisfaction: A method of analysis. *Personnel Review*, 20, 3.

Naylor, J. (1999). *Management*. Essex: Pearson Education Limited, Prentice Hall.

Nortier, F. (1995). A new angle on coping with change: Managing transition. *Journal of Management Development*, 14, 32-46.

Nutt, P. C. (2001). Re-development as a way to change contemporary organisations. In R. W. Woodman, & W. A. Pasmore (Eds.), *Research in Organisational Change and Development* (pp. 81-115). Oxford: Elsevier.

Pardo del Val, M., & Fuentes, C. M. (2003). Resistance to change: A literature review and empirical study. *Management Decision*, 41, 148-155.

Patton, M. (1990). *Qualitative evaluation and research methods*. (2nd ed.). London: Sage Publications Ltd.

Pettigrew, A. M., & Whipp, R. (1991). *Managing change for competitive success*. Oxford: Blackwell.

Proctor, T., & Doukakis, I. (2003). Change management: The role of internal communication and employee development. *Corporate Communications: An International Journal*, 8, 268-277.

Rock, D., & Donde, R. (2008). Driving organisational change with internal coaching programmes: Part one. *Industrial and Commercial Training*, 40, 10-18.

Robbins, S. P. (2003). *Organisational behaviour: concepts, controversies and applications*. (10th ed.). Upper Saddle River, NJ: Prentice Hall.

Roberston, I. T., Cooper, C. L., & Williams, J. (1990). The validity of the occupational stress indicator. *Work & Stress*, 4, 29-39.

Rollinson, D. (2002). *Organisational behaviour and analysis – An integrated approach*. (2nd ed.). Essex: Prentice Hall.

Rosenfeld, R. H., & Wilson, D. C. (1999). *Managing organisations*. (2nd ed.). Maidenhead: McGraw-Hill.

Rowden, R. W. (2002). The relationship between workplace learning and job satisfaction in U.S. small to midsize business. *Human Resource Development Quarterly*, 13, 407-425.

Saunders, M., Lewis, P., & Thronhill, A. (2007). *Research methods for business students* (4th ed.). London: Prentice Hall.

Schwartz, H., & Davie, S, M. (1981). Matching corporate strategy and business strategy *Organisational Dynamics*, Summer, 30-48.

Self, D. R. (2007). Organisational change – Overcoming resistance by creating readiness. *Development and Learning in Organisations*, 21, 11-13.

Senior, B. (2002). *Organisational change*. (2nd ed.). Essex: Prentice Hall.

Shamsuddin, A., Hassan, M. H., & Taha, Z. (2005). TPM can go beyond maintenance: Excerpt from a case implementation. *Journal of Quality in Maintenance Engineering*, 11, 19-42.

Smith, I. (2005). Achieving readiness for organisational change. *Library Management*, 26, 408-412.

Smith, I. (2005). Continuing professional development and workplace learning: Resistance to change – Recognition and response. *Library Management*, 26, 519-522.

Spector, P. E. (1997). *Job satisfaction*. London: Sage Publication.

Spike, B. K., & Lesser, A. (1995). We have met the enemy. *Journal of Business Strategy*, 16, 17-23.

Thornhill, A., Lewis, P., Millmore, M., & Saunders, M. (2000). *Managing change*. London: Pearson.

Trader-Leigh, K. E. (2002). Case study: Identifying resistance in managing change. *Journal of Organisational Change Management*, 15, 138-155.

Waddell, D., & Sohal, A. S. (1998). Resistance: A constructive tool for change management. *Management Decision*, 36, 543-548.

Wanberg, C. R., & Banas, J. T. (2000). Predictors and outcomes of openness to changes in a reorganising workplace. *Journal of Applied Psychology*, 85, 132-142.

Weber, P. S., & Weber, J. E. (2001). Changes in employee perceptions during organisational change. *Leadership and Organisational Development Journal*, 22, 291-300.

Wengraf, T. (2001). *Qualitative research interviewing*. London: Sage Publications.

Williams, S., & Cooper, C. L. (1998). Measuring occupational stress: Development of the pressure management indicator. *Journal of Occupational Health Psychology*, 3, 306-321.

Yousef, D. A. (2000). Organisational commitment and job satisfaction as predictors of attitudes toward organisational change in a non-western setting. *Personnel Review*, 29, 567-592.

<http://www.hse.gov.uk/pubns/indg406.pdf> (2005).

<http://www.google.co.uk/search?hl=en&q=deming+cycle&meta=cr%3DcountryUK%7CcountryGB> (2008).