



Change Management Strategies and Enterprise Competitiveness in Hospitals in Obio/Akpor Local Government Area of Rivers State, Nigeria

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Abstract: This study examined change management strategies and enterprise competitiveness in hospitals in Obio/Akpor Local Government Area of Rivers State. Simple random sampling technique was adopted to draw a sample of 73 respondents (Doctors and Nurses) from 5 private hospitals in Obio/Akpor Local Government Area purposively selected. We found that a noteworthy relationship exist between measurements of change management procedures (communication and involvement) and measures of enterprise competitiveness (technology use and cost reduction). In light of the discoveries, the research prescribes that lessening expenses of associations can be accomplished quicker if organizations actualize methodologies of joint effort with its providers, that a proficient and successful coordination with providers can decrease the lifting of requests and the conveyance of the both firms' suppliers of these clients and wholesalers, consequently diminishing obtainment expenses and co-ordinations of products costs. Hence, the decrease of the expenses of purchases is a basic variable that can have a noteworthy positive effect both on the functioning and the focused capability of organizations.

Key words: Change Management Strategies, Enterprise Competitiveness, Hospitals, Obio/ Akpor Local Government Area

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1.0 Introduction

The rate of economic, global and technological development forces organizations to be in a constant state of change (Cummings & Worley, 2015; Kotter & Schlesinger, 2008). Because of these components and the fluctuating capital markets that intensely impact firms, basic movements are required with a specific end goal to react to the necessities of the market (Burke, 2011).

Companies need to grasp change so as to stay aggressive and survive (Beer and Norhria; Connor, 1992; Herscovitch and Meyer, 2002; Higgs and Rowland, 2005; Kotter and Schlesinger, 2008; Nadler and Tushman, 1999). The expanded rate of progress in firms has prompted an expansion in studies concerning organizational change, yet the writing still presently can't seem to character the perfect arrangement of progress execution procedures (Armenakis and Harris, 2002).

Organizational changes either can be simply "fine-tuning" the current firm practices and methodology or can be a vast scale change that requires a central move inside the association (Burke, 2011). Kotter and Schlesinger (2008) show that firms experience direct change once per year and more noteworthy change each four or five years. The expansion in change execution explore has given further experiences into solid practices around change, however the writing is as yet ailing in giving adequate learning around all parts of successful change usage (Armenakis, Bernerth, Pitts and Walker, 2007; Hersovitch & Meyer, 2002). As the research around change implementation is still incomplete, it shouldn't be surprising that the success rate of organizational change is quite low. According to Kotter (1990); Higgs & Rowland (2000); Pasmore (2011); the failure rate is up to 70%. While there are effective change activities that ought to be perceived (Golembiewski, 2009), his primary concern is that altogether more research should be done to additionally investigate how to better effectively actualize change.

Fizzled change activities can significantly affect companies. Firms can lose pertinence in the commercial center on the off chance that they can't roll out the organizational improvements important to deliver another product or service and remain focused with the customers, at that point they lose piece of the overall industry. Vollman (1996) refers to this as "dominate or die". If organizations fail to dominate their market, the organization is doomed to fail. For example the emergence of Wal-mart as a discount store and the impact on previously established retail establishments such as Sears. In 2011, Wal-mart's revenues were nearly eight times that of Sears (Sweeny, 2012). While throughout the years Sears has endeavoured to change their association to remain applicable in areas of their market, the endeavour at change is viewed as a disappointment. The downturn of Sears has led to a toxic environment where executive leadership has an incredibly high turnover rate. Talent is being lost and revenues are plunging. The organization is becoming irrelevant. There is speculation that Sears is generating a plan to liquidate their assets and take what they can (Sweeny, 2012); they are dying.

Leadership is essential to leading change, but the research on the specific skills needed to successfully support successful change (Beer & Walton, 2009) is still emerging. As the skillset hasn't been clearly identified, the appropriate selection process or development process is even further behind. More examination should be done around practices and aptitudes identified with effective organizational change so as to best match the pioneer or build up the pioneer as a fruitful change manager.

The large amounts of worldwide rivalry in the present market is along the greater

part of SMEs or take an interest only in a nearby market, in which both their products and their deals are generally intensely portioned in one a player in the market (Singh, Garg and Deshmukh, 2006). In this way, the progression of world exchange is causing progressively more organizations, the two makers of manufacturing as suppliers, trying to build up themselves in the business sectors of rising nations, which implies that nearby SMEs will have genuine challenges to survive, develop, and accomplish a more elevated amount of intensity (Singh *et al.*, 2007).

In the meantime, this climate of high worldwide rivalry requests SMEs a larger amount of ability to keep up or add relentlessly the functioning of the business and the procedures of manufacturing (Denis and Bourgault, 2003). Essentially, Vos (2005) considered that the supervisors or proprietors of SMEs administration abilities are exceptionally constrained, by which it must be enhanced so organizations can effectively actualize business methodologies that will enhance their aggressiveness. Notwithstanding, such associations have various restrictions, for example, deficiency of assets, structure organizational level, absence of prepared work force and low level of advancement that is important to diminish or dispense with that SMEs are in a situation to expand its level of intensity (Singh *et al.*, 2010). There are a few contradictions about the intensity estimation, due the utilized records and translations have created questioning (Ezeala-Harrison, 2005). Additionally, investigations of competitiveness tend to utilize financial parameters as synonymous, as exchange execution and genuine trade rates (Cas, 1988), terms of exchange (Arndt, 1993), relative work costs (Rao and Lampiriere, 1992), development in GDP per capita (WEF,2001) and development of profitability factor (Porter, 1990; Markusen, 1992; Dollar and Wolf, 1992; Ezeala-Harrison, 1995).

Hold the picture without bounds, in the present flimsiness, gives assets to create improvement openings while extend development options. The dread without bounds shows up when the motivation behind a human gathering has been discharged of significance. When we confound "the future" with the schedule, we run wild without bearing. The present is mutilated in light of the fact that we have isolated our risk (individual, gathering, aggregate) of interest in regular day to day existence. This arrangement changes us (ordinarily) into practical components to basic broken framework in which we partake.

Subsequently recuperate what's to come is essential to manage development past money related parameters. Change to contend in this setting implies getting ready for "living in movement". It is a test since it contributes the rationale of "balance" which is the traditional perspective of organizational outline. The extrapolation of the idea of "break even" to a "cultural equilibrium" creates an intellectual laziness with enthusiastic and behavioural results excessively hazardous in front the setting changes.

The quick changes in advances and globalization process have adjusted the past guidelines of rivalry, development and has turned out to be progressively basic for organizations to stay focused in the market (Pitt, Goyal and Sapri; 2006; Rejeb, Morel-Guimaraes, Boly and Assielou; 2008). Numerous investigations have demonstrated that advancement can emphatically influence modern firms by upgrading their aggressiveness (Yam, Guan, Pun, Tang; 2004). Mechanical advancement as new or enhanced products and procedures can be an imperative wellspring of market and cost points of interest for a firm; it can likewise build the request by product separation and improve the capacity of firms to develop (OECD, 2005). Development is unique in relation to producing a thought, a

technique for executing works or innovation. Rather, development must be viewed as a supportable and ceaseless procedure of recognizing and seizing openings in the regularly changing business condition (Rejeb *et al.*, 2008; Sun, Wong, Zhao, Yam, 2012). Subsequently, organizations must focus on supportability of their general development ability, which is the basic driver toward managed upper hands (Cooper, 1998). Indeed, the supportability of general advancement ability has turned into a reality for organizations through a ceaseless, developing, and aced administration of the development procedure (Rejeb *et al.*, 2008).

Statement of the Problem

According to Thakur, Hsu, & Fontenot (2012) the universal health care business is besieged by countless challenges such as surgical blunders, contradictory and undependable registers, out of order management of medications, etc.

In the focus of these universal challenges, the case of the Private hospitals is in a very depressing image (Uneke, Ogbonna, Ezeoha, Oyibo, Onwe and Ngwu, 2007). As indicated by Timothy, Irinoye, Yunusa, Dalhatu, Ahmed and Suberu (2014) presented that the wellbeing arrangement of Private doctor's facilities is in risk and is depicted by destitute individuals administration methodologies, obsolete gear, poor administration conveyance, absence of medications and useless wellbeing insights framework, in the midst of others.

This development has led to an increase in death rate, and reduction in life expectancy which has unfavorably influence on the economic progress of the country. The deplorable state of Nigeria's health organization has caused sick patients to seek for quality medical attention outside Nigeria where about 5,000 patients' monthly travel to other countries such as India to seek quality medical treatment, which is amounting to over N120bn being spent by Nigerians per annum (Olakitan, 2015). For instance, in the year 2015, on a universal adjustment, Nigeria ranks 11th on parental death rate (814 deaths/100,000 live births) and 10th on child death (72.7 deaths/1,000 live births). The country also ranks 213 out of 267 countries on the life expectancy scale with a figure of 53.02 years (World fact-book, 2015). From researchers underscores above, it may conclude that the wellbeing framework in Private hospitals has fall because of initiative issue, defilement, absence of imaginativeness, and so on.

In any case, it might likewise be that the Private doctor's facility administration has not thought of administration change to be focused and have an upper hand over their partners in India, which shows up to be a danger to the survival of Private hospital facilities, it depends on this foundation, that this research tends to rupture the hole in writing by deliberately looking at the idea of the connection between change management and enterprise competitiveness in clinics, with a view to delivering its suggestions to senior specialists and medical caretakers at the administrative position and other program formulators and in addition making recommendations that will help acquire the very much wanted aggressiveness in the regrettable condition of our Private hospitals.

Aim and Objectives of the Study

The point of the investigation is to analyze the connection between Change Management and Enterprise Competitiveness of Hospitals in Port Harcourt. The particular destinations of the examination incorporate;

1. To examine the extent of relationship between communication and technology use.
2. To examine the extent of relationship between communication and cost reduction.
3. To examine the extent of relationship between involvement and technology use.
4. To examine the extent of relationship between involvement and cost reduction.

Research Hypotheses

The research hypotheses are stated as follows;

HO₁: There is no significant relationship between communication and technology use.

HO₂: There is no significant relationship between communication and cost reduction.

HO₃: There is no significant relationship between involvement and technology use.

HO₄: There is no significant relationship between involvement and cost reduction.

2.0 Literature Review

Conceptual Framework for change management strategies and Enterprise Competitiveness

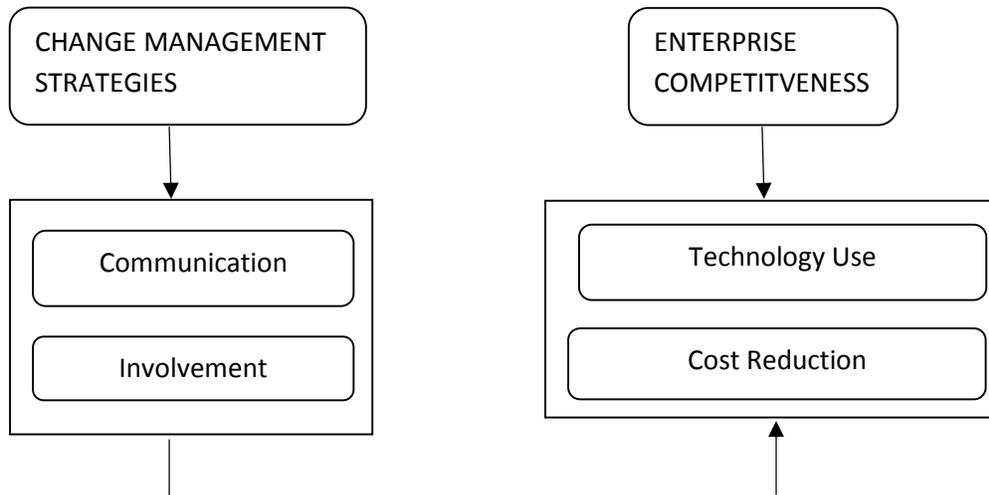


Fig. 1: Researcher's Conceptualization, 2017.

The systems theory, which views an organization as a complex system with boundaries allowing input and output was consequential to this study. The organizational framework exists inside a bigger outer condition with which the association must connect. Systems theory perceives that an adjustment in any piece of the framework makes change all through the framework. On the off chance that one a player in the framework changes, different parts must change to suit this new framework.

Peter Senge, a leader in **systems theory**, presents a simple example. In the event that one individual is cleaning up and another person in a similar house (framework) flushes the latrine, the water hands icy over the shower. The individual in the shower may endeavour to alter the temperature. Be that as it may, when he has alter the shower, the latrine bowl has filled, the water temperature backpedals to typical, and the individual in the shower would modify the temperature again – this time making it cooler.

Theory E and Theory O are change management theories. The names of these theories were coined by the Harvard Business School professor Michael Beer and Nitin Nohria to describe two goals that drive change initiatives; close term financial change or change in organizational abilities. Theory E (for financial rate) goes for sensational and quick increment in investor worth. Theory E relies heavily on cost cutting, down-sizing, and asset sales to meet its objectives.

On the other hand, Theory O (organizational abilities) is a long haul approach that means to make higher execution by encouraging an intense culture and proficient workforce.

Additionally relied on this research is the Theory of Innovative Enterprise propounded in Lazonick (1998), which says that a business venture tries to change profitable assets into merchandise and enterprises that can be sold to produce incomes. A theory of the firm, along these lines, must, at the very least, give clarifications to how this profitable change happens and how incomes are acquired.

Empirical Review of Change Management

Research concerning the effect of administration in fruitful change execution (Colville and Murphy, 2006; Conner, 1999) has started to address the ebb and flow need of further investigating the particular practices related with viable change authority, past research proposes that initiative significantly affects the achievement of progress (Conner, 1992, 1999; Higgs and Rowland, 2011; Kotter, 1995, 1996). In any case, advance examinations need to set up the particular behaviour that pioneers show to effectively execute change (Battilana *et al.*, 2010; Higgs and Rowland, 2011).

Higgs and Rowland (2011) contend that while there is writing to help the leader's part in effective change, the discoveries don't go much past nonexclusive depictions. While trying to give facilitating experimental avocation supporting the practices of fruitful change leaders, Higgs and Rowland (2011) directed an investigation of the practices of effective change leaders. Through a subjective report, they talked with leaders at 33 associations and had them remember and portray a story identified with change. Their last coding of the meetings included four basic conduct sets: attractor, edge and pressure, holder and changing that depended on the three expansive arrangements of authority practices from a past report (Higgs and Rowland, 2005); forming conduct, encircling change and making limit. They found that leaders who, exhibited the four behaviours, and had a minimal presence of leader-centric behaviours, had the highest level of success in their organizations. Leader-centric behaviours are "sets of behaviours in which the individual leader tends to be focus of the action" (Higgs and Rowland, 2011). While these findings contribute to the empirical link between change leader behaviours and successful change, limitations with their study exist. To begin with, the meetings were review in nature, which could have prompted one-sided reactions. Additionally, accomplishment at change as self-revealed, making it hard to survey the connection between the practices detailed and genuine results. Higgs and Rowland (2011) suggest that further quantitative research is needed to explore change leader behaviours.

Concept of Change Management

Firms' change administration incorporates procedures and instruments for dealing with the general population side of the change at a company level. These devices incorporate an

organized approach that can be utilized to adequately progress gatherings or associations through change. At the point when joined with a comprehension of individual change administration, these instruments give a structure to dealing with the general population side of progress. Individuals who are gone up against by change will encounter a type of culture-stun as set up examples of corporate life are modified, or seen by individuals as being debilitated. Workers will regularly encounter a type of "grief" or misfortune (Stuart, 1995).

Communication

Checking on writing on change functioning, communication was viewed as a basic part of building up the model because of the recurrence with great message is specified in the writing concerning change. Utilizing message as an instrument to help present the defense for change is broadly prescribed (Armenakis *et al.*, 1993; Burke, 2011; Ford *et al.*, 2008; Gilley *et al.*, 2009; Higgs and Rowland, 2005; Kotter 1995; Pasmore, 2011). Communication is believed to be a standout amongst the most well-known approaches to conquer protection from change (Armenakis *et al.*, 1993; Kotter and Schlesinger, 2008). Participants of progress need to know the association's method of reasoning for the change and that the proposed change is of incentive to them (Chin and Beene, 1995).

Involvement

The definitive research by Coch and French (1948) was the main study to report the positive effect of dynamic interest in a change activity. They found that drawing in workers and fortifying collective support diminished the protection from change. Additionally studies has discovered that the more individual info is looked for and people are a piece of the basic leadership process, the sense of duty regarding change builds (Burke, 2011; Kotter and Schlesinger, 2008). Kotter and Schlesinger (2008), propose interest and association as a methodology to beat protection for change members. Cooperation in a change exertion is essential albeit frequently tedious at the end of the day more advantageous than leaders regularly suspect (Armenakis and Fredenberger, 1997; Pasmore, 2011).

Concept of Enterprise Competitiveness

In endeavouring to gauge competitiveness, quickly raises two issues: what aggressiveness level ought to be tested? Should the estimation of aggressiveness be at big business, industry, national or global level? This create an enthusiasm among scientists, scholastics, experts, business visionaries, government officials and understudies is the competitiveness to business level, in light of the fact that is basic to audit the full scale level measure of aggressiveness (Gorynia, 2005), this investigation isn't conceivable to do in here and now, yet rather in long haul and this can support the association adaptability (Buckley *et al.*, 1988).

Technology Use

The administration forms on the innovation use or purchase can be a piece of the execution, nearer to clients and enterprise improvement through a suitable venture system (Buckley *et al.*, 1988; Gorynia, 2005). This is conceivable if differentiated the outcomes got, first with the energy about the objectives of managers and, besides, with the estimations

proposed in Figure 1 (Buckley *et al.*, 1988; Gorynia, 2005). In this way, the innovation use as a marker of competitiveness is one more of the factors used to quantify forms, since different late examinations on aggressiveness, have concentrated on the mechanical action as a variable of aggressiveness (Buckley *et al.*, 1988; Gorynia, 2005).

Cost Reduction

At the same time, the outcomes accomplished in the estimation of the execution of the piece of the overall industry, can prompt an idea of upkeep or change of the organization's potential. In spite of the fact that the estimation of the potential makes it somewhat troublesome, might be considered for a more compelling estimation the cost decrease in the age of new items and procedures, and also interest in innovation (Buckley *et al.*, 1988;) (Gorynia, 2005). Be that as it may, the cost research can come up short on the off chance that they don't clarify the execution of the associations (Artto, 1987;) Buckley *et al.*, 1988; (Gorynia, 2005).

3.0 Methodology (Materials and Methods)

Research Design

Having taken a critical view at the problem of the study and to take a 'quick look' of the situation and analyse it, the quasi-experimental design was adopted since the respondents are not under the control of the researcher, while the cross-sectional survey design was adopted for analyzing the primary data. The cross-sectional design is often known with survey research (Nachmias and Nachmias 1996). The 'desk research work' which involves finding out and gathering of existing relevant documents was adopted in the collection of secondary data which formed a firm background against which key research questions and hypotheses were formulated.

Population of the Study

The number of inhabitants in the investigation is the specialists of Private hospitals in Port-Harcourt Rivers State. Particularly the examination available populace is doctors and nurses. The Private hospitals are Omega Clinics, Danferd Specialist Clinics, High Heritage Clinics, Hilton Clinics and Springs Hospital Ltd. Five Private hospitals in Rivers State were utilized for this research.

Table 1: Total Population of Doctors and nurses in Private Hospitals in Port Harcourt

NAMES OF SELECTED PRIVATE HOSPITAL	DESCRIPTION OF MANAGEMENT STAFFS		POPULATION OF EACH PRIVATE HOSPITAL
	RESIDENT DOCTORS	RESIDENT NURSES	
Omega Clinics	5	10	15
Danferd Specialist Clinics	4	9	13
High Heritage Clinics	6	10	16
Hilton Clinics	5	9	14
Springs Hospital Ltd	6	9	15
TOTAL			73

Source: Rivers State Hospitals Management Board 2016.

Sample and Sampling Techniques

Essentially, since it would be basically dreary for the whole populace of Doctors and nurses in the various private hospitals in Port-Harcourt to be examined, the author received the purposive inspecting. It depends on the purposive inspecting procedure that the author precisely picked Doctors and nurses at the administration level in five private hospitals among the various private hospitals in Port-Harcourt Rivers State.

The available populace drawn from five chosen private hospitals inspected for this research is 73 respondents (i.e. Doctors and nurses) at the management level. The study incorporates the whole populace in the investigation for the way that the quantity of respondents isn't too little and it is inside the specialist control, henceforth there was no requirement for sample size determination.

Methods of Data Analysis

The methods of analysis includes grouping, tabulation of data, percentage was used. The author gets into checking of all reactions to guarantee the inquiry in the survey were altogether taken care of. This guarantees the data and precise understandings of reactions to the inquiry were made.

The data will be present on table and values expressed in percentage. Percentage is the data analytical tool. The strategy is utilized in light of the fact that the study configuration requests the association of the quantity of reactions for and against the study questions defined for the investigation. Spearman Rank Correlation (Rho) is the statistical technique for hypothesis testing; because it is non-parametric test and is symbolizing as “rho” or “p”.

The strategy read perception in the predictor and criterion factors, decides if there is affiliation or relationship. The formula for Spearman Rank Correlation is;

$$rs = 1 - \frac{6 \sum d^2}{n^2 - N} \quad \text{or} \quad rs = 1 - \frac{6 \sum d^2}{n(n^2 - 1)}$$

Where;

rs = Spearman rank value

n = Number of respondents

d = differences between ranks

d² = squares of differences

4.0 Results and Discussion

Data Analysis

This segment is anxious about the tests for the expected bivariate null theories utilizing the Spearman's rank order connection coefficient at a 95% certainty interim and at a 0.05 level of criticalness (2- tailed). A total of 4 hypothetical assumptions are postulated with all 4 being bivariate in nature and thus tested herein. The choice govern for the reception or dismissal of the hypothetical proclamations is set at a P < 0.05 for the dismissal of the null theories and a P > 0.05 for the acceptance of the null hypotheses. During the questionnaire sorting process, the researcher discovered that there were 3 questionnaire that was not properly filled which was voided making the number useable for analysis to be 70 respondents.

Table 2: Spearman’s correlation of Communication (CC) and measures of Enterprise Competitiveness

			CC	TU	CR
Spearman's rho	CC	Correlation Coefficient	1.000	.821	.780
		Sig. (2-tailed)	.	.000	.000
		N	70	70	70
	TU	Correlation Coefficient	.821	1.000	.253
		Sig. (2-tailed)	.000	.	.000
		N	70	70	70
	CR	Correlation Coefficient	.780	.253	1.000
		Sig. (2-tailed)	.000	.000	.
		N	70	70	70

Source: Data output, 2017

The data (table 4.1) uncovers a critical connection between communication (CC), which is a measurement of change management and the measures of big business intensity. The outcome is deciphered as takes after:

Communication (CC) and Technology Use (TU): The consequences of the investigation uncover that there is a noteworthy connection amongst communication and technology use which is a measure of enterprise competitiveness. This is as the rho value = .821 and p – value .000 indicate a substantial level of association between both variables; hence base on the decision rule of $P < 0.05$ for the tests, the null hypothesis is therefore dismissed as the outcome demonstrates a noteworthy connection amongst communication and innovation utilize.

Communication (CC) and Cost Reduction (CR): The results of the analysis reveal that there is a significant relationship between communication and cost reduction which is a measure of enterprise competitiveness. This is as the rho value = .780 and p-value .000 indicate a substantial level of association between both variables; hence base on the decision rule of $P < 0.05$ for the tests, the null hypothesis is hereby rejected as the result shows a significant relationship between communication and cost reduction.

Table 3: Spearman’s Correlation of Involvement and measures of Enterprise Competitiveness

			IV	TU	CR
Spearman's rho	IV	Correlation Coefficient	1.000	.762	.867
		Sig. (2-tailed)	.	.000	.000
		N	70	70	70

TU	Correlation Coefficient	.762	1.000	.153
	Sig. (2-tailed)	.000	.	.000
	N	70	70	70
CR	Correlation Coefficient	.867	.153	1.000
	Sig. (2-tailed)	.000	.000	.
	N	70	70	70

Source: Data output, 2017

The data (table 4.2) reveals a significant relationship between involvement, which is a dimension of change management and the measures of enterprise competitiveness. The result is interpreted as follows:

Involvement (IV) and Technology Use (TU): The results of the analysis reveal that there is a significant relationship between involvement and technology use which is a measure of enterprise competitiveness. This is as the rho value = .762 and p-value .000 indicate a high level of association between both variables; hence base on the decision rule of $P < 0.05$ for the tests, the null hypothesis is hereby rejected as the result shows a significant relationship between involvement and technology use.

Involvement (IV) and Cost Reduction (CR): The results of the analysis reveal that there is a significant relationship between involvement and cost reduction which is a measure of enterprise competitiveness. This is as the rho value = .867 and p-value .000 show an abnormal state of relationship between the two factors; hence base on the decision rule of $P < 0.05$ for the tests, the null hypothesis is hereby rejected as the result shows a significant relationship between involvement and cost reduction.

Discussion of Findings

This research exactly inspected the relationship between change management and enterprise competitiveness in private hospitals in Port Harcourt. In this chapter, analysis assessed the distribution of the variables and also tested the assumptions of bivariate and multivariate relations between the study variables. An aggregate of four (4) hypotheses were tested utilizing the Spearman's rank order connection. The aftereffects of the investigation uncovered critical and positive relations in each of the four (4) occasions and are examined as takes after:

Communication (CC) and Enterprise Competitiveness:

The consequence of the research uncovered that message is fundamentally connected with big business survival; this infers communication is extensively critical in improving endeavour aggressiveness and articulations towards work in the association. According to Tanasescu and Ionescu (2006), Romanian enterprises are already developing most of their export business in the western European market. Be that as it may, the incorporation implies significantly more than this. It requests an exceptional communication for making apparent the products and enterprises that will openly circle on the new gigantic market

that will be made. Communicating on such a market represents not only what, in a simplistic way, these companies count on, i.e. using the English Language.

Directly the messages considered for advancing the merchandise/administrations are concentrating on the shape and structure of the universal dialect picked. Be that as it may, the requests are far more noteworthy, in this way it is important to consider every one of the viewpoints identified with the communicational message pivot: the etymological, additional semantic and logical angles. For a positive image and which is to leave its mark on the consumer's long term memory; a communication blend foundation would be helpful. The blend ought to however not be imagined as an aggregate of communication implies, yet as an intelligent natural framework that is to work in a synergic way and which proficient call "integrated communication". Structured and managed in this way, communication turns into a distinctive competence of the organization, thus contributing on a large scale to its competitive advantage.

Involvement (IV) and Enterprise Competitiveness:

The research uncovers that there is a huge connection amongst involvement and enterprise competitiveness; this implies that organizations that place considerably more weight on consistency, predictability, and quality of people's work and actions; certainty that they are centered around accomplishing shared objectives; and desires related with a man's part in the association will probably be high performing. Notwithstanding getting a charge out of better income development, supervisors are better at accomplishing numerous different business objectives than are their partners. Expanding consideration regarding innovativeness and development and their cozy association with financial development has prompted an arrangement of different methods of process advancement. Additionally, client inclusion is required to plan workers for the presentation of the new ERP frameworks, impact workers' state of mind toward change and lessen protection making a course for the ERP framework. In any case, the ERP framework ought not be presented until the point when an inspirational state of mind is fabricated and maintained among potential clients (Al-Shamlan and Al-Mudimigh, 2011). Moreover, one main task is to build employee user approval of the ERP project and an optimistic user attitude (Shanks and Parr, 2000). Approval of the ERP project must be through showing the benefits for an ERP system (Aladwani, 2001; Mandal and Gunasekaran, 2003; Motwani et al., 2005; Somers and Nelson, 2004). Part of the building of employee acceptance must also involve securing the support of view leaders throughout the organizations (Aladwani, 2001). Finally, ERP systems are really tangled and complicated systems and require exact training. Establishing an ERP system without adequate user involvement possibly will yield to dreadful result.

5.0 Conclusion and Recommendations

Conclusion

All in all, this examination finds that change management procedures is firmly and fundamentally connected with enterprise competitiveness. This assertion is based on the outcomes of its analysis and the results of the tests of the hypotheses; hence the study states conclusively as follows:

- i. However, the outcomes acquired in this investigation give enough observational proof to infer that the cost decrease and the utilization of innovation are two

measures that can be utilized to learn the level of competitiveness in Hospitals, and is a solid scale that can be utilized as a part of future research.

- ii. Similarly, it can likewise be presumed that the scale proposed by Buckley, Pass and Prescott (1988) turns out to be a scale with abnormal state of unwavering quality and legitimacy to quantify the aggressiveness at the undertaking level. Thusly, if associations need to gain, keep up or increment their level of aggressiveness, first they will essentially decrease their cost however much as could reasonably be expected and make more productive utilization of innovation they have. Likewise, organizations will have no adjust, and fuse these two factors inside their business procedures, that these factors similarly affect the estimation of the level of aggressiveness, i.e., can't offer inclination to any of them or just to dispose of it in light of the fact that the outcomes may not be normal or be twisted.
- iii. On the other hand, given the vulnerability that is presently in business and the developing weight of the market so ventures, particularly private hospitals, gain or enhance essentially their level of aggressiveness, and have the capacity to keep up its market position, upper hand or even make due in an exceedingly globalized economy, it is important that organizations re-examine their business techniques and execute centered procedures to make or reinforce joint effort with its providers and clients, as this can altogether enhance their arrival on speculation, increment deals and add to their benefits, which can be deciphered as one both huge increment in the piece of the pie as in the monetary execution of the association.

Recommendations

The study, based on its results and conclusions, proffers the following solutions:

- i. Reducing expenses of associations can be accomplished speedier if organizations execute techniques of cooperation with its providers, that a productive and powerful coordination with providers can lessen the lifting of requests and the conveyance of the two associations suppliers of these clients and merchants, in this way diminishing acquirement expenses and coordinations of wares costs. Along these lines, the diminishment of the expenses of buys is a basic variable that can have a noteworthy positive effect both the execution and the aggressive capability of ventures.
- ii. In a similar way, the suitable utilization of the innovation on which it checks the association or the securing of new innovation by the same, is a basic condition to guarantee that organizations can gain or add to their level of competitiveness, since it is correctly through innovation organizations can lessen costs creation and enhance the association's procedures, producing new items and make its conveyance framework. Hence, the utilization of innovation has turned into the present writing in the field of business sciences, as a key marker of the estimation of the level of business competitiveness. In this sense, if organizations need to enhance their present level of aggressiveness, extra and constantly to the above, not just they that make more proficient innovation use with the association, yet in addition get, enhance or build up an equivalent or better innovation as its primary rivals.
- iii. Managers are advised to anticipate for change especially in hospitals where changes occur every second. Thus proactive measures in approach should be encouraged in managing change. This will reduce the negative effect on organizational

performance. Also, organizations should employ the service of internal change managers to work hand-in-hand with such expert employed externally so as to facilitate growth in performance and smooth change implementation.

Limitations and Suggestion for Further Studies

This work is limited by the population, sample size and the geographical spread. The number of inhabitants in the investigation comprises just of chosen private hospitals which are arranged in Port Harcourt, out of which just five was considered, in this manner giving space for the likelihood of mistakes in inspecting. Furthermore, the outcomes from the discoveries of this examination can't be summed up in different ventures since the investigation was constrained to just private hospitals. It is additionally recommended that reviews ought to be completed in different businesses and urban areas to approve the discoveries of this research.

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