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Sustainability of Change and Deep Organizational Structures: A Conceptual Framework

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Abstract

In the present scenario of post-covid19, rapidly fluctuating and uncertain business environments, globalization, persistently changing technology and intense competition; organizations are compelled to engage in change initiatives, not only to survive in the short-run but rather to prosper in the long-run. But unfortunately most contemporary organizations struggle in the quest of making meaningful and sustainable changes. This failure of change to sustain in an organization is in large part due to the prevailing organizational structures, known as deep organizational structures. Deep organizational structures are implicit and stable organizational orders, carrying the inborn ability to enforce or limit any organizational change. This research paper presents an alternative perspective on sustainability of change, by proposing a framework for uncovering the socially constructed deep organizational structures co-created by the organizational members in a specific time frame, in order to explore whether these deep structures act as change facilitators or inhibitors in the context of sustainability of change.

Keywords: *Change, Deep organizational structures, Sustainability of change, Qualitative case study, Alternative perspective, Change facilitators, Change Inhibitors.*

Introduction

According to Bawany (2016), “we are part of a world, where business as usual is change”, which is the fundamental reason why change is the natural response to uncertain and variable internal and external conditions faced by organizations (Alexander, 2022; Gillon, 2018; Kotter, 1995; Leifer, 1989). Globalization, de-globalization, intense competition, changing workforce and advanced technology are few of the factors which compel organization and its’ members to continuously engage in, and implement planned change in order to maintain their viability and competitiveness (Burnes, 2004; Gillon, 2018; Kotter, 1996; Sackmann, Eggenhofer-Rehart, & Friesl, 2009).

Organizational change occurs when the core aspects of an organization’s operations are altered. Culture, leadership, technology, goal, structure and people are typically the core aspects of any organization (Helms-Mills, Dye, & Mills, 2008). Generally organizational changes are introduced by organizations with the intention of performance improvement, but a lot many times these changes fail to achieve the intended outcomes (Beer & Nohria, 2000; Higgs & Rowland, 2005;

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Sackmann et al., 2009; Stouten, Rousseau, & De Cremer, 2018). This failure of change compels the management to introduce further changes, but sometimes even the newly brought changes fail to take root as well (Abeygunasekera, Bandara, Wynn, & Yigitbasioğlu, 2022). This sequence of introducing new changes, followed by failure, frustrates the management further, along with aggravating the already cynic other members of the organization; since a lot of efforts and investment has been made by the organization in the context of bringing successful organizational change (Abeygunasekera et al., 2022; Beer, Eisenstat, & Spector, 1993; Patterson et al., 2017; Schneider, Brief, & Guzzo, 1996).

The notion that change can and must be sustained has ambiguity (Clausen & Kragh, 2019). At one end sustainability is considered as desired outcome of deliberate initiatives of change, with the evidence that investments targeted towards change paid off and the past working structures, processes, and practices depict some improvement. This view advocates that compared to short-lived change, for organizations sustained change is more favorable (Alam, 2022; David Buchanan et al., 2005; De Matos & Clegg, 2013).

Parallel to this, sustainability of change and inertia are linked together and disrupt change during periods when most crucial (David Buchanan et al., 2005; Gallego-Bono & Tapia-Baranda, 2022; Gersick, 1991; Hodges & Gill, 2014; Tushman & Romanelli, 1985). The failed work practices in an uncertain and fluctuating environment are the ones which are supposed to be changed, where stability is not considered an achievable condition, but rather an aftermath of inertia, an underlying problem at hand, which should be solved (David Buchanan et al., 2005).

The proposed conceptual framework in this particular paper challenges the generally acceptable assumption that large magnitude change always occurs in small increments with slow pace, and endorses the alternative sustainability of change viewpoint by Tushman and Romanelli (1985) and (Gersick, 1991, 2020). As according to them, comparatively longer periods of stability, also known as equilibrium are punctuated by qualitative metamorphic periods known as revolution. This interrelationship of stability and revolution modes result in an underlying and highly durable order called deep organizational structure. The deliberate choices, social interaction and communication of organizational members generate these deep organizational structures (Camargo-Borges & Rasera, 2013; Gergen, 1999, 2012; Schwarz, Bouckenooghe, & Vakola, 2021).

According to Barley and Tolbert (1997), organizational structures become 'taken for granted facts' with the passage of time, and it becomes uphill task for individuals to either change or raise question upon their appropriateness and approach towards doing things. Consequently, once the socially constructed perceptions and behaviors become objectified truths for being around a longtime, change is sustained, and due to the shared acceptance of their existence, they become culturally embedded (Gergen, 2009).

Through the notion of deep organizational structures, this issue of cultural embeddedness can be addressed (Gersick, 1991, 2020). According to Gersick (1991) the pressure to bring change maybe

accelerated by internal and external issues, however efforts to introduce change is most certainly hampered by the forces of these highly intact deep organizational structures. Therefore for enforcing transformation; addressing, disintegrating and reconfiguring these deep structures become essential. Hence the role of change management is not limited to managing change only, but rather focus should be made to closely observe and evaluate these deep organizational structures threatening the sustainability of the desired change (Clausen & Kragh, 2019; Gersick, 1991, 2020).

The literature supporting the proposed conceptual framework is divided into two sections. The first section discusses in detail the two main constructs of the proposed conceptual framework: sustainability of change and deep organizational structures. Whereas the second section focuses upon the relevance of the two theoretical underpinnings supporting this particular proposed framework, which are punctuated equilibrium theory and the social constructionism theory.

Literature Review

Sustainability of Change

The change program's sustainability or simply 'sticking' to change is quite a perplexing issue, which has been given significant consideration in both academic and practical nature literature (Benn & Baker, 2009; Burnes, 2004; Doppelt, 2017; Dunphy, Griffiths, & Benn, 2007). In order to enhance the performance of the organization, the implicit strategy of most organizations is to stick to changes which have been implemented (David Buchanan et al., 2005). Technological innovation, de-globalization, and globalization are few of the imperatives which create pressure and compel organizations to initiate necessary changes, but managers have this knowledge in their conscious that changes with respect to time are difficult to maintain (Beer & Nohria, 2000; Burnes, 2004; Knodel, 2004; Smith, 2002) and most of the changes made are susceptible to decay with time (Dave Buchanan, Claydon, & Doyle, 1999; David Buchanan et al., 2005; Doyle, Claydon, & Buchanan, 2000).

According to Garriga and Melé (2004) as the term 'sustainability' has gained tremendous importance in both scholarly and practitioner literature of management, so has its definition gained confusion. This has created a challenge for both scholars and practitioners to come up with a universal definition of 'sustainability'. Sustainable change is considered a change that stays intact in the organization or becomes the established new norm (Bateman & David, 2002; David Buchanan et al., 2005; Drew, McCallum, & Roggenhofer, 2016). Corresponding to it, the definition of sustainability of change as per David Buchanan et al. (2005) is that for a given context in a suitable time period, sustainability of change is the process of maintenance of new working methods, performance goals and improvement trajectories.

A number of past studies reveal that in order to create an environment of sustainable change, organizations need self-working to transform into learning organizations, exhibiting continuous

learning and self-reflection, with constant support from flexible processes, structure and collective shared vision (Garvin, 1993; Pedler, Burgoyne, & Boydell, 1996; Senge, 2006). This implies that the change efforts need to consider and address the different aspects of organization simultaneously, such as, structures, strategy, managerial instruments, culture, leadership and processes, which will ultimately help in achieving sustainable change (Beer & Nohria, 2000; Friedlander & Brown, 1974; Nadler & Tushman, 1989).

But unfortunately, limited attention has been given to sustainability, although it was derived from Lewin's 'refreezing' concept (Lewin, 1951). Generally the literature on sustainability of change is scarce, majorly following the functionalistic paradigm, where changes must be made in certain structures, processes and conditions of that organization in order to induce desirable change within the organization (Brännmark & Benn, 2012; David Buchanan & Dawson, 2007; David Buchanan et al., 2005; Martin, Weaver, Currie, Finn, & McDonald, 2012). According to Oswick (2013), change from this perspective is considered a process which is linear and rational, while reality being accepted concrete and objective. In contrast, the more contemporary dialogic view of organizational change by assuming that all structures within organizations are socially constructed provides a much deeper and alternative perspective on sustainability of change (Oswick, 2013).

Organization Readiness for Change

According to David Buchanan and Dawson (2007), in order to sustain change, an organization depends upon the organization readiness for change of its members, deriving from overlapping of three constructs: cultural climate, absorptive capacity of the organization and a ready and receptive context (Miake-Lye, Delevan, Ganz, Mittman, & Finley, 2020; Vaishnavi, Suresh, & Dutta, 2019; Weiner, 2009). There is an interchangeable usage of the terms organization climate and organizational culture. Culture is context-dependent, complicated, based on multiple configurations of norms, behaviors, beliefs, tacit knowledge; which span over entire social systems and grasped through years of experience transmitted generation to generation and transcended beyond temporal boundaries (Ott, 1989; Schein, 1990). Climate on the other hand, is culture's explicit and lived manifestation (Ekvall, 1996) which across different organizations can be assessed durable or situational (Denison, 1996; Rentsch, 1990; Schein, 1990). Culture and climate were fused into a single 'cultural climate' construct, whereby adapting position based on two unique cultural organisms, known as so-called segmentalist and integrative cultures. The integrative cultures depict a holistic approach for problem solving, clear sense of direction, highly supportive internal networks and the ability of not being overshadowed by the past. But opposed to it, the segmentalist culture focuses on solving problems at departmental level, with a strong emphasis upon rules, regulations, hierarchies and efficiency. Change is generally observed to be stimulated by attributes of integrative cultures, whereas segmentalist cultures snub change (Kanter, 1983).

Rather focusing upon hierarchies, a ready and receptive context focuses on cross-functional collaboration and team orientation, and aims strongly for internal relationships and networks,

seeking to build consensus and communicate trust across all staff and management (Pettigrew, Ferlie, & McKee, 1992). Such features of a ready and receptive context are outcomes of skilled leadership approaches, where a leader relies more on his/ her interpersonal skills and becomes a team player, rather than getting the benefit of rank or status (Pettigrew et al., 1992).

The definition of organization's absorptive capacity is based on two functions: 1) cumulative of all employees' absorptive capacities and continuous practice till it is absolutely learned by all, and 2) the ability of an organization to exploit the absorptive capacities of its individuals (Cohen & Levinthal, 1990). But, factors such as managerial crankiness, internal competition, personal relationship nature and intention of colleagues to help determine the absorptive capacity's effectiveness (Szulanski & Winter, 2002).

There still remains clarity regarding how these factors of cultural climate, absorptive capacity and a ready and receptive context exist? And what aspects may hinder their occurrence? despite their strong ability towards affecting sustainability of change in organizations (David Buchanan & Dawson, 2007). Two alternative explanations might give sufficient evidence upon existence of these conditions namely: logics of replacement and logic of attraction (Weick & Quinn, 1999). Usually when something different replaces something existing, logic of replacement resonates. Generally, logics of replacement being macro in nature and prompted through system, process or structural change initiatives are communicated top-down within organizations. Parallel to it, the logic of attraction involves persuading people towards adapting change, instead of exhibiting resistance to change and involves leaders who design the change themselves, which they expect to observe in their subordinates (Weick & Quinn, 1999).

To ensure sustainability of change, the leaders involve their subordinates in rational change-oriented vertical discussions and dialogue, and indulging themselves in the types of constructive behaviors and attitudes, which they expect to see in people under them (Beer, 2001; Beer et al., 1993). Hence, logics of attraction is driven by individual's changes at the micro-level and their collective pull effects in the organization, as compared to logics of replacement, where changes are enacted at macro-level and pushed linearly at the organizational level.

Although organizations following the logics of attraction in their work practices can be described through the attributes, which are an outcome of contextual factors such as cultural climate, organization absorptive capacities and a ready and receptive context, but these factors are unable to explain the deep organizational structures responsible for driving these logics (Clausen & Kragh, 2019). Moreover the dynamics existing among changes at micro and macro level, are unexplained by these factors too.

Deep Organizational Structures

Heracleous and Barrett (2001) defined deep organizational structures as visibly implicit, relatively stable and continuously occurring patterns and processes that underpin and guide observable and apparent actions and events in an organization. According to the Punctuated Equilibrium Theory,

relatively longer periods of stability also known as equilibrium, can be punctuated through relatively shorter periods of metamorphic and qualitative change known as revolution. In all models of revolutionary change theory (RCT), these two mode's interrelationship results in an underlying but highly durable organizational order called deep organizational structure or simply deep organizational structure (Heracleous & Bartunek, 2021; Schwarz et al., 2021). For establishing deep organizational structure concept for this particular study, Tushman and Romanelli (1985) original work was considered which grounded upon Zald (1970) ideas, according to which organizations were considered sociopolitical arenas. Deep organizational structures of organizations are composed of five main attributes according to Tushman and Romanelli (1985): (1) values and core beliefs concerning the organization, its members and its environment (2) technology, political time and services (3) power distribution (4) the organizational arrangements and their integration (vertical and horizontal) (5) the pervasiveness, type and nature of control systems. For organizations seeking strategic reorientation, it becomes critical to reconfigure the present attributes of the deep organizational structures. In the context of this particular proposed conceptual framework paper, all the aforementioned deep organizational structure attributes are closely interrelated and all attributes would be considered (Clausen & Kragh, 2019; Silva & Hirschheim, 2007; Tushman & Romanelli, 1985).

Types of Deep Organizational Structures

Within organizations several different deep organizational structures prevail, such as network structures, leadership structures, psychodynamic structures and narrative structures, etc. A network structure describes how the internal order within an organization is maintained through groupings, types of communications and relations of organizational members with one another (Pallotti, Mascia, & Giorgio, 2023). Network structures are different from structures depicted through organization charts, job descriptions, policies, standard operating procedures (SOPs) and values (Clausen & Kragh, 2019). A valuable example could come from the relationships within employees of same as well as different departments. Generally organizations stress a lot on an amicable and good environment, for promoting group work and synergy. But due to such complicated departmentalization, people sometimes do not even know what happens in the office next to them. These deep relational structures may create a hindrance towards sustainability of change (Heracleous & Bartunek, 2020).

Narrative structures are another very important deep organizational structure which exists in organizations. The reality which is created through organizational member's conversations and shared meanings deeply affects individual's and group's attitude towards change (Dailey & Browning, 2014). For example the prevailing stories are a very important narrative structure of any organization (Clausen & Kragh, 2019). A story could exist that 'conflicts are never resolved in this organization', which may lead to organizational members believing that they should never indulge in healthy arguments with peers or leaders, because if a dispute or conflict arise as an after effect of an argument or brainstorming session, it would never be resolved in that particular organization.

In some organizations, the stories grow into metaphors. For example, a very popular metaphor in several organizations is ‘flying below the radar’ meaning that it’s better to hold back oneself, so things don’t go in the open, and one must keep minimum contact with the executives. People newly joining the organization, may reach out to executives very often with new ideas and suggestions in the beginning, but later learn it the hard way that leaning or holding back and having minimum encounter with the executives is much more beneficial for them (Heracleous & Bartunek, 2020). According to literature, psychodynamics may help the organizational members and the organization itself in understanding the deep organizational and social structures. Within individuals and groups, psychodynamics focus upon the motivational forces and dynamics existing between them as compared to the social constructionist theory which is concerned with constructs and structures existing between people (Neumann & Hirschhorn, 1999). During periods when change is on-going, psychodynamics tend to be most explicit (Carr, 2001). For example in some organizations, a perception prevails that the organizational members participate in a lot of meetings on weekly and monthly basis and a lot of talk is done in these meetings. At the end of the day, most people leave the meeting thinking what was the outcome of today’s meeting? So it can be said, that majority of good decisions are hardly made in these countless meetings. This example depicts the psychodynamics of such organizations. The leadership’s contextual conditions, competing leader values and change agency distribution all come into the domain of ‘leadership structures’ (Clausen & Kragh, 2019). For example in some teams, there is no clear leader; change agency is highly segregated with no clear roles and responsibilities, which leads to nobody feeling in charge and responsible for different tasks and activities. Initiating change in such a scenario becomes an uphill task, where lack of clear chain of command prevents people from taking ownership of the change-related project. The table 1 given below depicts types of deep organizational structures and their constituents.

Table 1: Types of Deep Organizational Structures

Type of Deep organizational structures	Constituents of Deep organizational structures
Network Structures	Fault lines Relations Communication patterns
Narrative Structures	Defining stories Defining metaphors Defining moments
Psychodynamic Structures	Psychological contracts Emotions Dominant behaviors
Leadership Structures	Leadership context Agency Competing values

(Clausen & Kragh, 2019)

Theoretical Underpinnings of Conceptual Framework

Punctuated Equilibrium Theory

The gradual periods of evolution ‘punctuated’ by rapid and abrupt periods of change known as revolution generating organizational variation is explained by the punctuated equilibrium theory (Gould & Eldredge, 1972; Van de Ven & Poole, 1995). The theory of punctuated equilibrium has been applied since long for studying organizational change, although it has its origin in the biology field; it has specifically been utilized to study about sudden changes which generally organizations face in their environment and internal composition and the way organizations respond to those abrupt changes (Chang, Bordia, & Duck, 2003; Fox-Wolfgramm, Boal, & Hunt, 1998; Gersick, 1991, 2020; Haveman, Russo, & Meyer, 2001; Tushman & O'Reilly III, 1996; Tushman & Romanelli, 1985).

For this particular proposed conceptual framework, punctuated equilibrium is the most relevant theory, as it focuses upon radical change which occurs in longer but unstable time periods and hence becomes the logical reason for preferring this theory over other theories of organizational change (Clausen & Kragh, 2019; Silva & Hirschheim, 2007). According to Giddens (1984) structuration theory is also prominent in its application to study the organizational change with respect to information technology (IT) introduction in the organization. But the structuration theory is more appropriate for studying change in shorter time periods, compared to punctuated equilibrium theory, which is applied to organizational change and an organization’s overall deep organizational structures at individual level (M. Barrett & Walsham, 1999; DeSanctis & Poole, 1994) in longer periods of time (Orlikowski, 1992).

Organizational change and its association with IT have been studied in various past researches through application of punctuated equilibrium theory to it (Palomino-Tamayo & Timaná, 2022; Silva & Hirschheim, 2007). A study on organizational change dynamics in relation to strategic IT alignment in an organization, based on punctuated equilibrium theory concepts was made in 2001 (Sabherwal, Hirschheim, & Goles, 2001). In an IS study, the IS development process was modeled as encounters and episodes, similar to periods of revolution and evolution respectively (Newman & Robey, 1992). In few other studies, radical and incremental changes were studied, which are similar to changes of revolutionary and evolutionary nature respectively (Dewar & Dutton, 1986; Ettlie, Bridges, & O'keefe, 1984).

One of the key concepts of punctuated equilibrium theory is deep organizational structure. According to Gersick (1991, p. 14) organizational system’s fundamental choices, which it made of the essential parts into which units are organized and the existence and maintenance of basic activity patterns, are the constituents of deep organizational structure of an organization. Gersick (1991)’s deep organizational structure conception is adopted for this particular proposed

conceptual framework, which is that organizations self-made choices and other factors are considered, and rests of options are excluded.

Social Constructionism Theory

The philosophical framework of social constructionism theory is based upon the processes, through which the social changes occurring in the postmodern society can be understood and addressed at a macro-level and specifically at the organizational level (Gergen, 2009; Hosking & McNamee, 2006). This theoretical movement is responsible in introducing an alternative perspective on construction of reality and knowledge generation. This particular theory focuses on processes, through which it can be identified how knowledge is created in history and can be seen embedded in a society's cultural values, norms and practices. The people's coordination through various events and encounters results in the social construction of meanings through this approach of social constructionism, hence it is always dynamic and fluid (Camargo-Borges & Rasera, 2013; Gergen, 1999, 2012).

The perspectives of social constructivist on organizational change attracted a wide array of researchers who studied it extensively to the extent that organizational development (OD) literature rooted discursively from it (F. J. Barrett & Cooperrider, 1990; F. J. Barrett, Thomas, & Hocevar, 1995; Ford, 1999; Ford & Ford, 1995; Grant, Michelson, Oswick, & Wailes, 2005; Heracleous, 2006; Heracleous & Barrett, 2001; Marshak, 2009; Oswick, 2013; Shaw, 2003; Woodman, 2008). This is a transition from a more materialist and positivist type of change towards more constructionist and interpretive form of change, which gradually evolved and made a shift towards 'new OD' from 'old OD' (Cox, 2005; Grant et al., 2005; Marshak, 2009; Marshak & Grant, 2008; Mirvis, 2006; Oswick, Grant, Marshak, & Wolfram Cox, 2010; Oswick & Marshak, 2012).

The discursive approach towards OD, has inevitably transformed the more tangible and concrete forms of change activity to less tangible and more abstract formulations (Oswick, 2009; Wolfram Cox, 2009). This is very much explained clearly through the difference that exists between traditional 'diagnostic OD' and emerging 'dialogic OD' (Bushe & Marshak, 2009). According to Bushe and Marshak (2009) diagnostic OD has a positivist epistemology and is a discrete and bounded process, which defines problems clearly and provides their rational solution as well via gathering the relevant data. Change through the lens of diagnostic OD is a linear, rational, concrete, tangible, knowable and contained process, whereby reality is considered as objective. Contrasting to it, dialogic OD is more of a hazy, intangible and emergent process, whereby reality is assumed to be constructed and negotiated socially (Oswick, 2013).

Therefore the logic behind application of social constructionist theory in this particular research framework is that from dialogic viewpoint of organizational change, it is believed that organizations are socially constructed via social actor's communication, interaction and individual as well as collective interpretation, whereby the resulting constructions affect the individuals as well (Berger & Luckmann, 1991; Marshak, 2019; Oswick, 2013). Hence this proposed framework endorses the

alternative and the emergent dialogic viewpoint of change, that deep organizational structures are co-constructed socially through organizational members.

Thus based on the above extensive literature review, this research paper suggests a framework (Fig. 01) for exploring sustainability of change through deep organizational structures' perspective. The proposition behind this conceptual framework is that sustainable change is dependent upon an organization's readiness toward change. But organization's readiness towards change is affected by driving logics known as deep organizational structures. These deep organizational structures if stay intact in an organization cause inertia (the inability of an organization towards change). Therefore in order to ensure sustainable change, these deep organizational structures must be altered (Clausen & Kragh, 2019). This may enable to lose the restraining forces and trigger the enabling forces to make interventions and enhance sustainability of change as a whole. By doing so, this proposed conceptual framework concurs with the emerging and alternative dialogic view of change, where change is expected to be increasingly ambiguous and intangible (Marshak, 2019; Oswick, 2013).

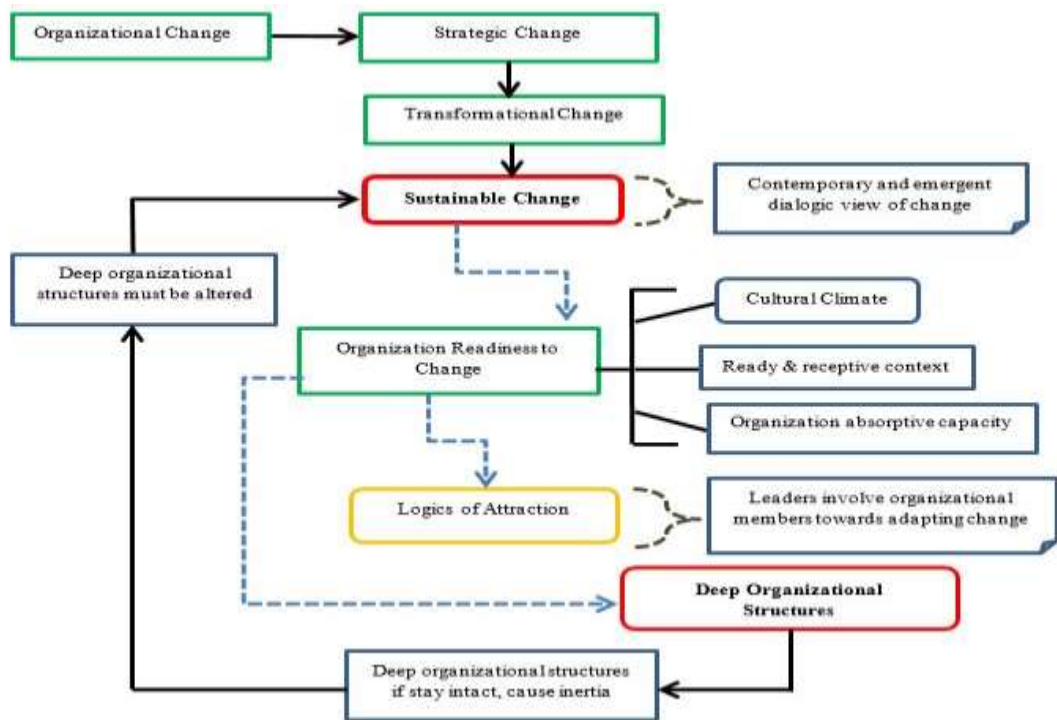


Figure 1: Proposed Conceptual Framework

Conclusion

The basic aim of this paper was to extensively look over the available literature on sustainability of change from both diagnostic as well as dialogic viewpoint of change. So, to begin with, the definition of sustainability of change was studied as prescribed by several noted researchers. But

the existing body of knowledge suggested that the definition of sustainability of change is ambiguous in literature and a consensus on a single definition has not yet been achieved (David Buchanan et al., 2005; Clausen & Kragh, 2019). Moreover the construct of sustainability of change is addressed with four other distinct names in the literature such as: sustaining change, sustainable organizational change, sustained change and sustainability (David Buchanan et al., 2005). Overall the literature available on sustainability of change is scarce from both scholarly as well as practitioner viewpoint.

The thorough study of sustainability of change literature suggested that maintaining sustained change is a major challenge for all organizations, as it is affected by factors such as cultural, managerial, leadership, processual, contextual, political, temporal, organizational, individual and financial (David Buchanan et al., 2005). One of the main factors disclosed in various studies was organizational structures. Organizational structures can be both explicit such as job descriptions, SOPs, work instructions, organizational organogram, etc. and implicit such as deep organizational structures, which are visibly implicit, relatively stable and continuously occurring patterns and processes that underpin and guide observable and apparent actions and events in an organization (Heracleous & Barrett, 2001; Palomino-Tamayo & Timaná, 2022).

These deep structures when stay in an organization for a long time, become culturally embedded in the organization. Therefore the strong forces of these highly intact deep organizational structures make it difficult for change to penetrate within the system and remain sustained for a long time (Heracleous & Barrett, 2001; Heracleous & Bartunek, 2021). Hence, it becomes crucial to understand these deep organizational structure's nature and evaluate if they facilitate or hinder sustainability of change.

So, through this framework, an alternative view of sustainability of change is presented in this paper, by focusing upon the deep organizational structures co-created by organizational members in a specific time frame and their ability to facilitate or hamper sustained change.

In future, case study methodology can be used to explore this framework of sustainability of change via the deep structure's lens to observe the change hindering and facilitating deep organizational structures prevailing in an organization (Clausen & Kragh, 2019). This paper made use of punctuated equilibrium and social constructionism theories as theoretical underpinnings of the suggested framework; but future studies may study sustainability of change via other theoretical lenses such as systems theory and other theories of organizational change management. Moreover some mixed method studies can also be conducted further under the guidelines of the proposed conceptual framework of this paper.

Declarations

Ethical Approval

Not applicable.

Conflict of Interest

The author declares no competing interests.

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