

## Effect of Electronic Shared Governance Factors on Organizational Change Strategies among Nurse Managers

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### Abstract

**Background:** E-governance in healthcare fosters digital transformation, enhancing transparency and efficiency. For nurse managers, it drives organizational change by reshaping leadership roles, communication, and decision-making processes. **Aim:** to assess the effect of electronic shared governance factors on organizational change strategies among nurse managers. **Design:** descriptive research design. **Setting:** Assiut University Hospitals. **Subject:** Nurse managers (n=80) at top and middle organizational levels. **Tools:** 1<sup>st</sup> tool Nurse managers' e-governance; it divided into two parts: nurse managers' personal & job characteristics form & nurse managers' e-governance scale, 2<sup>nd</sup> tool organizational change strategies scale. **Results:** The highest correlation was found between e-transparency and the support and facilitation strategy, with a value of (0.740), highlighting the crucial role this strategy plays in promoting e-transparency. Additionally, all e-governance factors demonstrated strong and statistically significant relationships with organizational change strategies, showing a 100% correlation at a (0.01) significance level. **Conclusion:** It was observed that university hospitals showed a strong interest in e-governance, and nurse managers effectively utilized various aspects of electronic governance to drive successful organizational change strategies. **Recommendation:** Promoting transparency and clarity to foster greater creativity and satisfaction within the nursing team, and engaging the majority of experienced and visionary nurses in shaping the future plans of university hospitals.

**Keywords:** *Electronic Shared Governance, Nurse Managers, Organizational Change Strategies*

### Introduction

E-governance among nurse managers is reshaping healthcare leadership through the integration of digital tools that enhance participation, transparency, auditing, and accountability. By adopting e-participation platforms, nurse managers actively contribute to decision-making and policy development, while e-transparency ensures open access to information, fostering trust and informed leadership. E-auditing systems support accurate monitoring of processes and compliance, and e-accountability strengthens responsibility by tracking performance and outcomes. Together, these elements empower nurse managers to lead more effectively in a digital healthcare environment, promoting efficiency, integrity, and quality patient care (Electronic idea, 2017).

E-participation empowers nurse managers by enabling them to engage in policy-making, training, and decision processes through digital forums, surveys, and collaborative tools. This digital involvement fosters a more inclusive work culture, allowing nurse leaders to contribute their expertise and feedback in real-time. It also enhances communication between management levels, bridging gaps between clinical staff and

administrators, and promoting a more democratic governance structure (Bovaird & Tony, 2023).

E-transparency ensures that policies, procedures, and outcomes are accessible and understandable across all levels of the organization. For nurse managers, this means greater visibility into operational metrics, resource allocations, and performance indicators. Transparency tools such as dashboards and digital reports promote trust, reduce ambiguity, and support informed decision-making, ultimately improving accountability and patient care outcomes (Bovaird & Tony, 2023).

One key aspect is **e-auditing**, which enables real-time monitoring and evaluation of nursing practices, resource utilization, and compliance with clinical standards. Through automated audit systems and electronic records, nurse managers can ensure accuracy, reduce errors, and maintain transparency across operations (NEXT IAS Team, 2025). This digital approach not only streamlines administrative tasks but also strengthens accountability and supports data-driven improvements in patient care. As a result, e-governance empowers nurse managers to lead more effectively in today's complex and rapidly evolving healthcare environment (Sapru & Sapru, 2024).

A key component of e-governance is **e-accountability**, which uses digital systems to monitor, track, and evaluate staff performance, resource use, and compliance with clinical standards. For nurse managers, e-accountability enhances transparency and ensures that responsibilities are clearly defined and measurable. It enables timely feedback, supports evidence-based decision-making, and promotes a culture of responsibility and continuous improvement. By embracing e-accountability, nurse managers can lead more effectively, ensuring high standards of care and operational efficiency (Oktem & Demirhan, 2024).

E-governance is driving significant organizational change in healthcare by integrating digital technologies into management and operational processes, with nurse managers at the forefront of this transformation. As healthcare settings become more complex and data-driven, nurse managers are adopting e-governance tools to enhance communication, decision-making, accountability, and service delivery. This shift not only improves transparency and efficiency but also redefines leadership roles, requiring nurse managers to adapt to new responsibilities and digital workflows. Through the implementation of e-governance, organizational structures become more responsive and collaborative, empowering nurse managers to lead change and improve patient care outcomes (Kokina, 2025).

Organizational change in healthcare requires effective strategies to ensure smooth transitions and sustained improvements, especially among nurse managers who serve as vital links between clinical staff and administration. To navigate change successfully, nurse managers often rely on a combination of approaches. **Education and communication strategies** help build awareness and understanding by providing accurate information and clear messaging about the change process. Similarly, **participation in change strategies** actively involve nurse managers and their teams in planning and decision-making, fostering ownership and reducing resistance. These strategies ensure that staff feels informed, engaged, and prepared for upcoming changes (Beer, et al 2025).

In addition, **support and facilitation strategies** offer the necessary resources, training, and emotional support to help nurse managers adapt and lead effectively. **Dialogue and negotiation strategies** create space for open discussion and compromise, addressing concerns and aligning diverse perspectives within the organization. In some cases, organizations may use **deception and camouflage strategies**, where changes are

introduced gradually or rebranded to reduce opposition and ease acceptance. While controversial, these strategies can be effective in highly resistant environments. Together, these approaches help nurse managers lead change with clarity, empathy, and adaptability, ensuring that organizational goals are met while maintaining staff morale and patient care quality (Hannum, 2024).

E-governance has become a transformative force in the healthcare sector, promoting transparency, efficiency, and accountability through the use of digital tools and platforms. For nurse managers, who play a central role in coordinating care, managing teams, and implementing policies, the integration of e-governance represents both a challenge and an opportunity. As healthcare organizations undergo digital transformation, nurse managers must adapt to new technologies, communication methods, and leadership models. Studying the relationship between e-governance and organizational change is crucial to understanding how nurse managers can effectively navigate this evolving landscape, contribute to institutional goals, and improve patient care outcomes.

### Significance of the study

E-shared governance can help bridge the gap between institutions and citizens, using this connection to drive effective organizational changes that enhance the current administrative structure within the governorate, ultimately aiming for good governance. The analysis of the relationship between e-governance comprising e-transparency, e-accountability, and e-auditing and organizational change strategies which include engagement and change, dialogue and negotiation, deception and camouflage, learning and communication, and support and facilitation strategies provides insight into how these elements interact to support reform. (Alshemarry, 2020).

Despite the growing implementation of e-governance in healthcare institutions, there is a limited understanding of its impact on organizational change among nurse managers. Many nurse managers face challenges such as inadequate training, resistance to change, unclear communication, and lack of institutional support, which hinder the effective adoption of e-governance tools. Additionally, strategies for facilitating organizational change such as education, communication, participation, and support are not consistently applied or evaluated in nursing leadership. This gap in knowledge and practice underscores the need for a focused study to explore how e-governance influences organizational change processes, what barriers nurse managers encounter,

and what strategies can best support their leadership in a digital healthcare environment (**Kokina, 2025**) . As it is noticed that there has been limited attention to the knowledge will need to respond to e-governance and its effect on organizational change strategies in national Egypt studies for Assiut University Hospital there's no study conducted about this phenomenon.

So, the researchers motivated to know the extent to which the Assiut University Hospitals can adopt modern and effective mechanisms of e - shared governance factors and how its effect on organizational change strategies among nurse managers.

### Aim of the study

To assess the effect of electronic shared governance factors on organizational change strategies among nurse managers at Assiut University Hospitals.

### Study question

*To fulfill the aims of this study, the following study questions are formulated:*

What is the effect of electronic shared governance factors on organizational change strategies among nurse managers?

### Subject and method

**Research design:** Descriptive correlational research design was utilized in the current study.

### Setting

This study carried out at Assiut University Hospitals (Main, Pediatric, Neurological, EL Rajihy, Heart, Oncology, Trauma, productive Health and Urological Hospitals).

### Subject

The convenience sample consisted of all nurse managers (N=80) who occupy top and middle organizational levels at the selected hospitals.

### Data Collection Tools

**Tool I: Nurse Managers E-governance Scale:** It was self-administered scale developed by the researchers, it divided into two parts as following: -

**Part (1): Nurse Managers Personal & job characteristics form:** It was included age, gender, marital status, educational level, and years of experience, nurse managers' position and department.

**Part (2): Nurse Managers E-governance Scale:** - This tool was developed by the researchers after reviewing the relevant literature (**Abdul Salam, 2020**). It measures nurse managers' attitudes about

e-governance. It consisted of 22 criterions, includes e – participation ( 5 items), e - transparency ( 5 items) , e-accountability ( 7 items), e-auditing ( 5 items). Scoring system: The participants were asked to indicate their agreement or disagreement with the scale statements by using a 3-point Likert scale in which response for each item ranging from in which response for each item ranging from agree = (3), neutral= (2), disagree = (1) To determine attitudes of nurse managers attitudes responses toward e-governance.

### Tool II- Organizational change strategies scale:

It was developed by the researchers to measures organizational change strategies as regard using of e-governance & e- accountability among nurse managers. It consisted of (20) items, classified into 5 dimensions, Education and Communication Strategy ( 4 Items), Participation in change strategy ( 4 Items ), Support and facilitation strategy ( 4 Items ), Dialogue and negotiation strategy( 4 Items ) & Deception and camouflage strategy( 4 Items ).Scoring system: confirmed the participants' responses based on three points Likert scale ranging from poor scored by (0), average scored by (1) and good scored by (2), to determine attitudes of nurse managers' attitudes responses toward organizational change strategies.

### Study procedures

The data was collected by three phases:

#### Preparatory phase

An official permission had been obtained to collect necessary data from the Dean of Faculty of Nursing and medical and nursing Directors of the selected hospitals. The study tools were developed following an extensive review of relevant literature.

**Face validity** was established to ensure clear understanding of the study tools. This was achieved through expert evaluation by a panel of five professors from the Nursing Administration Departments at the Faculty of Nursing, Assiut University.

**Content validity** was assessed using confirmatory factor analysis to evaluate the relevance, clarity, and accountability of each item. All items scored  $\geq 1.2$ , confirming their validity for inclusion in the tools.

**Reliability** of the study tools was measured through internal consistency using Cronbach's Alpha coefficient. All tools showed high reliability, with values exceeding 0.8.

Tools	Reliability
E-governance scale	$\alpha = 0.912$
Organizational change strategies	$\alpha = 0.878$

### Pilot study

The researchers applied pilot study of (10%) study subject (N= 8) who participated in the study to assess the practicality, usability, effectiveness, and clarity of the tools.

Official approval was obtained through a formal letter from the directors of Assiut University Hospitals, granting permission to conduct the study and outlining its objectives and nature.

### Implementation phase

This phase extended over approximately two months, beginning in late March 2025 and concluding in May 2025. Data was collected using self-administered instruments. Prior to participation, the researchers explained the purpose of the study, with each session taking about 10 to 15 minutes per participant.

### Ethical considerations

The research proposal received approval from the Faculty of Nursing's ethical committee on February 25, 2025. Code no. (1120251001). There were no risks posed to participants during the conduct of the study. Ethical standards commonly applied in clinical research were strictly followed. Nurses who agreed to participate provided verbal consent after being informed about the study's purpose and nature. Confidentiality and anonymity were guaranteed, and participants were assured of their right to decline participation or withdraw at any point without needing to provide a reason. Participant privacy was respected throughout the data collection process.

### Statistical analysis

The data collected was organized, coded, categorized, tabulated, and analyzed using the Statistical Package for Social Sciences (SPSS) version 26. Data were presented in tables and charts using frequencies, percentages, means, and standard

deviations. Pearson correlation was applied to examine relationships between variables, with a p-value of 0.05 considered statistically significant.

### Results

**Table (1):** This table represents the percentage distribution of personal & job characteristics for the studied subjects at Assiut University Hospitals. It shows that more than thirty of nurses managers are aged less than 40 yrs. old (32.8%), all study nurse managers are females (100%). Have middle of managerial level (80%), more than half percentage of study nurse managers are supervisors and married (62.5%) . the more than thirty (40%,) of study subject are having less than 10 years of experience

**Table (2):** This table reflects that, the mean score and coefficient of variation of a variable as regard electronic governance factors, reflects lower mean score at all factors ( $2.876 \pm 0.508$ ) which has a value of (P-Value = 0.000).

**Table (3):** The results show the mean, standard deviation, and coefficient of variation for organizational change strategies, with an average score of 2.670, indicating a low level below the expected standard. This finding is supported by the coefficient of variation and a statistically significant p-value of 0.000.

**Table (4):** Illustrates all e-governance factors namely e-transparency, e-participation, e-auditing, and e-accountability and reveals strong, statistically significant correlations with organizational change strategies, showing a 100% correlation at a 0.01 significance level. The strongest link was observed between e-transparency and the support and facilitation strategy, with a correlation of 0.740, highlighting the critical role of this strategy in promoting e-transparency. Overall, e-governance factors consistently demonstrated significant associations with organizational change strategies at both organizational and dimensional levels. Based on these findings, the primary hypothesis was confirmed: there is a significant relationship between e-governance and organizational change strategies.

**Results****Table (1): Distribution of Personal & job characteristics of the studied nurse managers, At Assiut University Hospitals (No. = 80)**

Personal & job characteristics	No ( 80)	%
Age: (years)		
Less than 40 yrs.	41	32.8
from 40-50 yrs.	31	24.8
More than 50 yrs.	8	6.4
Mean ± SD	33.48±7.69	
Gender		
Male	0	0.0
Female	80	100.0
Managerial Level		
Middle level ( Ng. Supervisor )	64	80.0
Top level ( Ng. Director)	16	20.0
Level of education		
Bachelor	64	80.0
Master degree	12	15
Doctoral	4	5
Marital status		
Single	18	22.5
Married	50	62.5
Divorced	4	5.0
Widow	8	10.0
Experience years		
less than 10 year	32	40.0
From 10- 15 yr	16	20.0
from 15- 20 yr	28	35.0
↑than 20 yr s	4	5.0
Mean ± SD	9 ± 6.54	

**Table (2): Mean scores of electronic governance factors as regarding the response of study nurse managers (N= 80)**

Factors of electronic governance	Mean ± SD	P- Value
1-Electronic participation	2.392±0.491	0.000
2-Electronic Transparency	3.138 ± 0.522	0.000
3-Electronic auditing	2.974±0.510	0.000
4-Electronic accountability	3.001±0.509	0.000
<b>Total</b>	<b>2.876±0.508</b>	<b>0.000</b>

\*Significant level at P value < 0.05, \*\*Significant level at P value < 0.01



**Table (3): Mean scores of organizational change strategies as regarding the response of study nurse managers (N= 80)**

Organizational change strategies	Mean $\pm$ SD	P- Value
1-Education and Communication Strategy	2.228 $\pm$ 0.477	0.000
2-Participation in change strategy	2.175 $\pm$ 0.442	0.000
3-Support and facilitation strategy	3.091 $\pm$ 0.544	0.000
4-Dialogue and negotiation strategy	2.663 $\pm$ 0.493	0.000
5-Deception and camouflage strategy	3.241 $\pm$ 0.559	0.000
<b>Total</b>	2.670 $\pm$ 0.503	0.000

\*Significant level at P value < 0.05, \*\*Significant level at P value < 0.01

**Table (4): Correlation between nurse managers' responses regarding factors of electronic governance and Organizational change Strategies**

Factors of electronic Governance		Organizational change Strategies				
		Education and Communication Strategy	Participation in Change strategy	Support and Facilitation Strategy	Dialogue and negotiation strategy	Deception and camouflage strategy
<b>Electronic participation</b>	P	0.000**	0.000**	0.000**	0.000**	0.000**
	r	0.426	0.476	0.400	0.398	0.385
<b>Electronic accountability</b>	P	0.000**	0.000**	0.000**	0.000**	0.000**
	r	0.377	0.280.3	0.423	0.333	0.419
<b>Electronic auditing</b>	P	0.000**	0.000**	0.000**	0.000**	0.000**
	r	0.367	0.478	0.400	0.398	0.421
<b>Electronic Transparency</b>	P	0.000**	0.000**	0.000**	0.000**	0.000**
	r	0.410	0.412	<b>0.740</b>	0.400	0.163
<b>Total</b>	P	0.000**	0.000**	0.000**	0.000**	0.000**
	r	0.398	0.431	0.788	0.401	0.387

\*Significant level at P value < 0.05, \*\*Significant level at P value < 0.01

## Discussion

Electronic governance (e-governance) plays a crucial role in shaping organizational change strategies by leveraging digital tools to enhance efficiency, transparency, and decision-making.

Electronic governance is a significant concern in many hospitals worldwide, and Assiut University Hospitals in Egypt are no exception. Understanding the factors of e-governance have are some key effects: Improved Efficiency, E-governance streamlines administrative processes, reducing paperwork and manual intervention, which accelerates decision-making and implementation. Enhanced Transparency: Digital governance ensures that information is accessible to stakeholders, fostering accountability and reducing corruption. Strategic Adaptation: Organizations must revise their strategies to integrate digital solutions, ensuring alignment with technological advancements. Employee and Stakeholder Engagement: E-governance encourages participatory decision-making, allowing employees and stakeholders to contribute to policy changes. Security and Data Management: Organizations must adopt robust cyber security

measures to protect sensitive information while implementing e-governance (Sapru, & Sapru, 2024).

The present study aimed to assess the effect of electronic shared governance factors on organizational change strategies among nurse managers at Assiut University Hospitals.

The present study illustrated that the majority of studied subject at Assiut university hospitals, report that aged less than 40 yrs. old, all study subject were females. Have middle of managerial level, more than half percentage of study subject were supervisors and married. the more than thirty of study subject were have years of experience that less than ten.

The current study revealed that, the mean score and coefficient of variation of a variable as regard electronic governance factors, reflects lower mean score at all factors confirmed by the low consistency in the answers of the individuals mentioned in the study subject, which was reflected by the standard deviation. This was an evidence of the weak implementation by all hospital administrations of the factors of e-governance.

These findings aligned with those of **Gilliam et al. (2016)**, who emphasized that strong leadership and a robust shared e-governance framework should be prioritized in healthcare professionals' clinical practice settings. Additionally, **Aly and El-Sayed Ghoniem (2021)** noted that shared e-governance among healthcare staff at Suez Canal University Hospital was generally low. However, the hospital exhibited high overall governance scores and strong performance across all shared governance dimensions following the implementation of a recommended shared governance strategy.

Additionally, **Hamdan and Jaafar (2024)** demonstrated that the development and implementation of targeted shared governance structures and processes significantly improved nurses' perceptions of shared governance within the hospital. Key effective components of this model included involving nurses in decision-making across various organizational levels and empowering their participation.

The current study found that the mean, standard deviation, and coefficient of variation for organizational change strategies averaged, indicating a low level below the standard average. This was further supported by the low consistency in participants' responses, reflected by a standard deviation and a highly statistically significant coefficient.

The current study findings were consistent with administrative studies have differed regarding the approaches and strategies used to implement strategic change within organizations. **Jones and Hill (2020)** identified three strategies for organizational change: management process development, business process reengineering, and business innovation. **Certo et al. (2022)** also identified four change strategies: radical change, limited change, routine change, and reorientation. Regarding organizational change, **Kanter et al. (2020) and Certo et al. (2022)** identified four change strategies: radical change, limited change, routine change, and reorientation.

Furthermore, **Julian and Matjic (2020)** identified five key strategies they deemed crucial for successful organizational change. These strategies will serve as foundational dimensions in the present study, aligning with the research variables and the current research setting (**NEXT IAS Team, 2025**). Transparency and accountability form the cornerstone of democratic governance, empowering citizens, building trust, and ensuring that governments serve the public's best interests. By adopting innovative methods such as social accountability and utilizing technology, governments around the world can tackle systemic issues and promote inclusive, responsible governance.

**Sassen (2023)** stated that patient-centered care demands changes at both the individual healthcare

provider level and the broader organizational level within healthcare institutions. Leadership is more effective when based on shared governance rather than traditional control and management. Engaging nursing professionals in decision-making and enabling their participation throughout the healthcare organization enhances their involvement in patient care. This approach fosters an organizational strategy where nurses take ownership of their care responsibilities. Conversely, decisions made solely by executives not directly involved in patient care can lead to negative outcomes. Shared governance empowers nurses and improves satisfaction for both patients and nursing staff. It emphasizes relationships over task performance, promoting shared decision-making between line and staff management.

The current study showed that, all factors of e-governance, represented by (e-transparency, e-participation, e-auditing, and e-accountability), and shows significant correlations with organizational change strategies, with a maximum percentage and a significance level. The highest correlation was found between e-transparency and the support and facilitation strategy, with a value of 0.740, highlighting the crucial role of this strategy in promoting e-transparency. Additionally, all e-governance factors demonstrated significant correlations with organizational change strategies, showing a maximum percentage and a significant correlation. Based on these findings, the primary hypothesis was accepted: there is a significant relationship between e-governance and organizational change strategies at both organizational and dimensional levels.

This study aligned with **Lu (2024)**, who conducted a qualitative synthesis of selected sources to identify common themes, trends, and impacts of digital technologies on change management strategies. The findings reveal that digital technologies play a crucial role in accelerating and shaping organizational change. They enable more agile, data-driven decision-making, allowing organizations to quickly adapt to market disruptions and seize new opportunities. Furthermore, digital tools improve communication and collaboration across departments, streamline operations, and encourage innovation. Integrating digital technologies into change management strategies enhances efficiency, competitiveness, and flexibility. However, successful adoption requires overcoming challenges such as skill shortages, the digital divide, and resistance to change. These findings suggest that organizations should focus on continuous digital skills development, strengthening digital infrastructure, and implementing inclusive change management practices to maximize the benefits of digital transformation.

**Nograšek (2022)** highlighted that managing change during e-government implementation is a highly complex challenge. He also pointed out that inadequate change management strategies are a key reason why many e-government projects fail. A review of the existing literature reveals that change management in e-government remains largely underexplored, likely because these issues are not sufficiently addressed in practice. This gap may stem from the common perception of e-government merely as an ICT application within the public sector, rather than recognizing it as a complex organizational challenge.

Generally, traditional interactions within government institutions between service providers and service delivery especially amid technological advancements in many countries are hindered by limited technological resources, lack of expertise, and bureaucratic administrative structures. This has resulted in service centers within these institutions being less technologically advanced compared to those in other societies. Consequently, this has increased challenges for various departments, widening the gap between government agencies and their employees. Over time, this gap has grown, leading to diminished public trust and hindering the establishment of good governance, making it difficult to convince citizens of the need for and success of change. The results of this study reveal the strongest correlations between e-governance factors and organizational change strategies, with overall e-governance factors showing highly significant correlations with these strategies, demonstrating a strong and statistically significant relationship

### Conclusion

The study concluded that there was interest from nurse managers at Assiut University Hospitals in e-governance due to their interest in (electronic auditing, electronic transparency, electronic accountability, electronic participation), but this interest was not at the required level. The study found that university hospitals effectively utilized advancements in electronic auditing to drive further positive developments in successfully implementing organizational change strategies. Nurse managers capitalized on changes across various aspects of electronic governance collectively, rather than individually, to achieve overall success in organizational change efforts.

### Recommendations

*Based on the findings of the present study, the following recommendations were suggested:*

1. Achieving transparency and clarity to achieve high levels of creativity and satisfaction among the nursing team.
2. Involving the majority of the visionary and experienced nursing team in the future plans of university hospitals, with the aim of gaining the greatest possible amount of creative ideas, identifying their opinions and suggestions, and translating them into tangible reality.
3. Increasing attention to electronic auditing, as it has a direct impact on enhancing the success of organizational change strategies by focusing on supporting and participating in change.
4. Activating and expanding social media networks and official websites between university hospitals and the central government, with the aim of increasing expertise and information exchange with the nursing team, facilitating services and interactions with them, achieving team satisfaction and high levels of success in the services provided.
5. Developing new services that provide advanced services to the nursing team, increasing the success of their work and, consequently, increasing their chances of success in the change strategies they adopt

### Limitation of the study

There were some limitation facing the researcher during the period of data collection, it includes the following point: Number of nurse managers' number working with the units. Lack of nurse managers' knowledge about the research topic and prolonged working hours.

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