



**FACTORS CHALLENGING CHANGE MANAGEMENT PRACTICE: IN THE
CASE OF GURAGE ZONE PUBLIC SECTORS**

MASTER OF BUSINESS ADMINISTRATION

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**WOLKITE UNIVERSITY, WOLKITE, ETHIOPIA
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**FACTORS CHALLENGING CHANGE MANAGEMENT PRACTICE:IN THE
CASE OF GURAGE ZONE PUBLIC SECTORS**

**A THESIS SUBMITTED TO THE
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DECLARATION

I hereby declare that this thesis MBA dissertation is my original work and has not been presented for degree in any other university, and all sources of material used for this thesis/ dissertation have been duly acknowledged.

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ACRONYMS AND ABBREVIATIONS

ANRO	Agriculture and Natural Resource Development Office
AO	Administration Office
BPR	Business Process Re-engineering
BSC	Balanced Score card
CM	Change Management
CMP	Change Management Practice
FEDO	Finance and Economic Development Office
GTP	Growth and Transformation plan
GZPS	Guraghe zone public Sector
HO	Health Office
IT	Information Technology
QMS	Quality Management System
RTO	Road Transport Office
TDO	Town Development Office
TQM	Total Quality Management
GZDOFED	Gurage Zone Department of Finance and Economic Development
ADKAR	Awareness, Desire, Knowledge, Ability, Reinforcement.

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ABSTRACT

The implementation phase of change management pointed as the most challenging factor. Thus, this study intended to identify factors that challenge to implement change management in public sector. To address the study objectives, public sector select purposive or judgmental sampling method and the sample size of 206 respondents were selected to proportional stratified sampling method was used to collect data. The data for this study were obtained from primary source qualitative data collection methods were employed. The instrument used to gather qualitative data was Liker scale close ended questionnaire. Data presentation, analysis and interpretation are made with the aid of regression and descriptive statistics. Major findings of the study include: the major change management practice challenging factor were employee and manager attitude, public sector structure, public sector culture and public sector internal and external communication. Challenges lie managing the human dimensions of change, weaker and inconsistent support provided by top management, lack of commitment, no strong base line assessment. Based on the finding of the study the paper concludes that change management in gurage zone public sector has change employee and manager attitude, public sector structure, public sector culture, public sector communication to produce a significant impact on public sector change management implementation improvement and was gaining the competitive advantages expected from the radical change. It recommends that change agents responsible of leading the change management practices, implementation of change management and the public sector mission, strategy and key long term objectives is strongly relate by the personal goals and values of its management. The organization, should setup its own employee and manager accountability and responsibility, training program, experience sharing schedule, daily and weekly individual activity evaluation program, rewarding system enhanced that best fit to their organization and helps in achieving its goals effectively and efficiently.

Key words: Change Management Practice, Challenge factors, public sectors

CHAPTER ONE: INTRODUCTION

1.1. Background of The Study

Change is life, life is change. It just happens, like the weather. Changes result from chance, choice, or crises, and are generally unpredictable. But the process of “how” we move through life’s changes is predictable. The price of frequent, chaotic, or mismanaged change can be high. Change management requires care; no change is too small for skilled handling (Salerno, Ann & Brock, and Lillie, 2008.)

Organizational change management as a distinct management practice has been introduced to the world of business around the middle of the 20th century. Since then, managers and professionals have recognized that change management or “the approach to the transition of individuals, teams and organizations to a desirable future state” (Kotter, 2011), can and should be an essential managerial skill, adding value and supporting the strategic management of an organization. (John Kotter, 1995) Points out that change happens whether we want to or not, but the choice to manage it in a structured and effective manner makes the difference between the success and failure, not only for the change initiative but also for the entire organization

According to Jones, G. and George, Change management can be defined as the process of planning; organizing, coordinating and controlling the compositions of the environment, internal and external to ensure that the process changes are implemented according to approved plans and the overall objectives of introducing the changes are achieved with as little disruption as possible. It may be impossible to effect change without any inconvenience to the existing processes and processors. In effect, change management is intended to prevent disruptions and any other deliberate or inadvertent acts that would frustrate the process change and to resolve any disruptions. Change management helps ensure that predetermined objectives of introducing the process change are achieved, and it also helps prevent and resolve:

- Conflicts

- Service disruption
- Culture clashes
- Other problems associated with process change

Change management is not restricted to one level of management instead; it cuts across the lower, middle and top levels of management, depending on the circumstances and the level of authority at each level. Organizations and working places are in continuous change, and these changes occur because Of external powers, which are making the organizations adapt to the environment, or internal Organizational challenges may appear. Organizational Change can be the result of decreasing Productivity, changes in the core production or organizational structure. It is natural to Separate between planned change and change as a reaction to the surroundings or internally within the organization (John Kotter, 1995).

Management implies getting things done right in the institutions. Consequently, there are basic functions of management, planning, staffing, organizing, leading, directing, controlling, reporting, and budgeting (Robbins, Stephen., 2003). Here, it is possible to think about these functions as a process, where each step builds on the others. It can be argued that there is no right way to manage and to structure an organization and institution. Although it is very difficult to predict the future, we can build an organizational structure which is future proof. To accomplish this, the organization needs visionary manager who will steer a steady course of action for operation.

In this study, change management practices is defined as the best norms or ways through which change can be managed factor influencing in the place of work and these include public sector attitude, culture, structure and communication. Individuals get impacted by organizational reforms as they do tasks differently compared to the past and this needs to be managed so that the overall performance of the entity is not negatively affected. Change management enables individuals to cope up with the way things are done in the future state. According to Meter (2009), the change management practices available among others include; active executive support,

effective communication, training, resistance management and employee involvement. All change efforts, thus, eventually run into constraints embedded in the management systems or culture of the organization and fail to reach their potential (Senge, P., 2006). Public sector organizations are often perceived as resisting change.

A global trend has governments shifting to become the enabler of public service rather than the provider (Thomas, P. G., 1996). This means that governments are often awarding contracts to private companies to carry out their services to employees and the public rather than the services being carried out by public servants themselves. This trend has also been characterized by the adoption of certain private sector practices and concepts. Many of these changes have been the result of increased public scrutiny with respect to the public sector. Critics have questioned the effectiveness of service delivery and the government's hold on public and national resources. As a result, there has been a shift in perceptions of the value of the public service. Government organizations have moved from a focus on traditional public administration practices to new public management, and the increased public scrutiny has forced them to engage in change initiatives aimed at adapting to the ever-changing external environment (Backoff, R.W. and Nutt, P.C. , 1993).

Many public sector organizations seek capacity but not change. The introduction of increased use of appropriate change management strategies and methods in development cooperation will often be resisted due the difficulty of precise definition of their results and the uncertainty of their outcomes. Since then, managers and professional have recognized that change management or "the approach to the transition of individuals, teams and organizations to a desirable future state" (Kotter, 2011), can and should be an essential managerial skill, adding value and supporting the strategic management of an organization. (John Kotter, 1995) Points out that change happens whether we want to or not, but the choice to manage it in a structured and effective manner makes the difference between the success and failure, not only for the change initiative but also for the entire organization. In the past few decades a great body of work has been published in the field of change management, consisting in different approaches, models, methodologies and tools.

In Guraghe zone factor influencing change management practice in the case of Business Process Reengineering (BPR) implementation in public sector is important to make considerable contribution to create customer satisfaction conducive, environment and organizational development to enhance employee commitments so as to widen service delivery to the public. Thus, it is important to carryout studies in relation to challenge factor change management practice which are not conducted in the study areas whether the zone public intuitions effectively utilize change management practice or not. Therefore, the purpose of this study is to assess challenge factor affecting change management practices in the case of Gurage zone selected zonal public sectors to determine in terms of employee attitude communication, public sector culture, and public sector structure.

1.2. Statement of the Problem

In the past few decades a great body of work has been published in the field of change management, consisting in different approaches, models, methodologies and tools. However, studies by several authors have shown a consistent pattern of failure of change management initiatives. (John Kotter, 1995) indicates that only 30% of major change initiatives are concluded successfully and, more than a decade later, in 2009, Keller and Aiken confirm this low success rate in the *McKinsey Quarterly*, even though the use of change management methodologies has increased from 34% in 2003 to 72% in 2011 (Uhl, A., 2012)reports similar findings: approx. 60% of planned changes fail, mostly due to resistance manifested by employees and managers alike.

Many organizations are faced with challenges that force them to adjust or change (Burns, T & Stalker, G. M., 2004).Burners also states that in particular; regularly organizations have to go through change processes when having to respond to new development scenarios or simply as part of their expansion or restructuring processes. The implications of change processes are under-estimated by senior management and not managed adequately. When an organization is poorly aligned to its environment, change is expected. The process of change is difficult and challenging and hence a positive attitude and willingness is required to precipitate change. Encouraging broad

based participation from the stakeholders and promoting development of skills and competencies is the best strategy to encourage change management (Wood, J. C. & Wood, M. C. John P. Kotter., 2011)

Managing change within the public sector is a very complicated task for managers who have not acquired skills on how to manage change. In this concept of change what is important for managers to understand and manage is the people's behavior and fear. The reactions from people are unknown and irrational, so manager's wisdom is needed the most to calm down the situation (Niwosuichekwu, W. & Nick, A, (2011).) Change is natural, endless process and unavoidable. It is as old as human society and not just emanated from this 21th century. It had been there for so many years. In the early 1990s change become greater in size due to the rapid growth of markets, stiff competition in a global economy, and advanced technology which together brought new way of doing business and management on public sector (Markoweb, (2011))

(Anderson, 2011)Shows some of the reasons of failure as follows; cultural toxicity of failed change, if people don't trust you, people can't be bothered, what's in it for me?, not knowing purpose of it all, poor leadership embeds and accelerate resistance. Professionals and authors agree that the main element of organizational change management that can lead to either failure or success is managing the human side of change. Any initiative that ignores the human contribution necessary in carrying out a successful change project, the human dynamic and the unavoidable human resistance to change, from employees, managers, leaders or any other stakeholders associated with public sector service, carries a high risk. This paper major presents three of the best known change management models, all of them stressing the importance of managing the human side of change (Kotter (1995), Ackerman and Anderson (2010) and Prosci-ADKAR (2006)). The methodologies and tools associated with these three theoretical models are important resources for change management professionals looking to successfully implement a change process and bridge the gap between the current and the desired state of public sector change management implementation influencing factor.

There are limited researches studies regarding these areas in Ethiopia some researchers studied issues that focus in related to CMP but most of them are restricted to challenge and practice. (TENSAE ASHEBER, 2016), Practices and challenges of change management: in the case of geosynthetics industrial works plc) he will study about Kaisen. (DEBEB, 2016)Challenges and practices of change management: The case of A.A.U Bishoftu Campus who looked at the strategic change management.

. Since Ethiopia is categorized under developing nations and public service contribution. Due to the above facts the government has tried to implement various change management tools like result oriented system, BPR, Kaizen and BSC to help public sectors to make various changes in their operation and to make them competent. However, little is known about their challenges in change management practices in Ethiopia. Various researches showed that there are many challenges in the change management and implementation process like resistance, lack of knowledge, lack of self confidence in employees and in the management, lack of commitment

In gurage zone public sector change management has been used in the past more than fifteen years d. Some trials were done in the public sector too, mostly due to the requirement of the public sector change management practices influencing factor for aligning with the public sector delivering service to the customer Ethiopian change management implementation strategy, policies and legislation. At the moment there isa gab an increasing public interest getting service in the public sector, while in the public sector change management is severely underused, even though it is considered to identify factor influencing change management implementation in the public sector to rend service for the public.

Taking into consideration the absence of study in the area public sector influence factor to implement change management practice, even in the public sector deliver service to public circumstances of the severe and ongoing public interest to get service satisfaction, the author aims to asses factor influencing change management practices in selected public sectors, establishing a solution for influencing factor to

implement change management, identifying them based on the associated level of factor of change management practice risk.

The analysis was carried out by the author based on primary data close ended questionnaires. Responses in the questionnaires were tabulated, coded and processed by use computer software STATA version 13.0 programs to analyze the data.

. There are limited research studies regarding these areas in Ethiopia. Since Ethiopia is categorized under developing nations and its public sector contribution for development is growing from time to time. Therefore, management has to give attention to the main challenges which is faced in the implementation process. The past literary and the theoretical review on change management have explained different researchers' opinions on change management. None of the researchers clearly explained how public sector organizations should effectively implement change management. This study assessed change management practice challenging factor in the case of gurage zone selected public sector.

From the change management practices point of view the researcher suspected that communication, attitude, public sector culture, and structure are the major challenging factor of change management practices. Therefore the researcher will address the study through the following basic questions

Basic research questions

This study was designed to provide answers to the following basic research questions:

1. What is the challenging factor of culture in gurage zone public sectors to implement change management?
2. What is the challenging factor of attitude in gurage zone public sector to implement change management?

3.How communication factor of challenge in gurage zone public sector to implement change management?

4.How structure factor of challenge in gurage zone public sector to implement change management?

1.3. Objective of the Study

1.3.1. General Objective of the Study

The general objective of the study was assessing challenging factor to implement change management in Gurage zone selected public sectors.

1.3.2. Specific Objective of the Study

1. To identify challenging factor of culture in gurage zone public sectors to practices change management.
2. To determine challenging factor of structure in gurage zone public sectors to practice change management.
3. To explain challenging factor of attitude in gurage zone public sectors, to implement change management.
4. To differentiate challenging factor of communication in gurage zone public sectors to implement change management.

1.4. Significant of the Study

This study will provide a great importance for the gurage zone public sectors to identify the factor challenging of change management practice this study may forward what additional role and responsibility for managers beyond their usual role of leadership. And also this study will add further understanding about change management and it will have great contribution in providing as literature, resource for other researches and above all for

other public services who are interested to enrich their system about the change management practices. And finally, this study will be significant in that:-

It informs the management of the public service about the existing obstacles of change management practices in their organization and alarms them to take appropriate actions.

It will also serve as a source document for those who want to pursue further study.

It will also serve as the voice for the employees; because it lets the concerned parties get informed of what is on the employees' side.

It will also inform the managements to which factor of change management practices need more attention and help to take action and decision to minimize the obstacles?

1.5. Scope of the Study

The ultimate scope of the study limited to Gurage zone six select public sectors namely, Finance and Economic Development Office (FEDO), Agriculture and Natural Resource Development Office (ANRDO), Town Development Office (TDO), Health Office (HO), Road Transport Office (RTO), and Administration Office (AO).The study target populations are employee and managers that implement in select public offices. The study will conduct qualitative and quantitative research approaches. In terms of time scope the study would have been conduct from may2019 to january2021. These public sector offices had been selected purposively sampling technique due to their human power and service behaviors they are compare to others. This study will delimit change management practices challenging factor in the case of gurage zone selected public sectors.

1.6. Limitation of the Study

The study limited on assessing challenging factor the practices of change management in six zonal selected public sectors. It is mainly focused on six zonal

public sectors which may limit the researcher to conclude about the practices of change management in the wider zonal public sectors. It may have also distribution and collection of data limitation since it mainly focused on qualitative and quantitative data which is collect from employee and manager through proportional stratified sampling technique from each sector. It may constrain of time and finance.

1.7. Terminology

According to (Gordon, 1992) the following terminology were stated:

Effectiveness: degree to which an activity or initiative is successful in achieving a specified goal or degree to which activities of a unit achieve the unit's mission or goal

. **Organization:** the design of organizational entity, its structure, its vision and mission, and decision making organs.

Management: is the process of defining goals, determine the resources - people, finance, work system and technology - required to achieve the goals, allocate those resources to opportunities and ensure that those activities take place as planned in order to achieve predetermined objectives.

Challenges: For this study, challenges are obstacles or impediments that hinder effective practices of change management in gurage zone selected public service.

CHAPTER TWO: Review of Related Literature

The goal of this literature review is to develop a framework for this study and to situate the study with in the broader context of related research. In this section the researcher tries to evaluate the literature which is related the question raised and how it will be

answered by the different researchers in different perspectives, situations to compare past knowledge written on different sources familiar with what is already known and also with the unknown or unproved. It was addressed what Models, type, strategy, Processes, practices and challenges of change management in different literatures was conducted by different researchers.

2.1. What is change and change management?

Life is change, it just happens, like the weather. Changes result from chance, choice, or crises, and are generally unpredictable. But the process of “how” we move through life’s changes is predictable. The price of frequent, chaotic, or mismanaged change can be high. Change management requires care; no change is too small for skilled handling (Salerno, Ann & Brock, and Lillie, 2008.)Change is an alteration of a company’s strategy, organization or culture as a result of change in its environment, structure, technology or people. A manager’s work would be straightforward and simple if changes were not taking place. These changes could be alteration in structure, in technology (equipment, work process or work methods) as well as in people ((Passenheim, 2010).

Challenges of Change are a departure from an existing process or way of doing something to a new process or a different way of doing the same thing. A process change can be an amendment to existing processes an introduction of a new process or both. Changes in any form are intended to better the organization over the short term and/or long term. However, no matter how marketable change ideas are they can be frustrated purposefully or inadvertently if they are not well managed during all stages. Poor management often causes the huge investments in the change process and the high expectations that come with the ideas to turn to huge disappointments.

According to Jones and George, Change management can be defined as the process of planning; organizing, coordinating and controlling the compositions of the environment, internal and external to ensure that the process changes are implemented according to approved plans and the overall objectives of introducing the changes are achieved with as little disruption as possible. It may be impossible to

effect change without any inconvenience to the existing processes and processors. In effect, change management is intended to prevent disruptions and any other deliberate or inadvertent acts that would frustrate the process change and to resolve any disruptions.

Change management is not restricted to one level of management instead; it cuts across the lower, middle and top levels of management, depending on the circumstances and the level of authority at each level. Organizations and working places are in continuous change, and these changes occur because of external powers, which are making the organizations adapt to the environment, or internal Organizational challenges may appear. Organizational Change can be the result of decreasing productivity, changes in the core production or organizational structure ((Jones, G., & George,J., 2006).

2.2. Change management practices

Change management practices are defined as the best norms or ways through which change can be managed in the place of work and these include active executive support, effective communication and employee involvement:

Active executive support: This is the ability and willingness of top management to enable the organization to achieve its desired goals. It can be achieved through the skills that top managers have in strategic planning, coaching and involving the staff and taking responsibility of all the outcomes or results of the organization. (Rucker, 1966), Attributes the survival of organizations to active and effective executives who must first manage themselves effectively before making effective decisions. He further advises that if executives should set a good example by making themselves effective while carrying out their duties in the organization. Active and effective executive focuses on the organizational future and performance. According to Scott Bare, teal (2013), developing an effective operational, a guide for financial services, boards and management tools, they argued that within the corporate governance structure, boards and management need to establish a mechanism in which

operational policies and procedures are implemented. They further state that executives need to provide adequate information to the board as this will ensure effective running of the enterprise. This thinking is in line with that of Ducker (2004), when he argued that for executives to be effective, they need to take responsibility for what they decide and communicate.

Effective Communication: Is a systematic way of using appropriate media to build relationships, listening, contextualizing and exercising humility. It is ensuring that the right message from the sender reaches the intended receiver and the sender gets a right feedback. Effective communication occurs when the message as intended by the sender is understood by the receiver of the message. As organizations grow, the only aspect which remains permanent is change. (Oakland, J. , 2000) Clearly states that the strategy, changes and culture that are established within an institution, should be effectively communicated clearly and directly from top management to all employees and customers so that they can adjust in accordance to organizational change. Attainment of organizational goals and objectives can be easily being achieved with effective communication.

Employee involvement: Employee involvement refers to the opportunities for employees to take part in decisions that affect their work. It is concerned with the capacity of employees to influence decisions as individuals rather than through representatives (Euro found, 2013). Employee involvement is defined as having the dual aim of engaging 'the support, understanding and contribution of all employees in an organization' and 'seeking to ensure their commitment and cooperation in the achievement of its objectives' (CIPD, 2009).

Performance: Performance for this study is defined is a measure to ascertain as to whether the Local Governments deliver the required series to the communities and whether the delivered services are of accepted quality. According to Radovanyetano and Orelli (2009), performance measurement is an important element of local government modernization. This to them involved identification of best practices and encourage local authorities to improve their own performance levels while

emphasizing on service delivery and quality of the services.

In Uganda, there is wide literature regarding the performance of Local Government with variation of views as to whether decentralization has been of help or otherwise. T (Tannenbaum, 1971) who critically emphasized that since the adoption of decentralization policy in Uganda at the beginning of 1990s, attempts to improve the functioning of Local Governments through systematic monitoring have not yielded the required results because the mechanisms which have been adopted focus the fiscal and technical aspects of decentralization. They further point out one challenge lack of properly highlighted role of local Government Councils which is a major source of balance of power between Central Government and the citizens.

(Tannenbaum, 1971), agreed on level the reduced level of performance when they stated that although decentralization has been pursued over the last two decades, there is a wide spread consensus that the performance of Local Governments is less than desirable. They cite the element of the revenue base to have diminished substantially rendering them to depend heavily on Central Government for funding in terms of conditional grants. This observation was confirmed by (Butcher, D., and Atkinson, S., 2001), where in their study they had one of the findings that the revenue generations in local governments had considerably declined and also recommended that local government should continue to seek funding from central government.

2.3. Change Management in Public Sector

Public sector organizations worldwide are under pressure to increase efficiency while delivering improved and integrated services. The public sector remains a central vehicle for delivering development for both developed and developing countries; within a framework crafted to realize economic and AL locative efficiency; equity, justice, fairness; security; competitiveness and contestability (Backoff, R.W. and Nutt, P.C. , 1993).

The ability to change continually and successfully is considered to be essential to any organization's survival. The need for ongoing change requires an organizational ability

to learn on a continual basis in a coordinated and progressive way (Westwood, R., & Linstead, S , 2001). This has been widely considered to be a significant factor in the private sector's ability to achieve and maintain a competitive advantage and, in the same manner, the public sector's ability to demonstrate continued value and relevance for citizens.

Continuous learning processes with enhanced capacities for change are linked to the importance of past experiences and the transfer of knowledge as factors in organizational learning (Anderson, 2011). Research by (Collins, 2001) brings these concepts together by noting the importance of "knowledge acquisition processes and the need for organizations to share knowledge and learning as a way to maintain a competitive advantage". A global trend has governments shifting to become the enabler of public service rather than the provider (Thomas, P. G., 1996). This means that governments are often awarding contracts to private companies to carry out their services to employees and the public rather than the services being carried out by public servants themselves.

This trend has also been characterized by the adoption of certain private sector practices and concepts. Many of these changes have been the result of increased public scrutiny with respect to the public sector. Critics have questioned the effectiveness of service delivery and the government's hold on public and national resources. As a result, there has been a shift in perceptions of the value of the public service. Government organizations have moved from a focus on traditional public administration practices to new public management, and the increased public scrutiny has forced them to engage in change initiatives aimed at adapting to the ever-changing external environment (Backoff, R.W. and Nutt, P.C. , 1993). (Backoff, R.W. and Nutt, P.C. , 1993) unique characteristics and needs of the public sector and the way transformational change should be carried out in these organizations. (Backoff, R.W. and Nutt, P.C. , 1993), Argue that, if done effectively, transformation will steer the development of strategic leaders in the future.

They prescribe three approaches for how to carry out change in a public sector

organization

- 1) Process-based – specification of process to be followed to stimulate change.
- 2) Leader-based – what leaders should do to encourage and support change (“guidance principles” that suggest how leaders should take action).
- 3) Delegation-based – how to relinquish power and authority, and empower others to encourage change.

They advance the notion that significant change in a public sector organization must be carried out through strategic leadership, strategic management and self-managed work groups (Backoff, R.W. and Nutt, P.C. , 1993). Their three approaches show how strategic management and strategic leadership must be tailored to meet the specific needs of public sector organizations. (Coram, R. and Burnes, B. , 2001) Believe that no “one best way” to manage organizational change exists. They argue that no single approach is suitable for all circumstances and objectives; so they propose the following two approaches to change management: the planned approach and the emergent approach.

2.4. Types of approach to change in public sector

The planned approach to change operates on the principle that once change has taken place, it must be self-sustaining (Coram, R. and Burnes, B. , 2001). The purpose of planned change is to improve the effectiveness of the human side of the organization by focusing on the performance of groups within the organization. A key aspect of this approach is that it places an emphasis on the collaborative nature of change. All parts of the organization collaboratively diagnose the organization’s problems and jointly develop a plan for specific changes to address these issues. There is a strong human aspect and democratic nature to this approach as it aims to foster grassroots change which, according to Coram and Burns, is more sustaining.

Another model, which validates the approach of Coram and Burns, is the Burke-Litwin

model. This model illustrates an approach for incorporating organizational culture into organizational change. Cultural factors function in this model to influence leadership, with links to organizational performance, mission and strategy, and the external environment. Burke believes that cultural dynamics influence the process of organizational change and thus should be considered at the beginning stages of a change (Wood, J. C. & Wood, M. C. John P. Kotter., 2011). According to (Creswell, 2009) studied that the implementation of a change initiative within an organization using the planned approach and also concluded that organizational culture influences the process of effecting change differently at each stage of implementation. Let developed the OC3 Model, which delineates the interaction of organizational culture and change at each stage of implementation and illustrates how culture can inform the process of implementing organizational change.

The planned approach to change was developed in response to top-down, rigid, hierarchical, rule-based organizations; organizations that operate in a predictable and controlled environment. Public sector organizations operate according to a hierarchical structure, which is ingrained in their foundation. This might suggest that a planned approach to change is appropriate for public sector organizations, given their characteristics and the characteristics of the planned approach (Thomas, P. G. : ., 1996).

(Coram, R. and Burnes, B. , 2001) Note that critics believe that change is a continuous, open-ended process rather than a set of "self-contained events". Therefore, they believe that the planned approach to change cannot be applied to other types of organizations. (Butcher, D., and Atkinson, S., 2001), who studied planned approaches to change being implemented in private sector companies in Russia, concluded that organizational change initiatives often deviate from initial plans for the change. In fact some of the organizational elements targeted at achieving change become "unmanageable," while others become "uncontrollable". She also concluded that the principles of a planned approach to change are invalid for the private sector Russian companies she studied.

A criticism of the planned approach is that it relies on the assumption that all parties in an organization involved in the change have a willingness and interest to be involved and that agreement will always be reached (Coram, R. and Burnes, B. , 2001). This assumption does not apply, according to some critics, who state that the planned approach does not account for potential organizational conflict. This means that if the various parties involved in the change do not have the willingness and interest to be involved, they cannot reach a consensus on key organizational decisions.

2.5. Change Specific to the Public Sector

White (2000), states that the emergence of new policies and institutions in the public sectors are typically a response to changes in the wider environment. The changes in the wider environment results in a large number of institutions will deal with citizens and communities in a number of different ways. This change in approach has brought about a variety of challenges to the public sector, forcing them to further reform and change. The direction of the reform focuses on coordination, partnership and joint accountability. White claims that public sector organizations are required to expand and direct their change efforts to generate new needs and opportunities. They are required to review and revise their ways of working by introducing new systems and adopting new ways of working together.

(Soltani, E., Lai, P. & Mahmoudi, V , 2007), state that public sector organizations have been subject to increasing demands for greater financial accountability, efficiency and effectiveness over the last decade. These demands and the necessity to match services more closely to citizens has resulted in the need for management in public sector organizations to place more of an importance on the practical approaches and tools for change, in order to achieve desired results. Solana *et al.* state that tools and approaches have been developed in the field of change management to, first, initiate and manage change and second, to control and direct change caused by unplanned events.

The driver for the development of these tools and approaches is the organization's

desire to improve quality, address workforce concerns and to enhance flexibility by changing organizational structures, processes, people and culture. (Soltani, E., Lai, P. & Mahmoudi, V , 2007) suggest that the similarities in the various change initiatives carried out in the public sector are that they focus on the hard and the soft aspects of the organization, with the objective of improving performance and employee well-being.

(Thomas, P. G., 1996) Argues that the pace, scope and depth of changes in the public sector require a “re-visitation of the models in which bureaucracies have been built upon in the past”. This refers to examining the structures underpinning the public sector and determining what characteristics of the structures can act as barriers. Thomas claims that when analyzing change in the public sector, there needs to be some consideration given to the fact that the change is more about politics than about management. This requires the acknowledgement that these two domains are separate and management approaches should not be mistaken for solutions to political problems.

Thomas also notes that many models for organizational change originate with the experiences of private firms, and they often ignore the complexities of managing change in the public sector. In addition, fundamental organizational change, as described by Thomas, does not state exactly what relationships exist between the following factors: environmental conditions, organizational strategies, leadership styles, structural arrangements, organizational cultures, communications patterns and the role of power and conflict within public organizations. Thomas concludes that the single most important factor involved with the process of organizational change in the public sector is the capacity to manage conflict. The concept of “New Public Management” focuses specifically on how to manage conflict, as good management is deemed to be the gateway to successful organizational change. The concept of new public management draws mainly from management techniques and practices that characterize the private sector. This approach is increasingly seen as a global phenomenon, which seeks to shift the emphasis from traditional public administration to new public management (Larbi, 1999).

2.6. Challenges of change in public sector

According to (Soltani, E., Lai, P. & Mahmoudi, V , 2007) on the subject of barriers that inhibit change within public sector organizations, the absence of continuous training to meet the requirements of the change initiative within an organization is another barrier to its success. An integral part of improving an organizational change initiative is training that is conducted objectively, systematically and continuously in order to set in motion a cycle of improvement. Another barrier is ineffective communication regarding the change. This refers to poor vertical and horizontal communication across the organization. (Soltani, E., Lai, P. & Mahmoudi, V , 2007) argue that the ability of any change initiative to improve an organization's capability is completely dependent on the communication system which it employs. (Kotter, 'Leading Change: Why Transformation Efforts Fail?', 1998), Offers that communications must be simplified during an organizational change. All aspects of the change must be explained in a granular format while addressing all details of the change. The concept of employee resistance to change is a common subject in the change management literature. Authors such as (John Kotter, 1995) have written about the pivotal roles that resistance to change and employee behavior play in the change process.

Different literatures showed that resistance to change is still an important issue in the current change management. However, there does not appear to be a consensus on what causes resistance and how it can (Salerno, Ann & Brock, and Lillie, 2008.) indicated that their studies revealed that, during change initiatives that were not achieving their desired results, middle managers felt that senior management was uncertain about the strategic importance of the change. One of their studies revealed that the lack of success of change initiatives relates to the lack of awareness of senior management with respect to the nature of the change, its contribution and its likely outcome. (Elving, W. J.L. , 2005) states that a common problem that occurs in change inbe mutual support between senior management and its employees—trust that can be built through communication, training, development opportunities, effective creation and management of expectations and remuneration and rewards ((Soltani, 2007). Iterative focused on the top layers of the organization is that senior management does

not acknowledge that the lower levels of the organization will experience a change, as well, as a result of changes occurring at the top. It is often emphasized that nothing will change for lower level employees because changes are required at the managerial level.

This conclusion, however, underestimates the residual effect of the change initiative at all levels of the organization and explains how senior management can break trust between themselves and employees and how they can violate their expectations. There need be mutual support between senior management and its employees—trust that can be built through communication, training, development opportunities, effective creation and management of expectations an remuneration and rewards ((Soltani, 2007).The relationship between senior management and middle management is also a factor during a change initiative. (Elving, W. J.L. , 2005), Claims that middle managers often resist change as they are forced to balance the needs and demands of senior management as well as the needs of their employees who must be nurtured in order to maintain an acceptable level of productivity throughout a change.

The role of middle managers must be considered as they are required to communicate the changes to the workforce and in turn report on the success of the change initiative to the senior management. (Soltani, E., Lai, P. & Mahmoudi, V , 2007)Confirm that the majority of obstacles during a change initiative originate at the middle manager level due to contradictions between middle and senior management and they note that middle management has the power to negatively or positively affect employee commitment. This suggests that the link between senior and middle management is integral during a change initiative. Delegating authority to the lowest possible level during a change initiative is a good way to ensure that the organization's middle management layer is on side with the change and does not contradict it with their behavior or attitudes. This will empower them and may help to subside some of their fears or concerns.

2.7. Practice of Change in public sectors

Researchers in the field view organizational learning as a multi-level process that affects the evolution of organizational knowledge and practice (Barrette *et al.*, 2012). This process involves collectively applying new knowledge to policy, process and its implementation. George P. Huber (1991) provides an operational definition of organizational learning based on a four-phase approach: “knowledge-sharing, which implies knowledge acquisition; information dissemination; information interpretation; and organizational memory”. This approach provides a practical understanding of organizational learning, which can be applied in any organization. It focuses on the preservation and sharing of knowledge for practical purposes.

Another view is from Benet Elkader (1999), who claims that social learning theory has contributed to the field of organizational learning because he considers organizational learn to be a “relational activity, and not an individual thinking process”. This view focuses more on the culture of the organization, as created by the interactions between employees, and how this can lead to enhanced organizational learning. Interactions between employees can be positive or negative, thus impacting the organizations ability to effectively learn as it moves forward. Another perspective on organizational learning is the constructivist perspective, which views learning as the result of individuals taking part in activities that lead them to develop and share their knowledge through social exchanges (Barrette *et al.*, 2012)

2.8. Theoretical Foundation of Change Management

Change management theories and practice originate from different, diverse, social science disciplines and traditions. Consequently, change management does not have clear and distinct boundaries and the task of tracing its origins and concepts is extremely difficult. Based upon the literature reviewed by (Coram, R. and Burnes, B. , 2001), there exists a number of change models intended to guide and instruct the implementation of major change in organizations.

As early as in 1947 Kurt Lewis developed the three step model stating that every process of change goes through three stages (Angelo, 1999). Key significance of

Lewis 3- Step Model is often cited as Lewis key contribution to organizational change. However, it needs to be recognized that when he developed his 3-Step model, he was not thinking only of organizational issues nor did he intend it to be seen separately from the other three elements which comprise his planned approach to change (Field Theory, Group Dynamics and Action Research), rather Lewis saw the four concepts as forming an integrated approach to analyzing, understanding and bringing about change at the group, organizational and societal levels. (Elving, W. J.L. , 2005).

Career advancement, job security and incentives such as compensation will enhance employees desire to participate (Prosci., 2003) Employees must possess knowledge on how to perform the change and the ability to change. Again, communication is the key to successfully imparting information on how the change process will occur. Any specialized training or skills that might be required must be provided prior to implementing the change. Once the change is implemented, it is important it stays in place. Reinforcement of the change is vital to ensure that the change is retained (John Kotter, 1995).

Lewis tested the relationship between team working and organizational performance. Having found partial support for this hypothesis of the team working instruments which he described could be used as part of a proposed change process by providing feedback. This could make unseen but powerful patterns of behaviors among team members visible to others, thus creating an opportunity to challenge existing practice and discuss how new routines might help improve performance. Quality improvement driven by organizational development focuses on empowering and involving practice teams in problem solving. This approach is more construct than content driven, describing competence using language such as team working, problem solving, and effective communication (French, W. & Bell, C., 1999).

2.9. Project Change Triangle Model

Change management can be based on Proscribe PCT Model (Project Change Triangle) - the application of the tools, processes, techniques and principles for managing the

people side of the project or initiative to achieve a desired outcome (Jeff, 2006). While the Project Management corner is focused on the tasks related to designing and developing a solution, the change management corner's focus is how to encourage employees to embrace and adopt that solution. Many times, this corner is what is missing when a project is implemented and meets technical requirements, but does not deliver the ultimate value to the organization (Collins, D. , 2001).

The tools, processes, techniques and principles that make up change management are aimed at helping each impacted employee move from their own personal current state to their own personal future state. It is individuals changing how they do work that ultimately results in a project or initiative delivering value to the organization. There are many characteristics of the individual current state and individual future state that can impede or inhibit successful change.((Pearce, J. & Robinson, B, 2003).

2.10. Kotter's 8-step Change Model

(Kotter J. , 2012), Described a model for understanding and managing change based on his experience in consulting with hundreds of organizations. He observes the myriad difficulties associated with change efforts, distilled the common themes and turned them around into a prescriptive framework. His model is aimed at the strategic level of the change management process and is best viewed as a 'vision' for the change process.

The first step is creating urgency. For change to happen, it helps if the whole organization or company really wants it. There is need to develop a sense of urgency around the need for change. This helps in sparking the initial motivation to get things moving.

The second step is forming a powerful coalition. According to Kotter (1995), there is needed to convince people that change is necessary. This often takes strong leadership and visible support from key people within the organization. Hestates that managing change isn't enough as one has to lead it. To find effective change leaders throughout the organization one does not necessarily follow the traditional company

hierarchy. For one to lead change, there is need to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance.

The third step is creating a vision for change. According to (Kotter (1995), Ackerman and Anderson (2010) and Prosci-ADKAR (2006) when one first start thinking about change, there will probably are many great ideas and solutions floating around. It is important to link the concepts to an overall vision that people can grasp easily and remember. A clear vision can help everyone understand why they are being asked to do something.

The fourth step is communication of the vision he states that what is done with the vision after its creation will determine success. An organization's message will probably have strong competition from other day-to-day communications within the company, so there is need to communicate it frequently and powerfully, and embed within everything that is done. There is always needed to talk about the vision whenever a chance is available. An organization should use the vision daily to make decisions and solve problems.

The fifth step according to (Kotter, Leading change (2nd, Editor), 16 Oct 2006) indicates that if a person or an organization follow the steps and reach this point in the change process, then you've been talking about the vision and building buy-in from all levels of the organization. Hopefully, the staff wants to get busy and achieve the benefits that the change process has been promoting. Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward.

The sixth step is Creating Short term wins, creating manageable numbers of initiatives and finishing current stages before starting new ones.

The seventh step is building on the change, where by (John Kotter, 1995) argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term

change. Each success provides an opportunity to build on what went right and identify what can be improved. He suggests that after every win, an organization should analyze what went right and what needs improving, setting goals to continue building on the momentum having been achieved, learn about kaizen, the idea of continuous improvement and keeping ideas fresh by bringing in new change agents and leaders for change coalition.

The eighth step is anchoring the changes in corporate culture. To make any change stick, it should become part of the core of the organization. The corporate culture often determines what gets done, so the values behind vision must show in day-to-day work. It's important to make continuous efforts to ensure that the change is seen in every aspect of the organization. This will help give that change a solid place in an organization's culture

2.11. Factors Influencing Management of Change

Organizational Culture: One major challenge that may be faced by an organization anticipating change is cultural war. According to Thomson and Travis (2010), the term frequently implies a conflict between those values considered traditional or conservative and those considered progressive or liberal. Thomson and Travis add that culture war is traced back to 1960s and has taken various forms since then. For an organization anticipating change, a conflict between the conservative group and the liberal group may slow down the process of change or lead to failure of arriving at a common consensus among the stakeholders involved in the change process.

Organizational culture is a concept which describes the attitudes, experiences, beliefs and values of an organization. It has been defined as the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Cultural differences have a huge impact on human behavior and hold potential for misunderstandings in business contacts, which might become barriers to change in an organization (Wiener, 1998).

A company's culture can be a major strength when it is consistent with the strategy and thus can be a powerful driving force in implementation. However, a culture can also prevent a company from meeting competitive threats or adapting to changing economic and social environments that a new strategy is designed to overcome. According to Johnson and (Salerno, Ann & Brock, and Lillie, 2008.), social processes can also create rigidities if an organization needs to change their strategy.

Managing the strategy-culture relationship therefore requires sensitivity to the interaction between changes necessary to implement strategy and compatibility or fit between those change and the organizational culture (Pearce and Robinson, 2003). They argue that, while structure provides overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within the organizational setting, individuals, groups and units are the mechanisms of organizational action, and the effectiveness of their actions is a major determinant of successful implementation. In this context, two basic factors encourage or discourage effective action-leadership and culture.

Consistency in managing the people side of change across an organization is an important aspect of managing employees in organizations anticipating change. Don Edward *et al.*, (1996) observed that consistency increases ability to engage and up-skill managers and more opportunities to build expertise in the selected methodology. Edward and Christopher further add that this comes as great relief to project managers who are familiar with the benefits of applying a common language and methodology in their profession and have been unimpressed by the ad hoc nature of managing the people side of change. Many organizations are still at level one of change management maturity, using change management inconsistently and reactively-for 'example, only when there is resistance or other major threats to the success of the change.

Organizational Structure: Johnson and (Pearce, J. & Robinson, B, 2003)) stated that resource management and development must support an organization's strategies. Tools and workflows can be complex to implement especially for large enterprises.

While some companies report great success, initiatives have also been known to fail mainly owing to poor planning, a mismatch between software tools and company needs, roadblocks to collaboration between departments, and a lack of workforce buy-in and adoption. Previously these tools were generally limited to contact management: monitoring and recording interactions and communications with customers. Software solutions then expanded to embrace deal tracking and the management of accounts, territories, opportunities, and at the managerial level the sales pipeline itself.

For institutions to effectively implement changes in their management, new systems are required to incorporate new management issues within the company. The main challenge is thus not the acquisition of such systems but the compatibility of the new systems and the previous ones. Compatibility and respectively incompatibility will affect adoption implementation of the change management differently. In this way, the previous experience of the user in the systems is considered to be a factor even more important than experience in the change management sphere (Bozos, 1999). Since (Butcher, D., and Atkinson, S., 2001) demonstrated that previous user experience has a direct effect upon the degree of subsequent acceptance and success of change in management; many authors have introduced this variable into their studies (Min and Galle, 2003). Some of them affirm that experience, and thus the knowledge acquired regarding the medium, alters the incorporation and stabilization of the intended change management in subsequent situations.

Communication: Organizational communication use as the process by which individuals stimulate meaning in the minds of other individuals by means of verbal or nonverbal messages in the context of a formal organization. Discussing the language of organization, (Cole., (2004)) note that the nature of language and the significance and potential of linguistic analysis is often misunderstood. At an everyday level, they warn us we have a tendency to think of language in representation list terms. Thus they note that orthodox forms of organization studies tend to view language as a medium of representation and linguistic analysis as a tool, which may be employed to improve the effectiveness of organizations (Westwood, R., & Linstead, S , 2001). Viewed in these terms, as a medium of representation, language is to be regarded as problematic

in so far as the use and misuse of language causes blockages in organizational communication, which in turn limit organizational effectiveness and the achievement of planned change.

(Westwood, R., & Linstead, S , 2001) argue that this account of organizations and their communication problems is naive because it views language as an explanatory, organizational resource, but refuses to analyze the nature of the language-organization relationship. Thus Westwood and Linseed suggest that representation list analyses tend to put the cart before the horse: they assume that language is a simple medium whose content, patterns and practices may be made to serve management yet they refuse to consider both the ontological status and the epistemological role of language.

Butcher and Atkinson argue that a significant paradox has emerged in the analysis of change. On one hand, they note, actors and commentators have become more aware of the ways in which language acts to situate the meaning and possibilities of change. Yet on the other hand they note that the mainstream understanding of change is dominated by a vocabulary “embedded in assumptions associated with a top-down, managerial approach to change, which relies on a rational, hierarchical paradigm of organization. This language of change situates the meaning and possibilities for organizational change within a context that remains stable to change (Butcher and Atkinson, 2001).

Despite this Butcher and Atkinson argue that bottom-up models of change have very real and practical advantages to offer management practitioners. Indeed, Butcher and Atkinson (2001) argue that bottom-up approaches to change have practical appeal and relevance insofar as they have a capacity to reveal both the banality of the top-down agenda and its tendency to offer forms of rhetoric, which obscure the reality of organizational life. In contrast to top-down accounts of change therefore, (Butcher, D.,and Atkinson, S., 2001) argue that bottom-up approaches recognize the managerial rhetoric of change and can cut through this rhetoric because they possess a down-to-earth realism, which is rooted in an understanding of the nature of political action. A strong change management team needs to be involved to approve, implement and

track the changes in the organization, which includes the impact and detailed structure (i.e. documentation) associated with the life cycle of the change project. Changes are implemented thorough benchmarking from the practices and business processes of the world class organizations and excellent enterprises (Ellen, 2005).

Attitude: According to Rainey *et al.*, (1989), the change as told begins from the organization in question. This includes new way of doing work and functions to run the anticipated change. Furthermore change in the attitude to the organization tasks might become necessary if the current habits of doing tasks have significant gaps with the new processes. For a very simple example if the employees currently are doing their dedicated tasks separately in their defined boundaries they must to change to work on the basis of an interlocked chain of tasks. This obviously needs a change in the attitude and behavior of the organization people from a task oriented approach to process oriented approach.

Paul (2005), noted that people in such integrated business must move from focusing on their separate jobs not being worried about the other parts, to taking care of the entire process and do what all they can to accomplish the entire process perfectly. Industrial progress finds one of its greatest handicaps in the frequent resistance of both management and workers to change of any sort (McNally, 1994). When the word resistance is mentioned, people tend to ascribe negative connotations to it. This is a misconception.

That resistance can play a useful role in an organizational change effort certainly stands juxtaposed to a traditional mindset that would view it as an obstacle that is normally encountered on the way to a successful change process. Nevertheless, it is a conclusion reached by a variety of authors who suggest that there are a number of advantages of resistance. When managed carefully, these advantages can in fact be utilized by the organization to greatly assist change. First of all, resistance points out that it is a fallacy to consider change it to be inherently good. Change can only be evaluated by its consequences, and these cannot be known with any certainty until the change effort has been completed and sufficient time has passed.

As such, resistance plays a crucial role in drawing attention to aspects of change that may be inappropriate, not well thought through, or perhaps plain wrong. Either way, it is the organization's method of communication, therefore attempting to eliminate resistance as soon as it arises is akin to shooting the messenger who delivers bad news. Specifically, management can use the nature of the resistance as an indicator of the cause of resistance. It will be most helpful as a symptom if management diagnoses the causes for it when it occurs rather than inhibiting it at once (Burns, 1998).

Business Process Re-engineering in Ethiopia

Business process reengineering (BPR) began as a private sector technique to help organizations fundamentally rethink how they do their work in order to dramatically improve customer service, cut operational costs, and become world-class competitors. A key stimulus for reengineering has been the continuing development and deployment of sophisticated information systems and networks. The Business Process Reengineering method (BPR) is the fundamental reconsideration and radical redesign of organizational processes in order to achieve drastic improvement of current performance in cost, services and speed (Hammer, 1990; Thomas H.Davenport and J. Short, 1990; Hammer and Champy, 1993). Their claim was simple: most of the work being done does not add any value for customers, and this work should be removed, not accelerated through automation. Instead, companies should reconsider their processes in order to maximize customer value, while minimizing the consumption of resources required for delivering their product or service (Anderson, 2011)

A Five Step Approach to Business Process Re-engineering

Davenport (1992) prescribes a five-step approach to the Business Process Reengineering model: Develop the business vision and process objectives: The BPR method is driven by a business vision which implies specific business objectives such as cost reduction, time reduction, output quality improvement.

According to (Richard and Hailemariam, Getachew, 2006) (Hammer, Michae, 1990)

Identify the business processes to be redesigned: most firms use the 'high impact' approach which focuses on the most important processes or those that conflict most with the business vision. A lesser number of firms use the 'exhaustive approach' that attempts to identify all the processes within an organization and then prioritize them in order of redesign urgency. Understand and measure the existing processes to avoid the repeating of mistakes and to provide a baseline for future improvements, identify IT levers: awareness of IT capabilities can and should influence BPR, design and build a prototype of the new process the actual design should not be viewed as the end of the BPR process. Rather, it should be viewed as a prototype, with successive iterations. The metaphor of prototype aligns the Business Process Reengineering approach with quick delivery of results, and the involvement and satisfaction of customers.

2.12. Empirical Literature review

This section delves into the review of the studies that have been carried out regarding challenging factor to implement change management in public organization.

According to Kotter (2008) explanation about resistance, the best ways to overcome resistance is to educate people about change beforehand and to communicate ideas about the need for and the logic of the change. In addition participation and involvement in the design and implementation of the change resolve resistance to be stalled. John Kotter (1995) points out that change happens whether we want to or not, but the choice to manage it in a structured and effective manner makes the difference between the success and failure, not only for the change initiative but also for the entire organization. Studies by several authors have shown a consistent pattern of failure of change management initiatives. Kotter's research (1995) indicates that only 30% of major change initiatives are concluded successfully and, more than a decade later, in 2009, Keller and Aiken confirm this low success rate in the *McKinsey Quarterly*, even though the use of change management methodologies has increased from 34% in 2003 to 72% in 2011.

Study from Axel Uhl (2012) reports similar findings: approx. 60% of planned changes

fail mostly due to resistance manifested by employees and managers alike.

According to Fullan (2001) the methods of counteracting resistance to change are not always forceful but educative and convincing where those people who are resisting change are made to understand the benefits of this change and the benefits that they and the whole institution will have when the proposed changes are implemented. These ways include; education and communication, participation and involvement, negotiation and agreement, facilitation and support, manipulation and cooptation, and explicit as well as implicit coercion (Wagner, 1998)

An empirical investigation of factors influencing management of change in public sector organizations was conducted in Kenya (Emmah s.a bossier, 2012). In his study he found out that the major triggers for change management in the organization were external factors, and also found out that communication, attitude towards change, organizational change and organizations systems were the major factors influencing change in public sector organizations in Kenya.

An empirical investigation of the impact of organizational culture on human resource Management (HRM) was conducted in Nigeria (Nyamer, 2013). In his study, he asserted that, organizational culture is not only able to guide behavior and change attitudes within the work environment, but it also contributes remarkably by influencing behavior and attitudes towards satisfactory performance.

Empirical investigation of factor affecting change management in public organization was conducted in Kenya (Gathondu, 2015). In his study he found that performance appraisals clearly specify what is expected from an employee during the change management process, goal setting contributes to improved performance in an organization that is undergoing change management process and organization experience unclear communication of the goals between the management and the supporting staff

Empirical investigation of Practices and challenges of change management: the case of geosynthetics industrial works plc In Ethiopia (TENSAE ASHEBIR, 2016). In his study

he found the Company faces many challenges in the implementation of change management or kaizen model some of the challenges were employee resistance, lack of knowledge and awareness about the implemented change management model (kaizen), lack of training and trainers, communication gap, insufficient employee participation in change process and others.

Challenges and practices of change Management: The case of A.A.U Bishoftu Campus in Ethiopia (Gebresenbet Debebe, 2016). In his study he found Change resistance was occurred at the beginning of change implementation plan, most of the Evaluation of the change management was confined on the paper report on the routine activities Sense of ownership, national and group interest was going down time to time and passive relationships of leaders towards the worker was increased.

However, due to its recent introduction of factor challenging to implement change management in public sector Ethiopia, limited number of study conducted on Ethiopian public organizations" change management implementing challenge. Among them, Gebresenbet Debebe (2016), A.A University and Tensae Ashebi (2016) geosynthetics industrial works plc in Ethiopian.

As per the researcher knowledge, there is no comprehensive study on challenge factor to implement change management in Ethiopian context, specifically in gurage zone public organization stands. Thus, this gap leads to originate the following general research question and a need to study change management implementation challenges in public organization:

What are the various challenging factors that public sectors faced to implement change management?

Figure 1: Conceptual of factors affect change management implementation in public organization

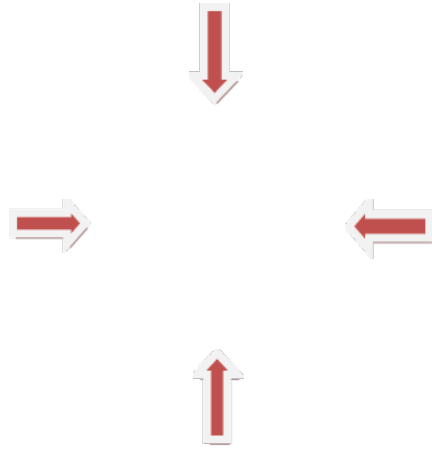


Figure 1 illustrates the conceptual model developed for this study.

Drawing from multiple literature bases, we introduce an integrative, conceptual framework of what we call integrated change management implementation, which is comprised of a set of theoretically important constructs. This is comprised of a set of theoretically important constructs. This framework has been developed based on factors that affect implementation of change management success. There are number of factors that affect the change management implementation process are termed in this study as gurage zone public sector implementation critical challenging factors.

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter presents the study area description, research design, data sources, and data collection instruments, sampling techniques and sample size, procedures, data analysis and ethical considerations of the study

3.1. Description of the Study area

The study area of this study focuses on South Nation Nationalities People Regional (SNNPR) state Gurage Zone. Gurage zone is located in the north tip of SNNPR and it is one of the fourteen zones of the region. The total area of the zone is 5,893.40 square kilometers. It is bordered in the northwest and East by Oromiya region, in the south by Hadiya and Silte zone, in the south west by Yem special wereda. The zone is administratively divided into 14 woreda and 5 town administrations 437 rural and urban kebeles (GZCTSCAD, 2016).

3.2. Study Design

A descriptive study was conducted from November, 2019 to February, 2021 to explain the overall attitude of change management practices in public sectors, to differentiate communication of change management practices in public sectors, to identify the culture of Gurage zone public sectors practices of the change management in how much it's effective and to determine the structure of public sectors compatible and effective to practice of change management by using both qualitative and quantitative research design.

3.3. Sources of data

The data obtained from qualitative questions were transcribed to supplement and triangulate the quantitative data so that both qualitative and quantitative data were used. Both types of data were vital to fill the limitations inherent with one method with the strength of other method (Creswell, 2009). Both primary and secondary data sources were used to get consolidated data so as to reach on concrete findings. The primary sources of data were collected from the respondents working in their respective sector offices. To supplement the primary data, secondary sources were collected through extensive review

of published. In addition, different documents like: Change management practice guidelines, customer servicing manuals and workshop proceedings about the subject under study were use. Other key documents such as development strategies and academic journals related to the study objectives were reviewed to enrich the findings of the study.

3.4. Data Collection Instruments

In this study, semi structured types of data collection instruments were used to increase the extent of information collected from the respondents in relation to factor influencing change management practices in the selected sector offices.

Questionnaire: in this study semi structure questionnaire was prepared in the form of Liker scale and administered to respondents to collect the required data in relation to the change management (CM) practices in public sectors, from the sample respondents. Closed questionnaire was prepared collect the sample which was answering by respondent reading and writing him/her self.

3.5. Sampling Techniques and Sample Size Determination

The study was conducted on six zonal public sector offices (Finance and Economic Development Office, Agriculture and Natural Resource Development Office, Town Development Office, Health Office, Administration Office and Road Transport Office) with a total number of 425 employees. The six zonal sector offices were selected purposively with of consideration of their service behavior. For example sample size determination; three criteria were very important together with required sample data from respondents. These included the level of precision (5%), level of confidence interval (95%) and the degree of variability in the attributes being measured (Miauou & Michener, 1976).Total sample size for this study was 206 out of the total 425 employee in the six different offices.

Thus, for this, sample size estimation, the formula described by Yamane's (1967) was

$$\text{used } n = \frac{N}{1+N(e)^2} = n = \frac{425}{1+425(0.05)^2} = 206$$

Where:

n = the sample size (206)

N= the study population (425)

e =the level of precision (5%)

1 = designates the probability of the event occurring

Therefore, 201 respondents were used as sample for this study together data through questionnaire. The researcher has been deemed necessary to take independent sample for zonal public sector office to ensure proportionate stratified sample techniques representation because offices have different number of employees. Therefore the sample size for sample zonal public office calculated using proportion. The study has been used proportionate sample allocation formula so as to make each stratum sampled identical with proportion of the population. Therefore proportional sample size from each stratum is calculated by using the following formula.

$$n_i = \frac{n \cdot N_i}{N}$$

(Source <http://ocw.jhsph.edu/courses/stat methods for sample survey>)

Where:

n_i= sample size for individual zonal public office

N_i=the total number of public employees in each selected public office

N=the total number of public employees in the selected offices

n= the total sample size for selected offices

Table 1: Proportionate sample for each zonal public office

Number of selected zonal public offices	Total no of sample size in selected public office
Six(FEDO,ANRO,HO AO,RTO,TDO,)	$n = \frac{N}{1+N(e)^2} = n = \frac{425}{1+425(0.05)^2} = 206$

Source: Own computation; based on Garage Zone Civil Service Office (2019/2020)

By taking the above table, into consideration, the researcher was selected 206 sample respondents from the total member of these offices using proportional methods. Having selecting such number of sample respondents, the questionnaires were distribute by using simple random sampling to get each respondent from each zonal public sector office based on sample frame. This sampling technique was chosen as it gives each member of population equal chance of being selected and homogeneity of population characteristics. Therefore, the application of proportional stratified sampling was appropriate whenever the target population has such characteristics (Creswell, 2003)

3.6. Data Collection Procedures

First of all, preliminary visits were made in the study areas had got the required data in relation to the practices, awareness of the employees towards change management, how change management practice was administer preliminary visits were made in study sector offices. During this time, secondary data sources pertaining to the subject

understudy were review and with the respective staff on how and when to make orientation with the respondents. Then, questionnaires will administer by the researcher after providing orientation. The questionnaires will administer in the zonal public offices during working hours (Monday to Friday) through the researcher's close supervision. This is because the respondents were available during working days. After data gather through questionnaire, the researcher will conduct by with key informants. To this end, the researcher successfully completes the fieldwork by creating smooth relationship with employees working in the sector offices.

3.7. Data Processing and Analyzing

The process of data analysis involves several stages namely; data clean up and explanation. Data clean up involves editing, coding, and tabulation in order to detect any anomalies in the responses and assign specific numerical values to the responses for further analysis. Tocomplete questionnaires were edited for completeness and consistency. The data was then coded and checked for any errors and omissions (Kothari, 2004). Frequency tables, percentages and means will use to present the findings. Responses in the questionnaires were tabulated coded and processed by use of a computer software STATA version 13.0 programs to analyze the data.

The collected data was analyzed using descriptive statistics. This includes measures of central tendency such as the mean, median, and frequencies where applicable. It was selected descriptive study that describe a sample/group of individuals report or feed back to the study, it also describe "what is" or "what happened". For this study, the researcher was interested in measuring and establishing the factors that challenge change management practice in Gurage zone public sector. The factors challenging change management practices the independent variables and dependent variable is change management practice.

The regression equation was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \alpha$$

➤ Where:

- Y is the dependent variable(change management practice)
- β_0 is the regression constant,
- $\beta_1, \beta_2, \beta_3,$ and β_4 are the coefficients of the regression equation,
- X1 is employee and management attitude towards change
- X2 is, public sector structure
- X3 is, public sector culture
- X4 is communication
- While @ is an error term normally distribute about a mean of 0 and for purpose of computation is assume to be 0.

Finally the results are discussed and interpreted to draw conclusions, recommendations and implications.

3.8. Ethical Considerations

The respondents were introduced about the objectives of the research as well as its potential benefits were making clear to the participants at the onset in the first page of the survey questionnaire. The participation in this study was completely voluntary and oral consent was obtains from all participants. They were assured of the anonymity and confidentiality of the information they provided.

4. CHAPTER FOUR: RESULTS AND DISCUSSIONS

In this section, the overall factor influencing implementation of change management in the case of BPR in Gurage zone selected public sectors was presented. This data analysis and interpretation part was composed of different information that was gathered through primary and secondary data collection methods. The primary data was collected using self-administered questionnaire. 201 employees and organization managers responded to self-administered questionnaire. So the response rate for data collection was Out of the 206 questionnaires distributed, 201 were collected back resulting in 97.5 response rate.

4.1. Respondents' Demographics

The study used questionnaires and the questionnaire has two parts. The first part was demographic part the second part discussed the relationship between selected change management practices and organizational performance. The first part of the questionnaire consists of five questions requesting about the sex, age, educational

background, work experience and current position of the respondents. The result is presented as follows;

Table 2: Sex of Respondent

Sex Category	Frequency	Percent
Male	145	72.14
Female	56	27.86
Total	201	100

Source, own survey, 2020

As it can be seen from the table 145 or 72.14% respondents are male and the rest 56 or 27.86% are females. This indicates that it is a fact most of the respondents are male

Table 3: Age of the Respondent

Age	Frequency	Percent
Under 25	15	7.46
25-30	30	14.93
31-35	98	48.76
35-40	35	17.41

Above 41	23	11.44
Total	201	100

Source, own survey, 2020

The above table shows the majority of (71.14%) the respondents are between 25 and 35 years old, (17.41%) respondents who are between 35-40years old, (11.44%) while above 41 years old takes the rest (7.46%) are under 25years old. This indicates that most of the public sector respondents were young.

Table 4: Education back ground of the Respondent

Educational Level	Frequency	Percent
Diploma	26	12.94
Degree	132	65.67
Masters Degree	31	15.42
Others	12	5.97
Total	201	100

Source, own survey, 2020

The above table shows 12.94% of the respondents are diploma, 65.67% of the respondents are degree, 15.42% of the respondents are master degree and the rest 5.97% of respondents are categorized under others including 12 complete, 10+1, 10+2,

and 10+3 who mostly work in clerical operation areas. The above table result indicates most of public sector employees education levels are degree. Therefore, diploma and certificate holders were 38(18.91%) whereas first degree and above qualified staffs were 163(81.09%). The academic qualifications is believed very use full for the study that they might give genuine and responsiveness information and understand factor influencing the change implementation process undertaken in the public sector. Based on the research questions, the researcher tried to evaluate the responses collected from the respondents like under.

Table 5: Respondents Work experience

Experience in Year	Frequency	Percent
1-2 Year	22	10.95
3-4 year	57	28.35
5-6 Year	50	24.88
Above 7Year	72	35.82
Total	201	100

Source, own survey, 2020

The above table shows the work experience of respondents. As it can be seen from the table the highest (35.82%) of respondents have experience of above 7 years in the

public sectors, 28.35% respondents had 3-4 years of experience in the public sectors, 24.88% respondents had 5-6 years of experience in the public sectors, and the rest 10.95% respondents have experience of 1-2 years with the public sectors. This indicates most of the respondents have experience of above 7 years at average hence, they know about the whole activities done in the public sector and it is assumed they give important information for the study.

Table 6: Current position of the employees in the public sectors

Respondent Position	Frequency	Percent
Clerics	7	3.48
Expert	79	39.3
Profession	109	54.23
Management	6	2.99
Total	201	100

Source, own survey, 2020

With respect to the position of the respondents, 3.48% fall in lower level employees, 39.3% experts, 54.23% profession, and the rest 2.99 % fall in managers. This indicates

that it is a fact that in every organization there are few managers and lower level employees. Most of the respondents were working more than 7 years at average and positions of experts and profession 188(93.53%) hence, they know about the whole activities done in the public sector and it is assumed they give important information for the study.

4.2: Challenging factor of attitude to implement change management

Table 7: Familiarity with the term change management

Item:-Are you familiar with the term BPR practice?		
Response	Frequency	Percent
Yes	145	74.36
No	50	25.64
Total	195	100

Source, own survey, 2020

The result in table7 indicates that 74.36% of the respondents were familiar of change management practice in the organization while 25.64% of the respondents were not familiar of change management practice in the organization. This indicates that there was change management practice in the organizations. The respondents respond these changes can be attributed to various measures taken by the sector managers to address various challenges in the sectors. Some of those changes in the public sectors were including participatory planning through the organization plan and individual plan. Enhancing familiarity of change management the Government embarked on institutional framework aimed at improving public sector performance and improving service delivery through the change management for results capacity of

leaders and the public service development and promotion of accountability mechanism to citizens.

Table 8: Participation in change management practice in public sector

Item:-How much have you want participated change management practice in the public sector?		
Response	Frequency	Percent
Very Low	35	17.41
Low	50	24.88
Moderate	80	39.81
High	25	14.44
Very high	11	5.47

Source, own survey, 2020

The above table 8: present how much employee want to participate change management practice in public sector is, as it can be seen from the table, result indicates that 39.81%, of respondents consider moderate, 24.88% of respondents consider low ,14.44% of respondents consider high and only 5. 47%, of respondents very high want to participate change management practice in public sector. From this result we can deduce that public sector employee had moderate want to participate practice of change management.

Table 9: Importance of change management implementation

Item:-How much important do you think implemented change management in the public sector?		
Response	Frequency	Percent
Very low	-	-
Low	10	4.98
Moderate	50	24.87
High	100	49.75
Very high	41	20.398

Source, own survey, 2020

The above table9:presents how important the implemented change management is, as it can be seen from the table, result indicates that 49.75% of respondents consider high importance implementing change management in public sector.24.87% of Respondents consider moderate importance implementing change management in public sector. 20.4% of respondents consider very high importance implementing change management in public sector and only 4.98% of respondents consider low importance implementing change management in public sector. From this result we can deduce in public sectors was high importance of implementing change management change management.

Table 10: Perception of employee change effort by manager

Item:-How positive the response was		
Response	Frequency	Percent
Very low	50	24.87
Low	78	38.81
Moderate	63	31.34
High	10	4.98
Very high	-	-

Source, own survey, 2020

The findings in table10: indicate that public sector manager effort to implement change management in the organization to 38.81% of respondents consider low 31.34% of respondents consider moderate 24.87% of respondents consider very low and only 4.98% of respondents consider high. From this result we can deduce in public sectors manager effort to implement change management was low. This indicates that public sector manager influences change management in the organization.

Table 11: Perception of employee change out come

Item :- Do you think the change effort brought positive out come		
Response	Frequency	Percent
Yes	157	78.11
No	30	14.93
It is difficult to measure	11	5.47
I don't know	3	1.49

Source, own survey, 2020

The findings in table11: indicates that perception of employee the change positive outcome in the organization majority 78.11% of respondents consider positive outcome 14.9% of respondents consider negative outcome 5.47% of respondents consider it was difficult to measure outcome and the only 1.49% of respondents consider we don't know. From this result we can deduce in public sectors implement

change management it outcome positive.

Table 12: Public sector employees know and understand of change management implementation

Item:-How much know and understand employee change management practice in your public sector?		
Response	Frequency	Percent
Very low	27	13.43
Low	61	30.35
Moderate	83	41.29
High	25	12.44
Very high	5	2.49

Source, own survey, 2020

Table 12: finding indicates How much know and understand employee change management practice in your public sector? As it can be seen result from the table, 41.29% of respondents consider moderate, 30.35% of respondents consider low, 13.43% of respondents consider very low, 12.44% of respondents consider high and only 2.49 %of respondents consider very high. From this result we can deduce in public sectors employee know and understand change management practice in the organization moderate. This indicates that public sectors employee know and understand influences change management practice in the organization.

Table 13: The main obstacles that face change management practice in public sector

Variable	Mean	Std. Err.
Employee resistance	3.48	.077
Managers' resistance	3.46	.076
Lack of knowledge	3.32	.073
Co-worker relationship problem	3.80	.084
Insufficient organizational resources	3.28	.076
Employee evaluation system problem	4.19	.065
Lack of experience	2.70	.059
Insufficient employee participation	3.92	.081
Lack of employee commitment	4.29	.070
Lack of public sector manager commitment	4.32	.065

Source: From own data computing STATA software June, 2020.

The findings indicate that the respondents agreed to a great extent that Employee resistance, Managers resistance, Lack of knowledge, Co-worker relationship problem,

Insufficient organizational resources, Employee evaluation system problem, Lack of experience, Insufficient employee participation, Lack of employee commitment and Lack of public sector manager commitment in the organization as shown by means of 3.483.46, 3.32, 3.80, 3.28, 4.19, 2.70, 3.92 4.29and 4.32 respectively.

From the findings indicate that in terms of attitude the major obstacles to practice change management in public sectors were found to be in the exact order of their appearance Lack of public sector manager commitment, Employee evaluation system problem, Lack of employee commitment, insufficient employee participation, and Co-worker relationship problem triggered change in the organization.

Table 14: Has the public sector solved these change management practice obstacles

Item:- Has the public sector solved these obstacles		
Response	Frequency	Percent
Yes	24	11.94
No	113	56.22
I have no information	64	31.84

Source, own survey, 2020

Table 14 finding indicates that the public sector solved these change management practice obstacles as it can be seen result from the table majority 56.22% of respondents consider public sector not solve 31.84%.29% of respondents consider they have not information and only 11.94%.29% of respondents consider public sector had solved change management obstacles.. From this result we can deduce public sectors were not solved change management obstacle

4.3. Challenging factor of structure to implement change management in public sector

Table 15: Challenging factor of structure to implement change management in public sector

Variable	Mean	Std. Err.
1 How much challenging factor your sector structure compatible to practice change management?	3.62	.0765393
2How much challenge your public sector structure to practices change management?	3.99	.0608716
3How much challenge the public sector structure change management to achieve the desired goals?	3.90	.0666927

Source: From own data computing STATA software June, 2020.

The findings indicate that the respondents agrees that public sector structure was not compatible to practice change management, public sector structure was challenging to practice change management in the organization and Public sector structure challenging factor to achieve the desired goals in the organization means of 3.6, 3.99,

and 3.90 respectively.

This study analysis indicates Public sector structure to practice change management a major challenging factor, to achieve the desired goals, to implement change management, public organization compatibility problem to implement change management.

4.4. Factor of culture change management practice in public sector

Table 16: In public sector challenge of culture on change management practice

Variable	Mean	Std. Err.
Good management with required profession	3.9	.0573047
Good culture of openness	3.21	.0711008
Following cost minimization system	3.34	.0755269
Good credibility and fairness of top management	3.67	.056133
Encouraging problem solving culture	3.95	.0631664
Good team spirit	3.19	.0651855
Develop clear and fair evaluation culture	3.56	.073114

Comfort office to implement change management	3.59	.0800098
Using customer service standard	4.12	.0736218
Develop measure and evaluate customer service satisfaction culture	4.13	.069939

Source: From own data computing STATA software June, 2020.

The results in table 16 indicate that the respondents agreed to change management practice in public sector a culture influence neither agree nor disagree that there was Good team spirit Good culture of openness, and Following cost minimization system, that governs change in the organization as shown by means of 3.19, 3.21 and 3.34, respectively while the respondents agreed to major challenging factor of culture in public sector to practice change management were Develop measure and evaluate customer service satisfaction culture ,Using customer service standard, Encouraging problem solving culture, Good management with required profession, Good credibility and fairness of top management, Comfort office to implement change management and Develop clear and fair evaluation culture, with the change in management as shown by means of 4.13, 4.12, 3.95, 3.9, 3.67, 3.59 and 3.56 respectively.

This study result indicates challenging factor of culture to practice change management in gurance zone public service the major problems were, Develop measure and evaluate customer service satisfaction, Using customer service standard, Encouraging problem solving culture, Good management with required profession, Good credibility and fairness of top management, Comfort office to implement change management and Develop clear and fair evaluation culture.

4.5. Challenging factor of internal communication to implement change management in public sector

Table 17: In public sector Challenging factor of internal communication on change

management practice

Variable	Mean	Std. Err.
How much challenge change management manager's internal communication within the public sector?	4.02	.0694542
How much challenging internal communication in your public sector mutual relationship among the employee which enables and sharing experience to implement change management?	3.97	.0679883
How much challenging factor public sector internal communication to practice change management clear vision that govern change?	3.98	.0557347
How much Leadership challenging factor to implement change management in the public sector?	4.11	.0715138
How much factor adequate training problem to enables employee cope with the change management practice in public sector?	4.01	.0557614

Source: From own data computing STATA software June, 2020.

The results in table 17 indicate that in public sector the factor of internal communication on change management practice in the public sector the respondents agreed that the major challenge were Leadership influences, Change management manager’s internal communication problem, adequate training problem to enables employee cope with the change management practice in public sector, problem of to implement change management clear vision that govern change, and influences mutual relationship among the employee which enables and sharing experience to implement change management in the organization as shown by means of,4.11,4.02,4.01,3.98,and 3.97 respectively.

This study indicates that the major challenging factor of communication to implement change management were Leadership challenging factor to implement change management in the public sector, Change management manager’s internal communication effectively with in the public sector employee problem, adequate training problem to enables employee cope with the change management practice in public sector, problem of clear vision to implement change management that govern change, problem of mutual relationship among the employee which enables and sharing experience to implement change management in the public sector. There were the main internal communication factors influencing change in the organization. .

4.6. Regression Model Summary

Table 18: The regression Model Summary

Model	R	R-square	Adjusted R-square	Std. Error of the Estimate
1	0.87	0.86	0.85	0.12

Adjusted R squared was coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable, from the findings in the above table the value of adjusted R squared was 0.85 an indication that there was

variation of 85% of Attitude of Change Management, Structure of Change Management, Culture of Change management and Communication of Change Management. This shows that 85% changes in management of change could be accounted for by changes in Attitude of Change Management, Structure of Change Management, Culture of Change management and Communication of Change Management. R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above there was a strong positive relationship between the study variables as shown by 0.87

Table 19: Coefficients

Source	SS	Df	MS	Number of obs	201
				F(4, 196)	1303.10
Model	76.24	4.00	19.06	Prob > F	0.0000
Residual	2.87	196.00	0.01	R-squared	0.86
Total	79.11	200.00	0.40	Adj R-squared	0.85
				Root MSE	0.12
Y	Coef.	Std. Err.	T	P> t	Beta
X1	0.24	0.02	10.15	0.0000	0.23
X2	0.18	0.02	7.67	0.0000	0.26
X3	0.07	0.02	3.50	0.0010	0.12

X4	0.25	0.02	11.04	0.0000	0.45
_cons	0.45	0.04	12.28	0.0000	

Summary statistics are displayed on the top right corner. There are 201 observations included in the regression analysis. The F-statistic (**F (4, 96) =1303.1**) tests the hypothesis that all coefficients (excluding the constant) are zero. If the null hypothesis is correct is, the probability of observing an F-statistic as large as 1303.1 is 0.0000 (Strata's way of indicating a number smaller than 0.00005). That is, the p -value is the significance level of the test when we use the value of the test statistic, 1303.1, as the critical value for the test. The R-squared for the regression is 0.86 and Adjusted R-squared is 0.85. Both R-squared and Adjusted R-squared tell that 86% and 85% of the Variation on the dependent variable, **Change management(Y)** is explained by the regresses, **Attitude(X₁), Structure(X₂), Culture(X₃) and Communication(X₄)**.

From the full model regression output shown above, it appears that all variables are significant predictor of the change management. The hypotheses that attitude, structures, culture and communication are statistically significant positive predictors of the change management are confirmed by this regression analysis, based on this data set. Once the original hypotheses are run, this model can be trimmed to a parsimonious one showing the relationship between the dependent variable and only significant predictors.

The study regression model is:

$$Y = 0.45 + 0.24X_1 + 0.17X_2 + 0.07X_3 + 0.25X_4$$

From the above regression equation it was revealed that holding changes in Attitude of Change Management, Structure of Change Management, Culture of Change management and Communication of Change Management to a constant zero, change management would stand at 0.45, a unit increase in Attitude of public sector Change

Management would lead to increase in change management by a factors of 0.24, unit increase on the Structure of public sector Change Management would lead to increase in change management by factors of 0.18, unit increase in Culture of public sector Change management would lead to increase in change management by a factor of 0.07 and unit increase in Communication of public sector Change Management would lead to increase in change management by a factors of 0.25.

5. CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter provides the summary of the findings from chapter four, and also it gives the conclusions and recommendations of the study based on the objectives of the study. The objective of the study was to assess the factors that challenge change management practice in Gurage Zone public sector organizations.

5.1. Summary

The purpose of the study was to assess the factors that challenge change management practice in the case of Gurage Zone public sector organizations. The study has adopted descriptive case study of research design by using a qualitative and quantitative methods, fully structured closed questionnaire system to be exact, to help the researcher get insights of factors that challenge practices of changes management in the process of implementation. Based on the analysis of data and discussion of results, the followings are the summary of major findings of this study.

The study found out that there was change in the organizations. The study also found out that in terms of attitude factors that challenge change management practice like,

lack of employee commitment to change, lack of manager commitment to change, Employee evaluation system problem, insufficient employee participation, co- worker relationship problem, employee resistance, managers' resistance, and insufficient organizational resources.

The study also found out that in terms of culture factors that challenge practice of change management like, problem of measure and evaluate customer service satisfaction ,lack of Using customer service standard, problem of develop clear and fair evaluation system, problem of good credibility and fairness of top management, following cost minimization system problem, lack of good team spirit that governs change in the organization, lack of good management with required profession, lack of encouraging problem solving culture,.

The study also found out that public sector structure factors that challenge practice of change management like, problem of organizational resource, and organizational compatibility to implement change management, organizational leadership, and poor organizational structure causes resistance among employees to a great extent.

The study also found out that public sector internal communication factors that influences practice of change management were like, challenging of organization Leadership, lack of clear vision that governs change, lack of adequate training to enable employees cope with the change to implement and lack of mutual relationship among the employee.

The descriptive analysis shows that, majority of the respondents were male (72.14%) and 94.03% of the employees of the organization are above diploma and degree holders and 5.97% of organization staffs are fall in lower level employee and participated in operational works.

The results on practice and challenges of change management shows, the majority 74.26% of respondents were familiar with the term change management.

. According to analysis the major change management practice challenging factor

were employee and manager attitude, public sector structure, public sector culture and public sector internal and external communication.

5.2. Conclusion

The general purpose of the study was assess challenging factor to implement change management practices in gurage zone selected public sector. The study had four specific objectives, to explain the overall attitude of change management practices in public sectors, to differentiate communication of change management practices in public sectors, to determine the structure of public sectors compatible and effective to practice, to identify the culture of public sectors to practices change management. To the end the study sought to identify factor that challenge public sector change management practice. Internal factors were the main triggers of change management practice in public sector organizations, were employees and manager attitude, organizational structure, organizational culture, organizational internal communication triggers to change in public sector organizations in gurage zone.

The study also concludes that to differentiate challenging factor of communication to implement change management practice within the public sector were, leadership influences, a clear vision that governs change in the organization, lack of adequate training to enable employees cope with the change, and lack of mutual relationship among the employees were the main challenging factor to implement change in the gurage zone public sector organizations. Hence change management some failure in internal communication have sometimes led to failure of implementation of change management in the public sector

The study also found out that to identify the overall attitude of change management practice challenges like, employee commitment to change, public sector manager commitment to change, Employee evaluation system problem, insufficient employee participation, co- worker relationship problem, employee resistance, managers' resistance, and insufficient organizational resources.

This study also found out that challenging factor of culture to implement change

management practice in gurage zone public sector the major problems were, develop measure and evaluate customer service satisfaction, using customer service standard, Encouraging problem solving culture, Good management with required profession, Good credibility and fairness of top management, Comfort office to implement change management and Develop clear and fair evaluation culture.

This study also found out that challenging factor of structure to implement change management, in the public sector were, change management strategy, the public sector structure provides overall framework for change management implementation, the organization's vision mission, strategy and key long term objectives. were strongly influenced by the personal goals and values of its management.

5.3. Recommendations

The study found that employee and manager attitude influence change management practice in the organization to a great extent. The study therefore recommends that manager and employees' commitment will be solve them in advance through organization measuring and evaluation system, enhancing employee know how, motivating employee want to participate, seminars, and workshops and offering training programs to influence change management in the institution. This would go hand in hand with ensuring proper management of employees' resistance, employee responsibilities and good organizational structures.

From the study findings, organization culture is found challenge to implement change management in the public sector to a great extent. The study thus recommends that the public sector implementing change management should enhance their organization culture, using customer service standard, measuring and evaluating customer satisfaction, develop good culture of openness, encouraging problem solving culture to enhance success in the change management practices. The public sector structure will be well aligned to provide overall framework for strategy implementation, the public sector culture should also be consistent with the change management strategy. The public sector culture shall also be enhanced as a powerful driving force in

implementation of change management and the public sector mission, strategy and key long term objectives is strongly relate by the personal goals and values of its management.

The study found that change agents are challenging factor to implement change management practices in the public sector to a great extent. The study finally recommends that change agents responsible of leading the change management practices should try hard to encourage others for excellence through employees' own behavior and full recognition of high standards of behavior. The change agents should also talk about the institution's vision and goals, they should always be punctual and well prepared and they should hold regular meetings to stimulate ideas for improvement. The change agent should be plane employee and manager experience sharing schedule in the organization and out of the organization. Follow up daily weekly change management implementation improvement plan.

5.4. Limitations of the Study

A limitation for the purpose of this research was regarded as a factor that was present and contributed to varying rates of success in the study.

The main limitations of this study were that six selected public sector manager face to face interview not conduct because of face of epidemic world various co-vide 19 some respondents refused to fill in the questionnaires. This reduced the probability of reaching a more conclusive study. However, conclusions were made with this response rate. In addition the study focused on public sector organization that were

based in gurage zone hence the change management factors affecting them might not be the same as those affecting similar organization elsewhere in the country.

The study was also limited by the small number of respondents and the number of organizations used in the study. The study would have been more accurate if all the organizations and a larger number of respondents were used in the study

5.5. Suggestions for Further research

The study has explored the factors challenging to change management practice in public sector in gurage zone and established that change agents, organization culture, communication, attitude to change and public sector structure are the main factors influencing change management practices in public sector organizations in gurage zone public sector. The public sector organizations in Ethiopia however are comprised of many others which differ in their way of management and have different settings all together. This warrants the need for another study which would ensure generalization of the study findings for all the public sector organizations in Ethiopia and hence pave way for new policies. The study further recommends that another study be carried out to include all the public sector organizations in Ethiopia and to have a larger number of respondents. Further on measures to be taken to ensure that respondents are assured of anonymity to ensure that they fill the questionnaires. This will ensure that the study's findings can be generalized to all the public sector organizations in Ethiopia.

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Appendix

The questionnaire used for the survey

FACTORS INFLUENCING CHANGE MANAGEMENT PRACTICE IN THE CASE OF GURAGE ZONE PUBLIC SECTOR

MSc Thesis Research

Survey Questionnaire

Prepared by **Abdurezak Surur Ibrahim** (MSc Student, Welkite University)

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This questionnaire is prepared to be filled out by employees and managements of Gurage zone selected public sector. It is designed to collect data about influencing factor practice of change management in public sector. On the basis of your response and those of people like you; I hope to get a better understanding of influencing factor the practice of change management.

The purpose of this questionnaire is purely academic and hence will result in no negative consequence in your present job. This survey is collected for partial fulfillment of requirement of MBA Thesis at Wolkite University.

You honest and truthful answers mean a lot to this research. Therefore, I ask you to fill out this questionnaire with almost honesty. I would like to extend my gratitude in advance for your time consumption and cooperation.

Note: Fill out the form (all of it) and have it with you. The researcher will come and collect it from your public service sector.

NB.

- Don't write your name.

✓ (Please tick the 'X' sign in the box you selected)

Part one: Respondents' Biographical Information

1. Sex

Male Female

2. Age

Under 25 25-30 30-30 35-40 Above 41

3. Education background

Diploma Masters Degree
Degree other, Specify it

4. Working experience in the public sector

1-2 years 5-6 years
3-4 years above 7

5. Your current position

Clerical expert Professional Management

Part two: 1. Attitude influencing factors to practice change management in public sector

1.1 Are you familiar with the term and practice of Change Management?

1. Yes 2. No

1.2. How much you want to participate in the change management practice in the public sector?

1. Very low 2. Low 3. Moderate
4. High 5. Very high

1.3. How important do you think the implemented change is to your public sector?

1. Very low 2. Low 3. Moderate
4. High 5. Very high

1.4 How is positive the response of the workers for the change efforts from management?

1. Very low 2. Low 3. Moderate
4. High 5. Very high

1.5 Do you think the change effort brought positive outcomes?

1. Yes 2. No 3. It is difficult to measure 4. I don't know

•If your answer is "No" Please

1. Elaborate.....

1.6. How much know and understand employee change management practice in your public sector?

1. Very low 2. Low 3. Moderate
4. High 5. Very high

1.7. Determine the main obstacles that face during changes management practice in your public sector?
 Rank the given alternatives.

	Very low	Low	Moderate	High	Very high
Employee resistance					
Managers' resistance					
Lack of knowledge					
Co-worker relationship					

problem					
Insufficient Organizational resources					
Employee evaluation system					
Lack of experience					
Insufficient employee participation					
Lack of employee commitment					
Organization culture					
Organizational Structure					

Other, specify it

1.8. Has the public sector solved these change management practice obstacles?

1. Yes 2. No 3. I have no information

1.9. If you answer for Q. 1.8 is yes, in what ways has the public sector tried to solve these obstacles?

.....

8.	Comfort office to implement change					
9.	Using standard service giving to customer					
10	Develop measure and evaluate customer					

4. Challenging factor of communication to implement change management in public sector

4.1. To what extent do you agree with the following statements about the challenge of communication to implement change management in your public sector?

Statements	Very low	Low	Moderate	High	Very high
Change management is communicate effectively within the public sector employee					
There is mutual relationship among the employee which enables communication and sharing experience better implement to change management.					
Some failures in internal communication have sometimes led to failure of implementation of change management in the public sector.					
There is a clear vision that governs change in the public sector					

Leadership influences the change management practices in the public sector					
There is adequate training to enable employees cope with the change management practice in public sector					

• Others- please released

Thank you for your cooperation

BIOGRAPHICAL SKETCH

The author was born in Gurage Zone, Cheha district in 1980. I had completed primary education in Abafransa primary school and high school education at Emdibir Secondary School from 1998-1999. I have then joined Hawassa University and graduated with BA degree in educational leadership in 2002EC. After my graduation, I had worked in wolkite town municipality and then in welkite university until now. Finally I have joined Welkite University for my postgraduate study in October 2018/19.

