ASSESSMENTS OF CHANGE MANAGEMENT PRACTICE (IN CASE OF WOLKITE TOWN MUNICIPALITY)

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We Strive for Wisdom!

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ABSTRACT

This study assesses change management practices within Wolkite Town Municipality, focusing on the challenges of implementing change initiatives and proposing strategies for improvement. In a rapidly evolving social, political, and economic landscape, effective change management is critical for organizational adaptability and service delivery. The research employs a mixed-method approach, combining surveys and interviews with 45 employees and managers to evaluate the municipality's change processes.

Key findings reveal that employee resistance is the most significant barrier to change, driven by a lack of understanding (51.1%) and poor communication. While leadership is perceived as democratic (100%), decision-making remains predominantly top-down (68.9%), limiting employee involvement (24.4%). Internal challenges include resource constraints (44.4%) and managerial issues (31.1%), while external pressures such as social and political factors (64.4%) further complicate change efforts.

The study recommends fostering greater employee participation, improving communication and training, addressing resource limitations, strengthening leadership commitment, and establishing a structured change management framework. These measures aim to reduce resistance, enhance adaptability, and ensure the successful implementation of change initiatives. By adopting these strategies, Wolkite Town Municipality can improve its organizational performance and service delivery to the community.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In today's rapidly evolving environment, organizations must adapt to change to remain competitive and efficient. Change management is a structured approach that enables organizations to transition from their current state to a desired future state with minimal disruption. It involves strategies, tools, and techniques that address the human aspects of change to ensure successful implementation. Effective change management minimizes resistance, enhances employee engagement, and improves overall organizational performance.

It involves two key types of change: Incremental Change (First-Order Change): This refers to gradual, step-by-step improvements in processes, policies, or structures without fundamentally altering the organization's core functions. Transformational Change (Second-Order Change): This involves significant shifts in organizational culture, vision, and operational strategies, requiring a fundamental rethinking of established norms and practices. Despite the recognized importance of change management, organizations often face challenges in implementation. Employees may resist change due to uncertainty, lack of communication, or inadequate training. The effectiveness of change management largely depends on leadership commitment, stakeholder involvement, and a well-structured approach to implementation.

In the context of Wolkite Town Municipality, change is frequently driven by external factors such as technological advancements, customer expectations, and regulatory requirements, as well as internal factors like administrative restructuring and new work methodologies. However, challenges such as resistance from employees, limited awareness, and ineffective communication hinder the municipality's ability to implement change smoothly. This study aims to assess the change management practices in Wolkite Town Municipality, identify challenges, and propose strategies to improve change adoption and organizational efficiency.

1.2 Statement of the Problem

Change management is critical for organizational success and plays a significant role in driving development. In Wolkite Town Municipality, change is a frequent occurrence, often prompted by external factors such as customer demands, market preferences, technological advancements, and environmental conditions. Additionally, internal factors, including new work practices, technologies, administrative procedures, and restructuring efforts, drive the need for change.

Despite these efforts, the municipality faces challenges in implementing change. Employees and organizational processes often struggle to adapt to new initiatives, leading to inefficiencies in operations such as land development and administrative workflows. These challenges highlight the need for effective strategies to enhance acceptance and facilitate smoother transitions.

Addressing these challenges is essential for improving the municipality's performance and achieving its developmental goals. By identifying and resolving the barriers to successful change implementation, the municipality can foster a culture of innovation, improve service delivery, and align with the expectations of the public and stakeholders.

1.3 Research Question

This study aims to answer the following general questions:

- What are the challenges of change management practice in Wolkite town municipality?
- How the internal and external factors are contributed to challenges of changes management in Wolkite town municipality?
- How could we better approach the change management practice to implement efficient management system in Wolkite town municipality?

1.4 Research Objectives

1.4.1 General Objective

The primary objective of this study is to assess change management practices and their implementation within Wolkite Town Municipality.

1.4.2 Specific Objectives

- To identify the major challenges of change management practice in Wolkite town municipality
- To examine the internal and external factors affecting the changes management practice in Wolkite town municipality.
- To develop better approach of the change management practice to implement efficient management system in Wolkite town municipality.

1.5 Scope and Limitation of the Study

The study focuses on assessing change management practices within Wolkite Town Municipality. It examines how changes are implemented, including the adoption of new work practices, technologies, administrative procedures, and the internal and external factors influencing these changes. The research is confined to the municipality and does not aim to generalize findings to other organizations or contexts. By concentrating on the unique dynamics of the municipality, the study seeks to provide actionable insights to improve change management practices and enhance overall organizational performance. The study will face time and cost issue in its entire process.

1.6 Significance of the Study

This study is expected to provide valuable insights for Wolkite Town Municipality by highlighting the importance of effective change management practices. Understanding and managing change is essential for the organization to adapt to external environments, exploit opportunities, and mitigate challenges. The study aims to help the municipality: Recognize the importance of change management and its role in organizational success. Identify methods to implement changes effectively, minimizing challenges and fostering acceptance. Provide guidance on integrating change management practices into the organization's daily operations to improve overall performance. The findings of this study will benefit top management, middle management, and lower-level management by offering strategies to improve their approach to organizational change. Employees will also benefit by gaining clarity and support in navigating workplace changes. Overall, the study contributes to the municipality's growth and the betterment of its workforce and service delivery.

CHAPTER TWO

LITERATURE REVIEW

2.1 Why Change is Important

Change in organizations can take various forms, including technological advancements, cultural shifts, or structural adjustments. Changes may involve modifications in procedures, policies, or job assignments, requiring employees to adapt to new orientations and expectations. Organizational change is essential for fostering creativity, addressing challenges, and maintaining competitiveness. Introducing change can sometimes be unsettling for managers and employees alike. However, when managed effectively, it offers opportunities for innovation and learning. By involving employees in the design and implementation stages, organizations can create a more collaborative and productive environment (John Ivancevich, 2008).

2.2 Discovery of Change

Organizational change can range from small-scale adjustments, such as refining work procedures, to large-scale transformations that redefine organizational goals and processes. There are three common approaches to implementing change:

1. Top-Down Approach: In this approach, leadership initiates change and communicates decisions to the relevant stakeholders. While it ensures clarity and direction, it may lack input from employees, potentially limiting its effectiveness.

2. Bottom-Up Approach: This approach involves employees in identifying and solving problems, fostering a sense of ownership and collaboration. It is particularly effective when solutions require insights from those directly involved in the issue.

3. Expert Approach: Here, knowledgeable individuals or consultants are engaged to analyze problems and recommend solutions. This method is beneficial for introducing specialized knowledge or technology but requires alignment with organizational goals to be effective (R. Mitchell & J.R. Zarosen, 1993).

2.3 Forces for Change in Organizations

Change in organizations is driven by both external and internal forces:

1. External Forces: These include technological advancements, demographic shifts, and social or political pressures. External forces often compel organizations to reevaluate their strategies and adapt to evolving circumstances (John Ivancevich, 2008).

2. Internal Forces: Internal drivers of change stem from operational inefficiencies, employee dissatisfaction, or managerial decisions. Addressing these factors requires proactive strategies to align individual and organizational goals effectively (Steven L. McShane, 2005).

2.4 Lewin's Force Field Theory of Change

Kurt Lewin developed a three-stage model of planned change to help organizations initiate, manage, and sustain changes effectively:

1. Unfreezing: This stage involves creating awareness and motivation for change by addressing outdated behaviors and attitudes. Benchmarking and other comparative techniques can highlight the need for improvement.

2. Changing (Moving): At this stage, new behaviors and practices are introduced through training, role modeling, and communication. Employees are encouraged to adopt new perspectives and approaches.

3. Refreezing: This final stage focuses on stabilizing the changes and integrating them into the organization's culture. Positive reinforcement, coaching, and consistent support ensure the long-term success of the changes (Thomas G. Cummings, 2005).

2.5 Understanding and Managing Change Practices

Effective change management involves clear strategies and practices to ensure smooth transitions within an organization. Key components include: Planning and Communication: Establishing clear objectives and maintaining transparency with stakeholders. Employee Engagement: Actively involving employees in the process to build commitment and understanding. Continuous Support: Providing resources, training, and emotional support to ease transitions and

foster adaptability. Organizations that adopt structured change management practices are better equipped to achieve their goals and sustain growth in a rapidly changing environment.

CHAPTER THREE

METHODOLOGY OF THE STUDY

3.1 Research Design

The primary purpose of this study is to assess change management practices in Wolkite Town Municipality. To achieve this objective, the researcher was employed a descriptive research design. Both primary and secondary data sources were utilized. Primary data collected from employees and managers through questionnaires, while secondary data was gathered from written documents, organizational records, and internet resources.

3.2 Research Approach

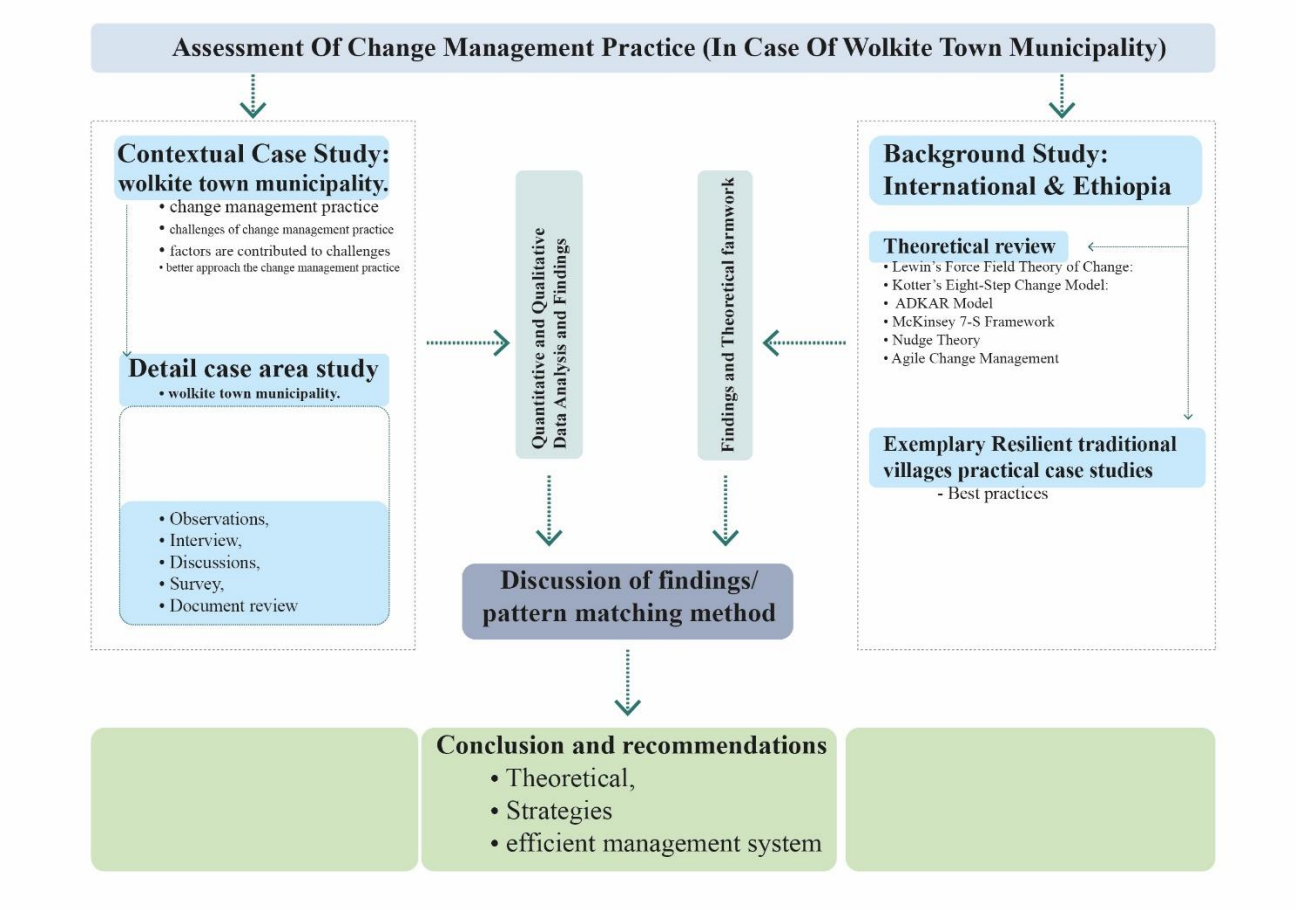


Figure 1: Overview of the Mixed-Method Research Approach Used in the Study.

3.3. Research Method

To enhance the depth and accuracy of the study, a mixed-method research approach was used: Quantitative Approach: This method was employed to collect numerical data using structured questionnaires. It allows for statistical analysis to identify trends, relationships, and patterns in change management practices. Qualitative Approach: Semi-structured interviews and focus group discussions were conducted to explore in-depth perspectives on change management challenges. This approach helps understand the human and behavioral aspects of change adoption within the municipality.

3.4 Target Population

The target population for this study includes the employees and managers of Wolkite Town Municipality, totaling approximately fifty (50) individuals.

3.5 Source of Data

The study was used both primary and secondary data sources: **Primary Data:** Collected through questionnaires distributed to employees and managers. **Secondary Data:** Derived from organizational documents, databases, and other relevant materials.

3.6 Methods of Data Collection

Primary data was gathered using questionnaires specifically designed for this study. Secondary data was obtained from published and unpublished sources, including organizational records and research materials.

3.7 Sample Size and Sampling Technique

Given the relatively small target population of fifty (50), the researcher was used a census survey method. This approach ensures that data is collected from all members of the population, making the results comprehensive and representative.

3.8 Data Presentation and Analysis

The collected data was analyzed and presented using descriptive methods. Tabulation and percentage calculation was used to facilitate data interpretation. This process has helped derive meaningful conclusions and recommendations.

3.9 Ethical Considerations

The researcher ensured that the study was conducted responsibly and ethically. Participants' confidentiality was maintained, and the data collected was used solely for academic purposes.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents the collected data, analyzes the findings, and interprets them in relation to the research questions. The data was obtained from 45 respondents through structured questionnaires and analyzed using descriptive statistics. The discussion follows the research objectives to ensure a comprehensive understanding of change management practices in Wolkite Town Municipality.

4.1 Challenges of Change Management Practice in Wolkite Town Municipality

This section presents demographic characteristics and identifies the main challenges associated with change management in Wolkite Town Municipality. Respondents were asked about the difficulties encountered during change implementation.

4.1.1 Demographic Characteristics of Respondents

The demographic profile of respondents includes gender, age, education level, years of service, leadership style in municipality and Involvement in Change Management Planning as shown in Table 1, Table 2, Table 3 and Table 4.

Table 1: Gender and Age of Respondents

Item		**Numbers of respondent**	**Percentage (%)**
Sex	Male	28	62.2%
	Female	17	37.8%
	Total	45	100%
Age	20-30	21	46.6%
	31-40	20	44.5%
	41-50	4	8.9%
	Total	45	100

Source Own survey 2025

As indicated in the above table, information about the gender and age distribution of the respondents. It shows that a greater number of the respondents are male, making up 62.2% of the total, while female respondents account for only 37.8%. This indicates that men are more highly represented in the workforce compared to women, which could suggest a gender imbalance within the municipality. This imbalance may be worth further investigation to determine whether there are any underlying issues related to hiring practices, workplace culture, or gender roles that may be affecting female participation.

In terms of age, most of the respondents fall within the 20-30 and 31-40 age groups. This suggests that the municipality has a relatively young workforce. A younger workforce can be an advantage, as younger employees may be more open to change, innovation, and new technologies. However, it also means that management strategies should be designed to support and guide younger staff in developing their skills and gaining experience. Proper training, mentorship, and opportunities for career growth could help harness the energy and potential of this age group effectively.

Table 2: Education Level and Years of Service

Item		**Numbers of respondent**	**Percentage (%)**
Level of education	Diploma	11	24.4%
	Degree	35	75.6%
	Total	45	100%
Years services	0-10	32	71.1%
	11-20	11	24.4%
	21-30	2	4.4%
	Total	45	100%

Source Own survey, 2025

As indicated in the above table, information about the educational qualifications and length of service of the respondents. It reveals that a large majority 75.6% of the respondents hold a university degree. This indicates that the municipality has a relatively well-educated workforce, which can be a valuable asset. Employees with higher education levels are generally better

equipped to understand complex issues, adapt to new policies or technologies, and contribute to problem-solving and innovation within the organization.

In addition to education levels, the table also highlights the respondents' years of service. Most employees 71.1% have between 0 and 10 years of work experience within the municipality. This suggests that while the workforce is educated, it is also relatively new and lacks long-term experience. The limited years of service could pose challenges related to institutional memory, as newer employees may not have the deep organizational knowledge that comes with long-term service. To address this, the municipality may need to implement strategies for knowledge sharing and retention. This could include mentorship programs, documentation of key processes, and training sessions to ensure that critical expertise is passed on and preserved as the organization continues to grow and change.

Table 3: Leadership Style in the Municipality

Item		**Numbers of respondents**	**Percentage (%)**
What leader ship style is practiced in your municipality?	Democratic	45	100%
	Autocratic	**-**	**-**
	Laissez faire	**-**	**-**
	Total	45	100%

Source own survey, 2025

As indicated in the above table, all respondents 100% perceive the leadership style in the municipality as democratic. Interestingly, none of the respondents identified autocratic or laissez-faire styles as being present in their organization. This suggests a strong and consistent perception among employees that the leadership encourages participation, open communication, and collaboration in decision-making processes.

This shared view of a democratic leadership style may reflect a positive organizational culture, where employees feel that their opinions are valued and that they are involved in shaping the direction of their work environment. Such a culture can enhance motivation, teamwork, and trust

within the municipality. However, while this perception is promising, it is important to examine additional data to confirm whether democratic practices are truly being implemented in daily operations. For example, reviewing how often employees are actually consulted in decisions, whether their feedback is acted upon, and how transparent the leadership is can help determine the real effectiveness of this leadership style. Without such supporting evidence, there is a risk that the label of "democratic leadership" could reflect perception more than practice.

Table 4: The Involved Bodies in Planning and Designing to Change Management in Municipality

Item		**Numbers of respondents**	**Percentage (%)**
Who involved in planning and designing to change management in your municipality?	Top management	23	51.5%
	Middle management	4	8.9%
	Top management and employees	7	15.6%
	Employees	11	24.4%
	Total	45	100%

Source own survey, 2025

As indicated in the above table, reveals the extent of involvement of different employee levels in change management planning within the municipality. The data indicates that top management is predominantly involved, with 51.5% of respondents indicating their participation, while employees have the least involvement, with only 24.4% reporting their engagement in the planning process.

This concentration of planning at the top management level suggests a top-down approach to change management. While this approach can ensure alignment with organizational goals, it may

also result in a lack of buy-in from employees, as their perspectives and concerns may not be fully incorporated into the planning process. Without adequate involvement and feedback from employees, there is a potential for resistance to change, as employees may feel excluded or disconnected from the decision-making process.

4.1.2 Challenges in Implementing Change Management

This section presents the key challenges faced during change implementation.

Table 5: Challenges in Change Management Implementation

Challenge		**Numbers of respondents**	**Percentage (%)**
What challenges does your municipality face in implementing change management?	Employees lack understanding of the change process	23	51.1%
	Disagreement between management and employees	9	20%
	Inadequate resources or support for change implementation	13	28.9%
	Total	45	100%

Source own survey, 2025

As indicated in the above table, employee resistance (51.1%) is the most significant barrier to effective change management within the municipality. This resistance stems from several factors, including a lack of awareness and understanding of the change process, fear of the unknown such as concerns about increased workload and job insecurity and poor communication between management and employees, which fosters misinformation and further resistance.

In addition, disagreements between management and employees (20.0%) indicate that change initiatives are often introduced without adequate consultation, leading to low levels of acceptance among staff. Furthermore, a substantial portion of respondents (28.9%) identified

inadequate resources, including financial, technological, and human capital, as a major challenge hindering the successful implementation of change.

Collectively, these findings suggest that the municipality faces significant challenges related to resistance to change, ineffective communication, and resource constraints, all of which complicate the process of managing organizational change effectively.

Table 6: The biggest obstacles to successful change management in the municipality

Item		**Numbers of respondents**	**Percentage (%)**
What are the biggest obstacles to successful change management in your municipality?	Lack of employee involvement	14	31.1%
	Insufficient resources (financial, technological, etc.)	18	40%
	Resistance from leadership or management	11	24.5%
	Inconsistent policies and procedures	2	4.4%
	Total	45	100%

Source own survey, 2025

As indicated in the above table, the most significant obstacles to successful change management within organizations. The two most frequently cited challenges are insufficient resources (40%) and lack of employee involvement (31.1%). These findings indicate that many organizations face difficulties in allocating the necessary financial, human, and time-related resources required to support change initiatives effectively. Without adequate resources, organizations may experience delays, reduced efficiency, or failure in implementing desired changes. This underscores the importance of strategic planning and proper resource management as foundational elements for facilitating organizational change.

Furthermore, the lack of employee involvement emerges as a critical barrier, highlighting a gap in communication and participation within the change process. This concern echoes the findings presented in Table 6 and suggests that change efforts are often perceived as top-down directives, with limited input from those affected by the changes. A more participatory approach that actively engages employees and considers their perspectives is essential for fostering a sense of ownership, reducing resistance, and increasing the likelihood of successful change outcomes. Overall, the findings emphasize the need for organizations to not only allocate sufficient resources but also to adopt inclusive strategies that prioritize employee engagement throughout the change management process

Table 7: The main reasons employees struggle to adopt change

Item		**Numbers of respondents**	**Percentage (%)**
What are the main reasons employees struggle to adopt changes?	Fear of unknown	13	28.9%
	Increased workload	12	26.7%
	Lack of clear communication about the change	20	44.4%
	Total	45	100%

Source own survey, 2025

As indicated in the above table, the underlying reasons for employees' resistance to organizational change. The most prominent factor identified is the lack of clear communication about the change, cited by 44.4% of respondents. This indicates that when employees are not adequately informed about what the change entails, why it is necessary, and how it will affect them, uncertainty and confusion tend to increase. Other significant reasons for resistance include fear of the unknown (28.9%) and concerns about increased workload (26.7%). These findings reflect the emotional and practical challenges employees face during periods of transition.

The result shows the crucial role that effective communication plays in the success of change management efforts. Clear, transparent, and timely communication can help reduce uncertainty

and build trust among employees. Moreover, by proactively addressing concerns and involving employees in the conversation, organizations can alleviate fears and create a more supportive environment for change. Ensuring that employees understand the purpose and benefits of the change can significantly lower resistance and contribute to smoother implementation.

Table 8: The level of acceptance of change within the municipality

Item		**Numbers of respondents**	**Percentage (%)**
How would you describe the level of acceptance of change within the municipality?	Employees fully accept and adapt to changes	13	28.9%
	There are some concerns, but changes are generally accepted	25	55.5%
	There is hesitation and challenges in adopting changes	7	15.6%
	Total	45	100%

Source own survey, 2025

As indicated in the above table, employees' overall level of acceptance toward organizational change. A majority of respondents (55.5%) indicate that changes are generally accepted, although not without some concerns. A smaller group (28.9%) reports full acceptance and successful adaptation to change, while 15.6% of employees express hesitation and face challenges in adjusting. These findings suggest that, while outright resistance is not predominant, there are still notable reservations among a significant portion of the workforce.

The fact that most employees accept change but still express concerns points to the need for a more supportive and responsive change management approach. It highlights the importance of acknowledging and addressing employee uncertainties to ensure smoother transitions. By actively engaging with employees, offering support, and clearly communicating the rationale and benefits of change, organizations can reduce hesitation and foster greater adaptability.

Effectively managing these concerns not only minimizes resistance but also enhances overall organizational readiness for future change initiatives.

Table 9: How effectively does the municipality communicate changes to employees?

Item		**Numbers of respondents**	**Percentage (%)**
How effectively does the municipality communicate changes to employees?	Very effectively	16	35.6%
	Somewhat effectively	29	64.4%
	Not effectively	**-**	**-**
	Total	45	100%

Source own survey, 2025

As indicated in the above table, effectiveness of communication regarding organizational changes within the municipality. The majority of respondents (64.4%) rate the communication as "somewhat effective," suggesting that while the information is received, there is room for improvement in its delivery. A smaller portion of respondents (35.6%) regard the communication as "very effective," and notably, no respondents consider it "not effective."

Although no respondents identified the communication as ineffective, the fact that a significant number viewed it as merely "somewhat effective" highlights an opportunity to refine the municipality's communication strategies. Improving aspects such as clarity, frequency, and the channels used for communication could contribute to more thorough understanding and acceptance of the changes. By enhancing these elements, the municipality could foster better change adoption, reduce any remaining resistance, and ensure that employees feel more informed and engaged throughout the process.

4.2 Internal and External Factors Affecting Change Management

This section focused on understanding how internal and external factors contribute to the challenges of change management.

4.2.1 Internal and External Factors for Change

Table 10: Internal Forces for Change

Item		Numbers of respondents	Percentage (%)
What are the key internal factors influencing change in your municipality?	Human Resource Issues	11	24.4%
	Managerial Decision Issues	14	31.2%
	Resource Management Challenges	20	44.4%
	Total	45	100%

Source own survey, 2025

As indicated in the above table, the key internal factors driving change within the municipality. The most significant factor identified is resource management challenges, cited by 44.4% of respondents. This indicates that issues such as budget constraints, insufficient infrastructure, or resource misallocation are major triggers for change. Additionally, 31.2% of respondents point to managerial decision-making issues, including strategic choices and leadership styles, as influencing change. Another contributing factor, identified by 24.4% of respondents, is human resource-related challenges, such as skill gaps or employee dissatisfaction, which can lead to shifts in personnel management practices.

These findings underscore the important role that internal factors play in driving change within the municipality. Resource constraints, particularly in terms of budget and infrastructure, often

push organizations to adjust their operations to optimize the available resources. Managerial decisions, from leadership approaches to strategic direction, also have a significant impact on organizational change, as they shape the vision and execution of change initiatives. Furthermore, addressing human resource issues, such as employee engagement and skill development, is essential for fostering a workforce that is adaptable to change. Together, these factors highlight the interconnectedness of resource management, leadership, and personnel issues in driving internal change.

Table 11: External Forces for Change

Item		**Numbers of respondents**	**Percentage (%)**
What are the key external factors influencing change in your municipality?	Technological Advancements	12	26.7%
	Social & Political Pressure	29	64.4%
	Demographic Changes	4	8.9%
	Total	45	100%

Source own survey, 2025

As indicated in the above table, the key external factors that influence change within the municipality. The most prominent external driver is social and political pressure, cited by 64.4% of respondents. This indicates that shifts in government policies, community expectations, and political dynamics are major forces compelling the municipality to adapt its services and operations. Technological advancements, noted by 26.7% of respondents, also play a significant role in driving change by providing new opportunities for innovation, efficiency, and modernization. Demographic changes, identified by 8.9% of respondents, have a less substantial

impact, though they can still necessitate adjustments in service delivery in response to population growth, aging populations, or shifts in community needs.

These findings indicated the powerful influence of external factors on municipal change. Social and political pressures often force municipalities to adapt quickly, particularly in response to changes in regulations, public opinion, or political agendas. Technological advancements provide municipalities with the tools and opportunities to improve service delivery, streamline processes, and remain competitive. While demographic shifts are less immediately influential, they can gradually reshape the municipality's approach to public services, requiring adjustments to meet the evolving needs of the population. Together, these external drivers underscore the need for the municipality to remain agile and responsive to both societal and technological changes.

4.3 Strategies for Improving Change Management

This section focused on identifying effective approaches to improve change management in Wolkite Town Municipality.

4.3.1 Approaches Used for Change Management

Table 12: Approaches Used for Change Management

Item		**Numbers of respondents**	**Percentage (%)**
What approaches the manager use for fast and quick change in your municipality?	Top down approaches	31	68.9%
	Bottom up approaches	11	24.4%
	The expert approaches	3	6.7%
	Total	45	100%

Source own survey, 2025

As indicated in the table above, various approaches have been used by managers to implement change within the municipality. The findings show that the top-down approach is the most

commonly employed, with 68.9% of respondents indicating its use. This method typically involves senior management initiating and directing change with limited input from lower-level staff. The bottom-up approach, reported by 24.4% of respondents, is less frequently used and relies more on employee participation and grassroots involvement in the change process. The expert approach, where external specialists or consultants guide change initiatives, is the least common, utilized by only 6.7% of respondents.

The dominance of the top-down approach suggests that change is largely driven by leadership, potentially limiting opportunities for employee engagement and input. While this method can ensure consistency and alignment with strategic goals, it may also lead to resistance if employees feel excluded from the decision-making process. The limited use of the bottom-up approach indicates an opportunity for improvement, as increasing employee involvement can enhance acceptance, foster innovation, and create a sense of ownership over the change. Encouraging a more balanced or participatory approach could lead to more effective and sustainable change outcomes.

Table 13: Has the municipality introduced new working method or approaches recently?

Item		**Numbers of respondents**	**Percentage (%)**
Has the municipality introduced new working method or approaches recently?	Yes	45	100%
	No	**-**	**-**
	Total	45	100%

Source own survey, 2025

As indicated in the above table, all respondents answered yes, and no respondents answered no. Therefore as all respondents (100%) answered the municipality experienced changing the working method new approaches.

Table 14: Strategies Used to Support Change Implement

Item		Numbers of respondents	Percentage (%)
What strategies are used to support employees during change implementation?	Providing training before the change	15	33.3%
	Discussing changes with employees beforehand	12	26.7%
	Ensuring effective communication throughout the change process	28	40%
	Total	45	100%

Source own survey, 2025

As indicated in the above table, 33.3%, 26.7% and 40% of the respondents replied the municipality used the techniques such as training the employees before change, discussing about change before implementation and to communicate employees in the change respectively. Most of the respondents (40%) replied technique used by municipality to minimize resist change is to communicate employees in the change. Therefore, as most respondents answered one can conclude that the municipality was communicate employees in the change to minimize resist change.

Table 15: Frequency of change implementing

Item		Numbers of respondents	Percentage (%)
How frequently does your municipality implement change initiatives?	Frequently (several times a year)	9	20%
	Occasionally (once a year or less)	16	35.6%
	Rarely (every few years)	11	44.4%
	Total	45	100%

Source own survey, 2025

As indicated in the above table, the frequency with which the municipality implements change initiatives, based on a 2025 survey. The most common frequency reported by respondents was "Occasionally (once a year or less)," with 16 out of 45 respondents (35.6%) selecting this option. A slightly smaller group (11 out of 45, or 24.4%) indicated that change initiatives occur "Rarely (every few years)." The least common response was "Frequently (several times a year)," chosen by 9 respondents, or 20% of the total. These findings suggest that while change initiatives are not consistently frequent within the municipality, they are implemented on at least an occasional basis for the majority of employees, with a smaller portion of the workforce experiencing more frequent periods of change.

Table 16: Does the municipality provide training programs?

Item		Numbers of respondents	Percentage
Does your municipality provide training programs to help employees adapt to change?	Yes, regularly	14	31.1%
	Yes, but not frequently	31	68.9%
	No, not at all	-	-
	Total	45	100%

Source own survey, 2025

As indicated in the above table, the frequency with which the municipality provides training programs to help employees adapt to change based on a 2025 survey. A substantial majority of respondents (31 out of 45, or 68.9%) indicated that the municipality offers such training, but not on a frequent basis. A smaller proportion (14 out of 45, or 31.1%) reported that these training programs are provided regularly. Notably, none of the respondents indicated that the municipality does not offer any training programs to assist in adapting to change. These findings suggest that while the municipality does provide support in this area, there may be an opportunity to increase the frequency of these training initiatives to better equip employees in navigating organizational changes.

Table 17: How does leadership support organizational changes?

Item		Numbers of respondents	Percentage (%)
How does leadership support employees during organizational changes?	Providing clear guidance and communication	11	24.4%
	Offering training and professional development	18	40%
	Encouraging employee feedback and participation	16	35.6
	No significant support provided	-	-
	Total	45	100%

Source own survey, 2025

As indicated in the above table, how leadership supports employees during organizational changes within the municipality, based on a 2025 survey. The most commonly cited form of support was "Offering training and professional development," reported by 18 respondents, accounting for 40% of the total. This indicates a strong focus on equipping employees with the essential skills and knowledge needed to adapt during periods of change. Encouraging employee feedback and participation was another notable support mechanism, identified by 16 respondents (35.6%), highlighting the municipality's efforts to involve employees in the change process providing clear guidance and communication, mentioned by 11 respondents (24.4%), was also recognized as an important support mechanism, and though it was the least frequently cited. Notably, no respondents reported a lack of significant support from leadership during organizational changes. This suggests that employees generally perceive leadership as actively engaged in supporting them through these transitions, with particular emphasis on skill development and fostering inclusive participation. These findings underscore the municipality's commitment to ensuring that employees are well-prepared and actively involved in the change process.

Table 18: Change initiatives in the municipality

Item		Numbers of respondents	Percentage (%)
How do employees generally perceive change initiatives in your municipality?	Positive – they see change as necessary and beneficial	34	75.6%
	Neutral – they accept change but do not strongly support it	11	24.4%
	Negative – they feel uncertain or resistant to change	-	-
	Total	45	100%

Source own survey, 2025

As indicated in the above table, the general perception of change initiatives among employees in the municipality, based on a survey conducted in 2025. The results indicate a predominantly positive outlook, with a significant majority of respondents (34 out of 45, or 75.6%) perceiving change as both necessary and beneficial. A smaller proportion (11 out of 45, or 24.4%) remain neutral, acknowledging change without offering strong support. Importantly, no respondents expressed a negative perception or demonstrated resistance to the change initiatives. These findings suggest a broadly receptive attitude toward change within the municipality's workforce, showing a solid foundation for future change efforts.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

This study assessed change management practices in Wolkite Town Municipality, revealing several key findings. The demographic analysis indicated that the majority of respondents were degree holders (75.6%) and young professionals (91.1% aged 20-40), with a significant portion having less than 10 years of service (71.1%). While the prevailing leadership style was reported as democratic by all respondents (100%), the actual involvement in change management planning was limited, with top management leading the planning process (51.1%) and employees being involved only 24.4% of the time.

The primary challenges in implementing change management included employee resistance (51.1%), disagreements between management and employees (20%), and inadequate resources (28.9%). Employee resistance was attributed to a lack of understanding of the change process, fear of the unknown and poor communication. Internal factors affecting change predominantly involved resource management constraints (44.4%), managerial decision-making issues (31.1%), and human resource challenges (24.4%). External factors mainly consisted of social and political pressures (64.4%), technological advancements (26.7%), and demographic changes (8.9%).

In terms of approaches to change, the top-down approach was most frequently used (68.9%), with bottom-up and expert approaches being less common. To improve change management, the study suggests fostering a more inclusive approach by increasing employee involvement, enhancing communication and training, addressing resource constraints, strengthening leadership commitment, and establishing a structured change management framework. These strategies are crucial for creating a more effective and sustainable change management process within the municipality.

5.2 Recommendations

To address the challenges identified in the study, the following recommendations are proposed for Wolkite Town Municipality:

- Enhance Employee Involvement in Change Management: Shift from a predominantly top-down approach (51.1%) to a more participatory model by involving employees in the planning and design stages of change initiatives. This can be achieved through bottom-up mechanisms, fostering ownership and reducing resistance.
- Improve Communication and Training: Address the lack of understanding (51.1%) by implementing comprehensive training programs and awareness workshops. Open communication channels and transparent information dissemination will help clarify the reasons for change, expected outcomes, and employee roles.
- Address Resource Constraints: Allocate sufficient financial, technological, and human resources (44.4%) to support change initiatives. Prioritize budgeting, invest in infrastructure, and focus on workforce development to ensure sustainable implementation.
- Strengthen Leadership Commitment and Practices: While leadership is perceived as democratic (100%), decision-making remains top-down (68.9%). Leaders should visibly support change, communicate its importance, and empower employees through inclusive decision-making and transparency.
- Establish a Structured Change Management Framework: Develop a clear framework to guide the initiation, planning, implementation, and sustainability of change. Include defined roles, stakeholder engagement processes, and monitoring mechanisms to institutionalize effective practices and improve success rates

By adopting these measures, Wolkite Town Municipality can cultivate an adaptable culture, mitigate resistance, and enhance its capacity to manage change effectively, leading to improved organizational performance and service delivery.

APPENDIX

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

DEAR RESPONDENTS:

The questionnaire is prepared by Girum Kebede for the partial fulfillment bachelor art degree in management program at Wolkite University. A research questionnaire prepared for educational purpose that the object of the research is only assessing of change management practice and its resistance in Wolkite town municipality. I request you to help me in answering the following question. Test that you give me is strictly confidential.

Instruction: Put 'x' mark for the correct answer inside the box

No need of writing name

Part One: Demographic Information

1. Sex:

☐ Male

☐ Female

2. Age:

☐ 20-30

☐ 31-40

☐ 41-50

3. Educational Background:

☐ Diploma

☐ Degree

4. Years of Service:

☐ 0-10

☐ 11-20

☐ 21-30

Part Two: Questions Related to the Study

5. What leadership style is most commonly practiced in your municipality?

☐ Democratic

☐ Autocratic

☐ Laissez-faire

6. Who is involved in planning and designing change management in your municipality?

☐ Top management

☐ Middle management

☐ Top management and employees

☐ Employees

7. What challenges does your municipality face in implementing change management?

☐ Employees lack understanding of the change process

☐ Disagreement between management and employees

☐ Inadequate resources or support for change implementation

8. Which approach is commonly used by managers to implement change?

☐ Top-down approach

☐ Bottom-up approach

☐ Expert-driven approach

9. Has the municipality introduced new working methods or approaches recently?

☐ Yes

☐ No

10. What are the main reasons employees struggle to adopt changes?

☐ Fear of the unknown

☐ Increased workload

☐ Lack of clear communication about the change

11. What strategies are used to support employees during change implementation?

☐ Providing training before the change

☐ Discussing changes with employees beforehand

☐ Ensuring effective communication throughout the change process

12. How would you describe the level of acceptance of change within the municipality?

☐ Employees fully accept and adapt to changes

☐ There are some concerns, but changes are generally accepted

☐ There is hesitation and challenges in adopting changes

13. What are the key internal factors influencing change in your municipality?

☐ Human resource-related issues

☐ Managerial decision-making

☐ Organizational structure and policies

14. What are the key external factors influencing change in your municipality?

☐ Technological advancements

☐ Social and political influences

☐ Demographic changes

15. How effectively does the municipality communicate changes to employees?

☐ Very effectively

☐ Somewhat effectively

☐ Not effectively

16. What are the biggest obstacles to successful change management in your municipality?

☐ Lack of employee involvement

☐ Insufficient resources (financial, technological, etc.)

☐ Resistance from leadership or management

☐ Inconsistent policies and procedures

17. How frequently does your municipality implement change initiatives?

☐ Frequently (several times a year)

☐ Occasionally (once a year or less)

☐ Rarely (every few years)

18. Does your municipality provide training programs to help employees adapt to change?

☐ Yes, regularly

☐ Yes, but not frequently

☐ No, not at all

19. How does leadership support employees during organizational changes?

☐ Providing clear guidance and communication

☐ Offering training and professional development

☐ Encouraging employee feedback and participation

☐ No significant support provided

20. How do employees generally perceive change initiatives in your municipality?

☐ Positive – they see change as necessary and beneficial

☐ Neutral – they accept change but do not strongly support it

☐ Negative – they feel uncertain or resistant to change

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