



**Indira-Gandhi National Open University
School of Graduate Studies
Department of Management**

**Assessment of the Practices, Challenges and Prospects
in Implementation of Organizational Change: *the
Case of Splitting Ethiopian Electric Power Corporation***

A Thesis Submitted to Indira Gandhi National Open University, School of Graduate Studies, Department of Management, in Partial Fulfillment of the Requirement for the Master of Arts Degree in Business Administration

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CERTIFICATE OF ORIGINALITY

This is to certify that this research entitled “Assessment of the Practices, Challenges and Prospects in Implementation of Organizational Change: the Case of Splitting Ethiopian Electric Power Corporation”, is my original work and is being submitted in partial fulfillment for the award of the Master’s Degree in Business Administration of Indira Gandhi National Open University. This report has not been submitted earlier either to this University or to any other University/Institution for the fulfillment of the requirement of a course of study.

SIGNATURE OF SUPERVISOR

Date: -----

SIGNATURE OF STUDENT

Date: -----

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Abbreviations and Acronyms

EEP: Ethiopia Electric Power

EEU: Ethiopia Electric Utility

EEPCO: Ethiopia Electric Power Corporation

EELPA: Ethiopia electric power authority

FGD: Focus group discussion

ERP: Enterprise resource planning

IT: Information technology

SWOT: Strength, weakens, opportunity, treat

Abstract

The purpose of this study is to assess the Practices, Challenges and Prospects in Implementation of Organizational Change in the Case of Splitting Ethiopian Electric Power Corporation. Both qualitative and quantitative approaches are employed. The primary data are gathered from managers and employees of EEP and EEU through survey questionnaires, interview, and focus group discussion and from secondary data. The researcher identified that the major bottleneck in implementation of organizational change includes inexperienced consultant in organizational wide change; lack of monitoring assumptions, risks, costs, return on investment; lack of adequate training and implementation of performance measurement system; lack of leadership support and coaching; gap in operational planning and clear day to day activities; and lack of information technology support and provision of adequate resources. The research concludes that the implementation of change in organization in splitting EEPCO has failed to meet its target, especially in relation to improvement of customer service. The study recommends the two organizations to resolve the bottlenecks that are identified in order to meet their target of better customer. Careful monitoring of the entire change process is essential in order to be able to measure its impact and evaluate its success to fulfill the gap accordingly.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Organizational change is defined as "the process of altering, modifying or transforming one state, condition or phase of an organization to another" (Mostly, Megginson and Pietric: 1997). Organizational change refers to "the way an organization adapts to its external and internal environment" (Wilson: 1994). Organizational change involves attempts to modify organizational structure, procedures or processes. These changes may be focused on particular jobs, individuals, work group or the organization as a whole (Mitchell: 1982). Change is an inherent characteristic of any organization and, like it or not, all organizations whether in the public or private sector must change to remain relevant.

The present day business environment has become so complex that organizations are forced to be alert to respond to the new challenges and opportunities. And this involves a continuous process of managing the change, development of more flexible, coordinative, team-and communication-based capabilities (Neda, A. etal.2008). The idea that change is desirable, constructive, and essential within the established pattern of organization is realistic. (Thyagarajan and Ali 2004:57). Owing to this fact, most organizations have focused on "processes" and employed various techniques and tools to speed up and enhance processes (Valiris and Glykas, 2004; Adesola and Baines, 2005; Chan and Spedding, 2003 cited in Neda, etal 2008).

Change can originate from external sources through technological advances, social, political or economic pressures, or it can come from inside the organization as a management response to a range of issues such as changing client needs, costs or a human resource or a performance issue. It can affect one small area or the entire organization. Nevertheless, all change whether from internal or external sources, large or small, involves adopting new mindsets, processes, policies, practices and behavior.

Typically, the concept of organizational change is in regard to organization-wide change, as opposed to smaller changes such as adding a new person, modifying a program, etc. Examples of organization-wide change might include a change in mission, restructuring operations (e.g., restructuring to self-managed teams, layoffs, etc.), new technologies, mergers, major collaborations, "rightsizing", new programs such as Total Quality Management, re-engineering, etc. Some experts refer to organizational transformation. Often this term designates a fundamental and radical reorientation in the way the organization operates.

A 'one-size-fits-all' approach to managing change is ineffective, as each organization is different, with its own structure, history, culture and needs, and each change event is different. The characteristics of each change (type, breadth, size, origin etc.) also influence the way change is planned and effectively managed. Despite the range of approaches to change management, some common factors for delivering successful change exist. These factors apply across all large and complex organizations, whether public or private. This Guide is intended as a tool to disseminate ideas and best practice guidance on these common change success factors and the sorts of actions that different organizations can undertake to address them.

While each public sector organization needs to consider the best way to approach change based on their particular cultural and stakeholder perspective, according to Lewin Kurt (1951), factors common to successful change management (in both the private and public sector) involve:

- **Planning:** developing and documenting the objectives to be achieved by the change and the means to achieve it.
- **Defined Governance:** establishing appropriate organizational structures, roles, and responsibilities for the change that engage stakeholders and support the change effort.
- **Committed Leadership:** ongoing commitment at the top and across the organization to guide organizational behavior, and lead by example.

- **Informed Stakeholders:** encouraging stakeholder participation and commitment to the change, by employing open and consultative communication approaches to create awareness and understanding of the change throughout the organization.
- **Aligned Workforce:** identifying the human impacts of the change, and developing plans to align the workforce to support the changing organization

1.2. Background of the organization

Ethiopian Electric Power Corporation (EEPCO) had been a government owned monopoly organization. It was named in 1997 E.C. after serving in the name of Ethiopian Electric Light and Power Authority (EELPA) which was established in 1956. Ethiopian electric power corporation was established for the purpose of generating, transmitting, distributing and selling of electric energy in accordance with economic and social development policies and priorities of the government and to carry out any other related activities that would help achieve its purpose. The government mandated EEPCO to operate commercially in rendering its services in reliable and cost effective manner, i.e., the corporation is expected to be self-supporting financially and cover its operations and investment costs. To improve its performance, EEPCO has been implementing different change tools like Total Quality Management, Quick Win, Management by Objective (MBO), Result Based Performance System, Business Process Re-engineering (BPR), Balanced Score Card (BSC), Quality Circle, and different IT support projects like prepaid meter installment, and Agresso Financial System.

The Ethiopian government has been working to transform the country's economy; and envisioned within the coming few years to reach on the middle level income countries. In order to achieve this ambitious goal; an overall transformational activities have been underway, specifically by recognizing the electric sector's immense roll to structurally transform the country's economy from agricultural-led to industrial-led; the sector's transformation programs were crafted and put in to practice. In relation to this, EEPCO was split in to two institutions, i.e., Ethiopian electric power (EEP) and Ethiopian electric utility (EEU), with the objective of improving the performance of the power sector.

1.3. Statement of the Problem

The power sector is very essential for the betterment of the community's life and building the country's economy and is extra-ordinarily related to socio-economic transformation of any country- but more so for poor countries like Ethiopia, where more than half of the population have no access to electric power. However, the power sector is among the top areas where there has been many complaints of ineffectiveness and inefficiency in the service (lack of good governance, corruption)-especially in customer service delivery. The customers are expected to wait for more than 3 years looking for electric service because of having no other option. The people were not able to get the service because of lack of good governance and poor quality of the services provided. Huge gap is observed between what is planned and what is achieved in reality in the power sector.

As per the change process, the first step of designing the organization structure is to assess the company's strategy. Ethiopia Electric power & Services CO. (EEPSCO) has identified 5 strategic objectives in order to become a world class utility. These strategic objectives along with the process would form the basis for the organization structure design. The strategic objectives identified in the strategic plan are: customer centricity, operational excellence, capacity building, corporate governance and ethics, and sustainable growth (EEPSCO change management plan, 2013).

One of the main focuses of change implementation is to bring customer satisfaction and increasing the performance of the two newly formed companies by increasing their efficiency and effectiveness. Unfortunately, different reports and articles in different local magazine shows the problems related to electric power in Ethiopia still exist even though more than two years have passed after the split of the two companies in to Ethiopian Electric Utility and Ethiopian Electric Power, with new management from domestic professionals. The former was contracted for an Indian company for its management.

The customers are complaining still after the implementation of the change due to frequent interruption of electric power and the industry customer are suffering from loss of raw material while being processed, machineries damaged which burnt due to the sudden power interruption and thereby incurring additional financial costs.

The progress reports of the two newly formed companies (e.g. 2014/ 2015 G.C.) show that there are improvements in different process but it is revealed that there are many defects that can most probably hinder the desired outcome of change implementation. The reports from both companies (2014/ 2015 G.C.) further indicate that there is still a problem of awareness regarding the contents of the change document of the core process and hence, challenges in implementation and the methods and standards applied to measure the performance of the implementation of change cumulative result.

In general, despite the introduction of change in Ethiopian Electric Power and Ethiopian Electric utility, the companies evaluation report (2014/2015 G.C.) shows the type of problems intended to solve almost still exist or not solved even after the implementation. Moreover, the stakeholders are not satisfied with the performance of the Corporation

As far as the present researcher's knowledge and information about the sector, there is no scientific research conducted in relation to this change implemented in splitting of EEPCO. Hence, cognizant of the above problems, this study attempts to evaluate the change implementation practices, identify challenges faced in the implementation of the change and prospects of the changes introduced.

1.4. Significance of the Study

The significance of this study can be understood in light of the importance of exploring the key challenges faced in EEPCO's splitting in to EEU and EEP and the process followed thereof. The findings of study will provide an insight on the challenges in organizational change implementation and the mechanisms for overcoming those challenges to EEU and EEP management change projects to be implemented in the future. It will also give an understanding on the impact and the prospect of the change in organizational goal achievement. Finally, this study will also be used as a source document for in-depth study in the future, especially for the studies on the widely practiced public sector transformation programs in Ethiopia.

1.5. Objectives of the study

The study is conducted with the general objective of identifying the practices, challenges and prospects of change made by newly formed companies, EEP and EEU in organizational goal achievement.

Specific objectives include:

- To assess the practice and process followed during implementation of the change in splitting EEPCO
- To identify the key challenges faced in the implementation of the change in splitting EEPCO
- To examine the prospect of the change in insuring organizational effectiveness and efficiency in EEP and EEU

1.6. Research Questions

Taking the above research problem and objectives into consideration, the present research is meant to answer the following major questions:

- What was the practice and process followed for the change implementation of EEPCO splitting in to EEP and EEU?
- What were the key challenges for the change implementation of EEPCO splitting in to EEP and EEU?
- What result did the organizational change implementation (EEPCO splitting) achieve?

1.7. Scope of the Study

The study is aimed at assessing the practices, challenges, and prospects in implementation of organizational changes meant to split what was previously called Ethiopian Electric Power Corporation (EEPCO) in to EEP and EEU. This will be done by taking managers and professional employees of the companies in working in the two head quarter and project office in Addis Ababa as key respondents.

1.8. Limitation

This study will be conducted in the offshoot two companies, which are still in the same industry and under public ownership. Accordingly, it may be difficult to generalize the results of this research to other organizations with a different set up. In addition, the change management aspect which is scoped to professional employees and leaders of the two companies will be the respondents of the study. In effect, other

employee groups are not going to be covered in the data collection. Thus, the study may not give comprehensive picture of the situation in the two companies.

1.9. Organization of the Research

The study comprises five chapters. These include chapter one, which is introduction to the problem; chapter two, which emphasizes on the review of related literature; chapter three, which deals with the research design and methodology; chapter four, which emphasizes on data results and discussion; and finally chapter five, which provides, conclusions and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1. The Concept of Organizational Change

Organizational change is defined as "the process of altering, modifying or transforming one state, condition or phase of an organization to another" (Mostly, Megginson and Pietric: 1997). Organizational change refers to "the way an organization adapts to its external and internal environment" (Wilson: 1994). Organizational change involves attempts to modify organization structure, procedures or processes. These changes may be focused on particular jobs, individuals, work group or the organization as a whole (Mitchell: 1982).

Typically, the concept of organizational change is in regard to organization-wide change, as opposed to smaller changes such as adding a new person, modifying a program, etc. Examples of organization-wide change might include a change in mission, restructuring operations (e.g., restructuring to self-managed teams, layoffs, etc.), new technologies, mergers, major collaborations, "rightsizing", new programs such as Total Quality Management, re-engineering, etc. Some experts refer to organizational transformation. Often this term designates a fundamental and radical reorientation in the way the organization operates. (<http://www.mangment help.org>).

Most organizations have to change as part of keeping up with the competition or adjusting to new market trends or technologies. Things such as mergers, restructuring, technological advancements, process enhancements, changing customer demands and new product lines are fairly common in today's business environments. Reasons for change can be attributed to an organization's external environment as well as their internal environment. (<http://study.com/academic/ lesson/>)

Structural changes are those changes made to the organization's structure that might stem from internal or external factors and typically affect how the company is run. Structural changes include things such as the organization's hierarchy, chain of command, management systems, job structure and administrative procedures. Circumstances that usually create the need for structural change include mergers and

acquisitions, job duplication, changes in the market and process or policy changes. (Klein, K.K.J and Sorra, J.S. 1996)

A change that is undertaken in an organization if it is expected to bring the right organizational change it should be revolutionary, revolutionary change is defined as a change that is rapid, dramatic and broadly focused (George & Jones, 1996). Revolutionary change comprises re-engineering, restructuring and innovation.

2.2. Reasons for Organizational Change

Organization need to change because of many different reasons as per the actual situation of the organization. However, most commonly change can come from reversing recent underperformance, responding to a changing competitive environment or stretching the organization to be much better than current (Kaplan and Norton, 2001).

Change should not be done for the sake of change -- it's a strategy to accomplish some overall goal. Usually organizational change is provoked by some major outside driving force, e.g., substantial cuts in funding, address major new markets/clients, need for dramatic increases in productivity/services, etc. Typically, organizations must undertake organization-wide change to evolve to a different level in their life cycle, e.g., going from a highly reactive, entrepreneurial organization to more stable and planned development. Transition to a new chief executive can provoke organization-wide change when his or her new and unique personality pervades the entire organization (<http://www.mangment help.org>).

2.3. Why is Organization-Wide Change Difficult to Accomplish?

Typically there are strong resistances to change. People are afraid of the unknown. Many people think things are already just fine and don't understand the need for change. Many are inherently cynical about change, particularly from reading about the notion of "change" as if it's a mantra. Many doubt there are effective means to accomplish major organizational change. Often there are conflicting goals in the organization, e.g., to increase resources to accomplish the change yet concurrently cut costs to remain viable. Organization-wide change often goes against the very values

held dear by members in the organization, that is, the change may go against how members believe things should be done. That's why much of organizational-change literature discusses needed changes in the culture of the organization, including changes in members' values and beliefs and in the way they enact these values and beliefs. (<http://www.mangment help.org>).

2.4. How Organization-Wide Change Is Best Carried Out?

Successful change must involve top management, including the board and chief executive. Usually there's a champion who initially instigates the change by being visionary, persuasive and consistent. A change agent role is usually responsible to translate the vision to a realistic plan and carry out the plan. Change is usually best carried out as a team-wide effort. Communications about the change should be frequent and with all organization members. To sustain change, the structures of the organization itself should be modified, including strategic plans, policies and procedures. This change in the structures of the organization typically involves an unfreezing, change and re-freezing process.(<http://www.mangment help.org>).

The best approach to address resistances is through increased and sustained communications and education. For example, the leader should meet with all managers and staff to explain reasons for the change, how it generally will be carried out and where others can go for additional information. A plan should be developed and communicated. Plans do change. That's fine, but communicate that the plan has changed and why. Forums should be held for organization members to express their ideas for the plan. They should be able to express their concerns and frustrations as well (<http://www.mangment help.org>).

2.5. John Kotter's 8-Step Change Models

Among the many methods of change management is John Kotter's 8-Step Process for Leading Change. The model consists of eight stages: establishing a sense of urgency; creating the guiding coalition; developing a vision and strategy; communicating the change vision; empowering employees for broad-based action; generating short-term wins; consolidating gains and producing more change; and anchoring new approaches in the culture

Change Management Foundation and Model

The Change Management Foundation is shaped like a pyramid with project management managing technical aspects and people implementing change at the base and leadership setting the direction at the top. The Change Management Model consists of four stages:

1. Determine Need for Change
2. Prepare & Plan for Change
3. Implement the Change
4. Sustain the Change

2.6. Lewin's Change Management Model

As to Kurt Lewin, 1950, if you have a large cube of ice, but realize that what you want is a cone of ice, what do you do? First you must melt the ice to make it amenable to change (unfreeze). Then you must mold the iced water into the shape you want (change). Finally, you must solidify the new shape (refreeze).



Figure: 2.1 Lewin's Change Management Model

Source: [http://www. Mind tools models.com/pages](http://www.Mindtools.com/pages)

By looking at change as process with distinct stages, you can prepare yourself for what is coming and make a plan to manage the transition – looking before you leap, so to speak. All too often, people go into change blindly, causing much unnecessary turmoil and chaos.

To begin any successful change process, you must first start by understanding why the change must take place. As Lewin put it, "Motivation for change must be generated before change can occur. One must be helped to re-examine many cherished assumptions about oneself and one's relations to others." This is the unfreezing stage from which change begins.

Unfreeze

This first stage of change involves preparing the organization to accept that change is necessary, which involves break down the existing status quo before you can build up a new way of operating.

Key to this is developing a compelling message showing why the existing way of doing things cannot continue. This is easiest to frame when you can point to declining sales figures, poor financial results, worrying customer satisfaction surveys, or suchlike: These show that things have to change in a way that everyone can understand.

To prepare the organization successfully, you need to start at its core – you need to challenge the beliefs, values, attitudes, and behaviors that currently define it. Using the analogy of a building, you must examine and be prepared to change the existing foundations as they might not support add-on storey's; unless this is done, the whole building may risk collapse.

This first part of the change process is usually the most difficult and stressful. When you start cutting down the "way things are done", you put everyone and everything off balance. You may evoke strong reactions in people, and that's exactly what needs to be done. By forcing the organization to re-examine its core, you effectively create a (controlled) crisis, which in turn can build a strong motivation to seek out a new equilibrium. Without this motivation, you won't get the buy-in and participation necessary to effect any meaningful change.(KurtLewin, 1950).

Change

After the uncertainty created in the unfreeze stage, the change stage is where people begin to resolve their uncertainty and look for new ways to do things. People start to believe and act in ways that support the new direction. The transition from unfreeze to

change does not happen overnight: People take time to embrace the new direction and participate proactively in the change. A related change model, the Change Curve, focuses on the specific issue of personal transitions in a changing environment and is useful for understanding this specific aspect in more detail.

In order to accept the change and contribute to making the change successful, people need to understand how the changes will benefit them. Not everyone will fall in line just because the change is necessary and will benefit the company. This is a common assumption and pitfall that should be avoided. (Kurt Lewin, 1950).

Refreeze

When the changes are taking shape and people have embraced the new ways of working, the organization is ready to refreeze. The outward signs of the refreeze are a stable organization chart, consistent job descriptions, and so on. The refreeze stage also needs to help people and the organization internalize or institutionalize the changes. This means making sure that the changes are used all the time; and that they are incorporated into everyday business. With a new sense of stability, employees feel confident and comfortable with the new ways of working (Kurt Lewin, 1950).

2.7. Change management Process

The first and most obvious definition of “change management” is that the term refers to the task of managing change. The obvious is not necessarily unambiguous. Managing change is itself a term that has at least two meanings. One meaning of “managing change” refers to the making of changes in a planned and managed or systematic fashion. The aim is to more effectively implement new methods and systems in an ongoing organization. The changes to be managed lie within and are controlled by the organization. Perhaps the most familiar instance of this kind of change is the change or version control aspect of information system development projects. However, these internal changes might have been triggered by events originating outside the organization, in what is usually termed “the environment.” Hence, the second meaning of managing change, namely, the response to changes over which the organization exercises little or no control (e.g., legislation, social and

political upheaval, the actions of competitors, shifting economic tides and currents, and so on). ([https://www.prosci.com/change management methodology overview/](https://www.prosci.com/change-management-methodology-overview/))

Change process

A very useful framework for thinking about the change process is problem solving. Managing change is seen as a matter of moving from one state to another, specifically, from the problem state to the solved state. Diagnosis or problem analysis is generally acknowledged as essential. Goals are set and achieved at various levels and in various areas or functions. Ends and means are discussed and related to one another. Careful planning is accompanied by efforts to obtain buy-in, support and commitment. The net effect is a transition from one state to another in a planned, orderly fashion.

As a multi-disciplinary practice that has evolved as a result of scholarly research, organizational change management should begin with a systematic diagnosis of the current situation in order to determine both the need for change and the capability to change. The objectives, content, and process of change should all be specified as part of a change management plan.

Change management processes should include creative marketing to enable communication between changing audiences, as well as deep social understanding about leadership styles and group dynamics. As a visible track on transformation projects, organizational change management aligns groups' expectations, integrates teams, and manages employee-training. It makes use of performance metrics, such as financial results, operational efficiency, leadership commitment, communication effectiveness, and the perceived need for change in order to design appropriate strategies, resolve troubled change projects, and avoid change failures.. ([http://www.mangment help.org](http://www.mangmenthelp.org)).

2.8. Prosci's 3-phase process : A structure for organizational change

Prosci's organizational change management process is built in three phases that a project or change manager can work through for the changes and initiatives they are

supporting. The methodology includes research-based assessments and templates to support each phase, as well as guidance for completing each step most effectively.

1. Preparing for change: -

The first phase in Prosci's methodology helps change and project teams prepare for designing their change management plans. It answers these questions:

- "How much change management does this project need?"
- "Who is impacted by this initiative and in what ways?"
- "Who are the sponsors we need to be involved to make this initiative successful?"(prosci's change management methodology overview,1994).

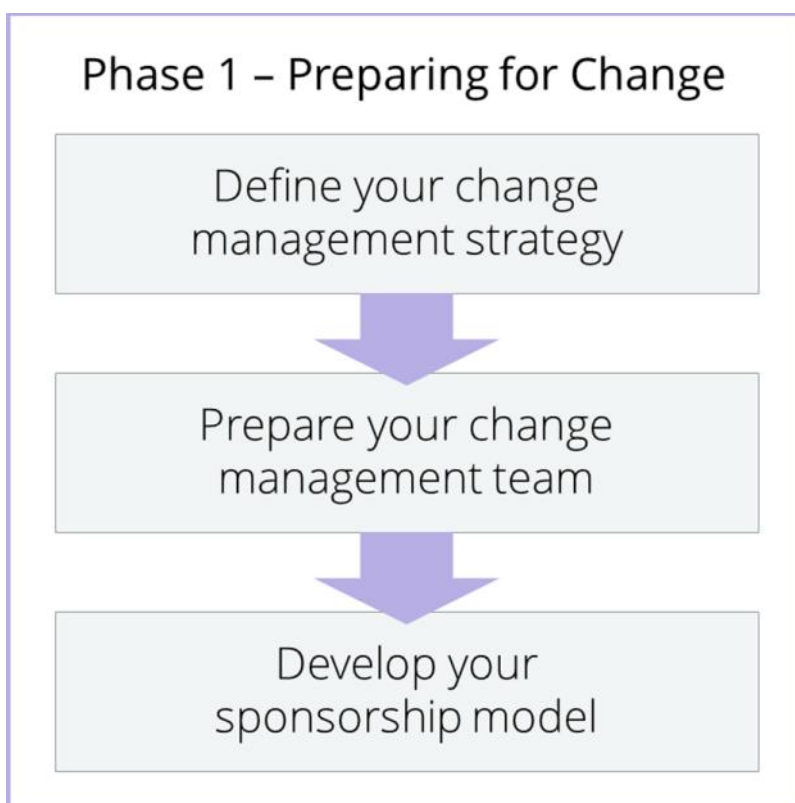


Figure 2.2. Prosci's 3-PHASE PROCESS

Source: prosci's change management methodology overview

2. Managing change

The second phase focuses on creating plans that will integrate with the project plan. These change management plans articulate the steps that you can take to support the individual people being impacted by the project. This is what people typically think of when they talk about change management..(prosci's change management methodology overview,1994)



Figure 2.3. Prosci's 3-PHASE PROCESS

Source: prosci's change management methodology overview

1. 3. Reinforcing change

Equally critical but most often overlooked, the third phase helps you create specific action plans for ensuring that the change is sustained. In this phase, project and change teams develop measures and mechanisms to measure how well the change is taking hold, to see if employees are actually doing their jobs the new way, to identify and correct gaps and to celebrate success. This includes: Measuring changes in behavior, Corrective action plans, Reinforcement mechanisms, Individual and group recognition

approaches, Success celebrations, After-action review (Prosci's change management methodology overview, 1994).

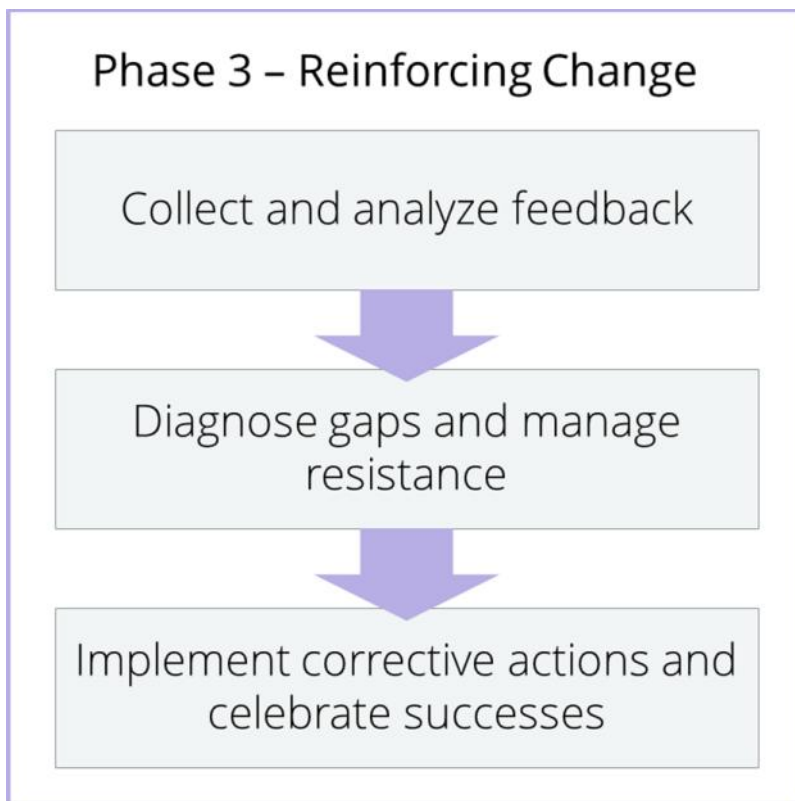


Figure 2.4. Prosci's 3-PHASE PROCESS

Source: prosci's change management methodology overview

2.9. Factors common to successful change management

While each public sector organization needs to consider the best way to approach change based on their particular cultural and stakeholder perspectives, according to Lewin Kurt (1951), factors common to successful change management (in both the private and public sector) involve:

- Planning: developing and documenting the objectives to be achieved by the change and the means to achieve it.

- **Defined Governance:** establishing appropriate organizational structures, roles, and responsibilities for the change that engage stakeholders and support the change effort.
- **Committed Leadership:** ongoing commitment at the top and across the organization to guide organizational behavior, and lead by example.
- **Informed Stakeholders:** encouraging stakeholder participation and commitment to the change, by employing open and consultative communication approaches to create awareness and understanding of the change throughout the organization.
- **Aligned Workforce:** identifying the human impacts of the change, and developing plans to align the workforce to support the changing. (Change Management Best Practices Guide <https://en.wikipedia.org/wiki/>)

2.10. Barriers and Challenges to change implementation

Organization Change affects every business at some point. They may range from minor staff restructuring to merging or acquiring another company. While the changes may be necessary for the future of the company, you are likely to face certain barriers and challenges. Anticipating these roadblocks helps you avoid them before they become major issues in the change implementation. (www.picourseware.co.zaChange Management courses Certified training for leaders, employees and practitioners: barriers- challenges-change –implementation).

Planning

Without step-by-step planning, change in an organization is likely to fall apart or cause more problems than benefits. You need to understand exactly what changes will take place and how those changes will occur. For example, if you're transitioning to a new content management system, you'll need to know if the new system is compatible with the old system, how you will transition the old information to the new system and if there will be limited access during the transition. You also need to assign roles to individuals who are responsible for the change so all duties are covered. The time line for the change is also a key component. You need to plan for downtime or difficulties in completing regular work tasks while the change occurs. . (www.picourseware.co.zaChange Management courses Certified training for leaders, employees and practitioners: barriers- challenges-change –implementation).

Lack of consensus

If you fail to get everyone on board with the corporate changes, you are likely to face barriers during the process. The decision to implement changes should come from the top level of the organization. All management level staff needs to be on board and able to deal with the changes or you may face dissension within the staff. You may not have everyone on board right from the beginning. Showing managers how the changes will affect the company and the steps for implementing the changes helps get them on board if they initially have reservations. . (www.picourseware.co.zaChange Management courses Certified training for leaders, employees and practitioners: barriers- challenges-change –implementation).

(Daly, 1995; Fedor et al., 2006; Gaertner, 1989), such that when change was favorable, weaker relationships tended to emerge between the other antecedents and the reaction to change. In other words, when change is perceived as beneficial, reactions to it tend to become favorable regardless of the other change antecedents.

Communication

Failing to communicate with all employees invites rumors and fear into the workplace, particularly if you're facing major changes, such as downsizing or a merger. Employees want to know what's going on, whether it is positive or negative news. The feeling of uncertainty when management doesn't communicate disrupts work and makes employees feel as if they aren't a part of the decision. Keep employees updated regularly about the plans and progress toward the change implementation. Involve all employees as much as possible through meetings or brainstorming sessions to help during the planning phase. . (www.picourseware.co.zaChange Management courses Certified training for leaders, employees and practitioners: barriers- challenges-change –implementation).

Realistic, supportive and effective communication during change, was associated with several positive reactions, such as greater change acceptance and support for the change (Axtell et al., 2002; Gaertner, 1989; Wanberg & Banas, 2000). In addition, communication about the change was linked with a number of other responses (such

as lower levels of anxiety and uncertainty, increased trust in management) and consequences (such as decreased turn over intentions; Ashford, 1988; Bordia et al., 2004; Gopinath & Becker, 2000; Johnson, Bernhagen, Miller, & Allen, 1996; K. I. Miller & Monge, 1985; V. D. Miller et al., 1994; Paterson & Cary, 2002). Correspondingly, lack of communication during the change can lead to uncertainty, which may be a key source of change recipients' difficulties during change implementation (Schweiger & DeNisi, 1991), however, contrary to what was hypothesized, additional information about the change corresponded with negative evaluations of the change (Oreg, 2006). The rationale provided for this finding was that it is not merely the amount of information that determines reactions to change but also the content of this information. Alongside the value for change recipients in receiving additional information, sometimes learning more about the change can give change recipients all the more reason to resist it. Thus, the overall picture concerning the role of information may be more complex than has been initially proposed.

Employee Resistance

Maurer (1996) defines resistance as, "a force that slows or stops movement" (p. 23), with Bridges (1986) suggesting that it is an incomplete transition in responding to change. Similarly, Kotter (1995) suggests that resistance is an obstacle in an organization's structure that prevents change. Other researchers define resistance to change by its displayed behaviors. For example, Hultman (1995) argued that resistance consists of two dimensions: active and passive. Active resistance includes behaviors such as being critical, selective use of facts, sabotaging, and starting rumors. Passive resistance is displayed by behaviors such as public support, but failure to implement the change, procrastinating, and withholding information or support.

Palmer et al. (2006) framed their discussion of resistance to change in terms of why people resist change, drawing from a number of sources (e.g. Dym, 1999; Maurer, 1996; Robinson and Rousseau, 1994). While there are numerous studies addressing posited reasons why people resist change, there is not a common typology that comprehensively addresses all potential sources of resistance. However, Holt et al. (2007) offer insight into this topic through their observation that change readiness

scales typically assess along four dimensions, including the content of the change, the context of the change, the change process and factors related to individuals involved in the changes. Considering the close relationship between readiness and resistance, these four common dimensions serve as a robust foundation for the development of a resistance typology.

In some cases, employees resist change. They become comfortable with the way the business is run. They know the expectations and their role within the company. When a major change disrupts their familiarity, some employees become upset. They don't want to relearn their jobs or change the way they do things. Supporting your employees and providing training for any new responsibilities can help ease the transition. . (www.picourseware.co.zaChange Management courses Certified training for leaders, employees and practitioners: barriers- challenges-change – implementation).

Readiness for change

The genesis of readiness lies in Lewin's (1947) concept of unfreezing or getting organizational members to let go, both physically and psychologically, of the current ways of doing things within the organization. Management must provide evidence that the current ways are no longer acceptable or appropriate if the organization is to remain successful or regain success. One approach to creating readiness (as well as managing the change implementation process) was proposed by Kotter and Schlesinger (1979). They offered six methods including, among others, education and communication, participation and involvement, facilitation and support, and even explicit and implicit coercion. However, Armenakis et al. (1993, 1999) defined readiness as the

cognitive evaluation made by the member that can lead to the member's support for or resistance to the change initiative. Thus, if creating readiness is the first step of the Organizational change implementation process and is properly done, employees should be more willing to support and ultimately adopt the change. If this first step is neglected, however, some employees may actively or passively resist the change initiative

2.11. Types of Organizational Change

Organizational change is a funny thing. In many cases, everyone in your organization will have a different view of the same change. A CEO may see change in terms of organizational structure & strategy. A manager in operations may see change in terms of processes. A manager in technology may see change in terms of systems & tools. In some cases a change is so complex that no one person has a true end-to-end view of it. It can be a significant challenge to align the different types of change across an organization. The following ten types of organizational change endlessly overlap. It's rare to have a change that impacts just one area. (<http://mangement.simplilacable.com/management/new/corporate-culture>)

Mission & Strategy:- In theory, all changes in an organization are aligned to the organization's mission and strategy. In reality, changes may be difficult to map to strategy or may even contradict it. When mission & strategy change the impact may reverberate throughout the organization.

Organizational Structure:- Organizational structure refers to the objectives, roles and responsibilities of departments, teams and individuals. Major changes such as mergers & acquisitions are considered structural changes. However, structural changes may also be relatively minor (e.g. establishment of a small new team). **People:-** Hiring, turnover, roles & responsibilities, training and other individual changes. People changes may seem minor but taken as a whole they represent a critical focus for change management. For example, training is critical to the acceptance of change.

Culture: - Changes to the principles, expectations, norms, working habits and symbols of an organization. Culture is important to strategic objectives such as productivity, innovation and compliance.

Knowledge:- Changes to the knowledge assets of an organization. Knowledge supports every program, project, initiative, process and product. Organizations increasingly identify knowledge as an important asset and target for change.

Policies & Legal Agreements: - A change as minor as a new rule or policy can have a big impact on an organization. New rules (or changes to legal agreements) aren't

always popular with employees and customers — implementation and acceptance can be a change management challenge.

Processes:-Changes to business process and tasks represent amongst the most common type of change. Many organizations have implemented continuous improvement programs that change processes on a regular basis. Processes also need to change to support new strategies or to leverage new technologies.

Technology:-Changes to technology infrastructure, systems, automations and tools. Some firms focus on technology change — letting it drive other change within the organization. It's common for change management to be highly focused on technology changes.

Products, Marketing & Customer Relationships: - Changes to products, marketing and sales are a critical focus for many organizations. For example, new product development is often key to strategy execution.

Integration:-Processes need to work with technology. People need to work with processes. Rules apply to processes. Rules align with cultures. Most changes require integration. Integration is aligning things so that they support, compliment and add value to each other. It's often the most complex type of change (<http://mangment.simplilacable.com/management/new/corporate-culture>).

CHAPTER THREE

RESEARCH METHODOLOGY AND DESIGN

3.1. Introduction

This chapter places emphasis on the research design of the study, research sampling, instrument for data collection, data collection and administration procedures, and method of data analysis.

3.2. Research Design

As stipulated in the research objective, in this study it is targeted to assess the practices, challenges and prospects in implementation of organizational change in the case of splitting EEPCO in to EEU and EEP. The study followed a mixed method-qualitative and quantitative approach. A qualitative descriptive research approach is selected to obtain a more complete picture of the study participants. Vander stoep (2009) states “Qualitative research design focuses on the meanings of experiences by exploring how people define, describe, and metaphorically make sense of these experiences” (p. 73).

A quantitative research is the systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques. The objective of quantitative research is to develop and employ mathematical models, theories and/or hypotheses pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships.

As BhattachArjee (2012) stated, research design is a comprehensive blue print, which specify the data collection process, the instrument development process and the sampling process. In relation to this, this study was conducted with a mixed mode designs that combine features of qualitative and quantitative insights and collect both types of data. According to Creswell (2003) mixed method approach is a relatively new approach which makes use of different forms of data that enables researchers to create understandable design out of complex data. The required data for the research was collected using a structured questionnaire and face to face interview with

managers. In addition, secondary data were used to complement the result with the primary data analysis.

3.3. Study Area

The study is conducted in Addis Ababa taking the two newly established companies - Ethiopian electric power and Ethiopian electric utility- after the split of the previous EEPCO. The two offices have the same characteristics in relation to professional mix, and working environment etc, and also project offices have the same professional mix, and working environment etc. The two companies were selected as a case for this study, because up to the knowledge of the researcher, no prior studies were made in both EEP and EEU.

3.4. Study Participants

The population of the study is comprised of the employees and management members of the two case companies - Ethiopia electric power and Ethiopian electric utility, at head quarter and project offices who participated in the change implementation.

3.5. Sampling technique

Sampling is one of the essential systems, which is accessible in the methodology part of a research document. The level of confidence on the findings of the research depends on the sample size. A census of the entire managers, professional employees with a constrained budget, time limitation, and generally limited resources was hardly possible to manage. Hence, a representative sample was used. In light of this, the study employed purposive sampling. This is done in order to secure convenience, representation, validity and to accommodate heterogeneity of the respondents properly. The total population of professional employees that work in Addis Ababa is 940, which is 536 and 404 EEU and EEP is respectively. Out of this sample frame, sample size of 269 samples were taken, which accounts for approximately 29% of the total population, were selected. In sample size determination, two issues were considered- confidence level and error term. Most researchers use the 95% confidence level (Survey system-2011). In this study, the sample size is derived from

standardized survey software considering 95% confidence level and 5% of error margin.

3.6. Source of Data and Data Collection Instruments

The researcher relied on both primary and secondary data. Primary data were collected using self-administered questionnaires, which included open ended and close ended types of questions.

Under the secondary source, mostly official plans and reports of the companies and change management documents were collected. The sources of these data were the selected departments in the head quarter and project offices of both companies. Secondary data sources used include relevant research/study reports, statistical abstracts, activity plans and reports of key stakeholders were considered. In addition, different policy documents related to change management tools in general and implementation reports were assessed.

3.7. Methods of Data Analysis and Interpretation

Data analysis involves data organizing, managing and preparing the data for analysis and conducting various analyses. In analyzing the data, tools which are relevant and appropriate to the nature of the data, were employed to test the findings in relation to the basic questions of the study. Raw data obtained by questionnaire were structured, systematically organized, and analyzed.

3.7.1. Quantitative Data Analysis

To make the computation precise, dependable and time saving, the raw data obtained through questionnaires were organized using the latest version of the Statistical Package for Social Science (SPSS V.20). Descriptive statistics (frequency, median and percentage) were used to compare statistical significance of the response difference among different sample groups. In addition, mixture of interval and ordinal scales were utilized due to the relative power and importance the ordinal scale has over interval scales.

3.7.2. Qualitative Data Analysis

Qualitative data gathered through semi-structured interviews and from different document were transcribed, classified, and categorized. The categorized data were enrolled under thematic areas and presented in a narrative form. To further enrich the information collected, the qualitative data were independently analyzed and triangulated with the quantitative data.

3.8. Data Analysis Procedures

During data analysis, the researcher has carefully categorized the data, summarized, analyzed and interpreted accordingly. The collected data were triangulated using document reviews of the offices and key informant interviews. The information was summarized by using related categories according to the main thematic issues. Data were brought together by triangulation process and will be organized in themes accordingly. Direct quotes, common and typical responses from their interviews were illustrated as well.

3.9. Data Quality Assurance

The researcher attempted to develop a rapport with informants and encouraged the participants to be frank from the outset of each session. To maximize the trustworthiness and extract related data, the researcher utilized specific iterative and rephrased questioning methods to uncover deliberate dishonesty through probes and returning to topics previously raised by informant. The researcher structured and asked direct and indirect questions to crosscheck and observe the consistency of answers throughout the interviews.

Finally, the collected data were checked carefully on the spot and on daily basis for its completeness, accuracy, and clarity. Error, ambiguities, incompleteness, or other problem encountered were identified and solved before the next activities. To ensure the quality of the data, the recommended procedures such as careful choice of the respondents were done.

3.10. Ethical Consideration

The most important ethical requirement of any researchers is to protect the well-being of the people who participate in a research project, whether as collaborators, students, or research subjects. Therefore, this study has considered the ethical values of participants who served as the subjects of the research. All participants in this research were purely voluntary. Accordingly, the interview was conducted up on the mutual agreement made between the researcher and the participants' place of preference. Before filling the questionnaires, respondents were informed about the objectives of the study and the purpose of data collection. Accordingly, all necessary caution was taken to avoid violation of their right with or without their awareness or consent.

CHAPTER FOUR

RESULT AND DISCUSSION

4.1. Introduction

This chapter presents data gathered through questionnaires, interviews, focal group discussions and from secondary sources and other research findings. The questionnaires were collected from professional employees and managers of EEP and EEU. While the interviews and focal group discussions were conducted with different managers.

The secondary data used for study includes companies' different reports and employees annual review reports. Even though the researcher tried to get change evaluation document at the time of the study there is no such document. The researcher uses the companies' general report by selecting change related reports. The findings are presented in this chapter mainly in form of tables, and percentages.

For this paper, a questionnaire is developed for managers and employees. The sample size is determined based on a method at 95% confidence level and 5% significance interval. Based on these methods 269 samples is determined for 940 Employees in Addis Ababa. From the total distributed questionnaire (258)96% of them are responded and collected. The analysis is done with both quantitative and qualitative techniques through descriptive research methods.

For the open ended questionnaires the results is summarized with the five points Likert scale used and the result has been systematically given values as, strongly Agree =5; Agree =4; neutral =3; disagree =2; strongly disagree= 1.

4.2. Respondent Demographic Information

TABLE: 4.1. The hierarchical level of achievement of strategic objectives in change implementation

	Description	F	%	Total %
Sex	Male	177	68.75	
	Female	80	31.25	
	Total	258	100	258
Age	21-30	32	12.5	
	31-40	209	81.25	
	41-60	16	6.25	
	Total	258	100	258
Educational background	First degree	194	75	
	Second degree and above	68	25	
	Total	258	100	258
Experience	Less than 3 years	16	6.25	
	3-5 years	16	6.25	
	5-10 years	80	31.25	
	Above 10 years	145	56.25	
	Total	258	100	258

Source: own survey, 2016

Table 4.1 above shows the respondents in terms of general profile to get a balanced view of both sides. Out of the total respondent of 258 questionnaires, 68.75% are male and 31.25% are female. In terms of age distribution of the respondents, majority of the respondents are adults, with 209(81.25 %) are in the age range of 31-40 while 16 (6.25 %) of respondents are in the age range above 40. 32 (12.5%) of the respondents were under the age category of 21-30.

Regarding academic qualification from the total respondent employees who have Masters degree amounts 25% while first degree holders amount 75%. The purpose of analysis the respondent's educational qualification was to determine the quality of answers, understanding of the concept of the change and change implementation. Since the respondents are above first degree holders which is good for the researcher to get adequate and relevant information about the questions which have been raised in the questionnaire. 25% of masters' degree shows that there is high potential in the organization to implement change and it is a good chance for the organization in regard of human resource capacity.

As it is shown in the above Table 4.1 from total respondents with experience less than 3 years 6.25%, with experience 3-5 years 6.25%; with experience 5-10 years 31.25% and above 10 years 56.25%. The reason for analysis of respondents work experiences is to determine the participation of employees on the criteria of work experience; this is chiefly because employees who have many years of experience tend to have more information compared to employees who have less experience in years. The majority of the respondents (56.25%) have an experience of above 10 years. So this have a positive impact on value of information collected.

Their current job position shows Non-supervisory 31.25%, line manger 18.28%, and middle level manger 43.75%, top level manger 6.25%. This indicates that the distribution of the respondent includes non-supervisory, line manager, middle manager, and top manager.

Findings from primary survey data analysis through analysis of survey questionnaire response, interview, focus group discussion and secondary data is presented. The following major findings are identified:-

4.3. Assessment of practice and process followed for the change implementation

This is the area of study which focus on the research question that assess about practice and process followed for the change implementation of EEPCO splitting in to EEP and EEU.

The result of the survey in the below Table 4.2 shows that 8 %respondents strongly agree, 43.3% agree, 23.7% neutral, 28% disagree, 2% strongly disagree that the organization involves consultative communication approaches to create awareness throughout the organization in implementing change, 7.9 % of the respondent strongly agree, 40.1% agree, 24% neutral, 26.6% disagree, 1.4% strongly disagree that the organization change implementation Address the “human side” systematically and also 8.8 % strongly agree, 32.6% agree, 23.6% neutral, 29% disagree, 6% strongly disagree that organizational change involve every layer and create quick wins.

Table: 4.2 Practice and process followed for the change implementation

Item	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree	
	Frq.	%	Frq.	%	Frq.	%	Frq.	%	frq	%
There is consultative communication approaches to create awareness and understanding of the change vision throughout the organization	21	8%	111	43.3%	61	23.7%	72	28%	5	2%
I believe the change Create a sense of urgency	14	5.5%	71	27.5%	75	29%	88	34.3%	10	3.7%
I believe the change Address the “human side” systematically	20	7.9%	103	40.1%	62	24%	69	26.6%	4	1.4%
I believe the change Involve every layer and create quick wins	23	8.8%	84	32.6%	61	23.6%	74	29%	15	6%
I believe the change involves recruiting powerful change leaders	19	7.2%	55	22%	72	27.8%	103	40%	8	3%
I believe the change build a vision.	12	4.8%	79	30.6%	61	23.6%	90	35%	15	6%
I believe the change Assess the cultural landscape and build a momentum.	13	5%	80	30.9%	54	20.8%	95	37%	16	6.3%
I believe the change Prepare for the unexpected and remove the obstacles.	10	3.7%	71	27.5%	75	29%	88	34.3%	14	5.5%

Source: own survey, 2016

The information from the FGD also shows that, the change document is prepared and documented well, appropriate organizational structures, roles and responsibility for the change established, the change involves top management starting from the management board, and involves continuous communication so most of the employees are aware about the change, staff are involved in the implementation process.

In order to evaluate the successful change management practice and process of change management the researcher had gathered information using Kotter's 8-Step Change Model and tried to evaluate. The steps includes Create a sense of urgency, recruit powerful change leaders, build a vision and effectively communicate it, remove

obstacles, create quick wins, and build on your momentum.. Implementing these steps helps to build the proper foundation for success and implementing change can be much easier ([www.kotter international.com](http://www.kotterinternational.com)).

From the survey result it is possible to say that the practice followed for the change implementation of EEPKO splitting in to EEP and EEU has involves consultative communication approaches to create awareness and understanding of the change vision throughout the organization in implementing change, change implementation Address the “human side” systematically and the change Involve every layer and create quick wins. So this infers that the change implementation is much easier for an organization since these steps are followed and implemented.

Despite the fact that Table 4.2 shows that 7.2 % respondents strongly agree, 22% agree, 27.8% neutral, 40% disagree, 3% strongly disagree that the organizations recruited powerful change leaders for change implementation and 4.8 % strongly agree, 30.6% agree, 23.6% neutral, 35% disagree, 6% strongly disagree that the organizations build a vision during change implementation, 5 % strongly agree, 30.9% agree, 20.8% neutral, 37% disagree, 6.3% strongly disagree for the question that I believe the change assesses the cultural landscape and build a momentum,

And also The result of the survey in Table 4.2 shows that 5.5 % respondents strongly agree, 27.5% agree, 29% neutral, 34.3% disagree, 3.7% strongly disagree that the organization Create a sense of urgency in implementation of change, 3.7 % strongly agree, 27.5% agree, 28% neutral, 34.3% disagree, 5.5% strongly disagree that the organizations Prepare for the unexpected and remove the obstacles during change implementation. And also the information from the interviewee reveals that the change implementations has limitation in creating sense of urgency and Preparing for the unexpected and remove the obstacles.

From the survey it is showed that the practice followed for the change implementation of EEPKO splitting in to EEP and EEU had a gap in following the successful change management practice since significant percent of the respondents disagree to say that the organizations recruited powerful change leaders for change implementation, the organizations build a vision during change implementation, the change assesses the

cultural landscape and build a momentum, create a sense of urgency in implementation of change, and the organizations, prepare for the unexpected and remove the obstacles during change implementation.

The change management process is the sequence of steps or activities that an organization has to follow to apply change in order to ensure the change implementation meets its intended outcomes. So the organization has to follow the sequence otherwise it may go back to the old way of working and change does not deliver the intended results. Even though organizations practices some of the steps and since it fail to implement the others it has negative impact on the end result of change.

4.4. Assessment of key challenges for the change implementation

The challenges facing the organizations in the change implementations are one of the objectives of this research. So the researcher tried to show the respondents view regarding the extent of various Barriers & Challenges to change implementation.

Changes may be necessary for the future of the company; organizations are likely to face certain barriers and challenges. Expecting these roadblocks helps the organization to avoid them before they become major issues in the change implementation. These challenges include strong employee resistances to change, lack of step by step planning, lack of consensus.(Ads by GoogleChange Management courses Certified training for leaders, employees and practitioners (www.picourseware.co.za).

Furthermore the researcher tried to evaluate using Kotter's Factors of Successful Change Management. As to Dr. John P. Kotter, Successful change management practice is more likely to occur if the following are included

1. Define measurable stakeholder aims and create a business case for their achievement (which should be continuously updated)
2. Monitor assumptions, risks, dependencies, costs, return on investment, dis-benefits and cultural issues
3. Effective communication that informs various stakeholders of the reasons for the change (why?), the benefits of successful implementation (what is in it for us, and you) as well as the details of the change (when? where? who is involved? how much will it cost? etc.)

4. Devise an effective education, training and/or skills upgrading scheme for the organization
5. Counter resistance from the employees of companies and align them to overall strategic direction of the organization.
6. Provide personal counseling (if required) to alleviate any change-related fears monitoring of the implementation and fine-tuning as required.

To show the type of challenges various respondents have faced in change implementation in likreat scale of 1-5 that is extremely disagree to extremely agree, the researcher picked the column that had a higher percentage response rate to show the impact of a particular challenges to the organizations.

From the table 4.3. below shows that 173(67%) of the respondents disagree that for the question that the consultant is highly experienced in organizational wide change , 168(65.3%) of the respondents disagree that for the question that I am looking forward to change taken place (eg performance management, training), 121(47.9%) of the respondents say that the challenge faced by the organizations in implementing the change are lack of monitoring assumptions, risks, dependencies, costs, return on investment, 112(43.3%) of the respondents disagree that for the question that I feel confident that my direct manger will support me and my colleagues as we progress through the transformation, 121(47%) of the respondents disagree that for the question that I feel that there is step-by-step planning in change implementation, and 110(43.3%) of the respondents disagree that for the question that I feel that there is defined measurable aims and create a business case for their achievement .

Table 4.3 Hierarchical level of various Barriers & Challenges of change implementation

Item	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree	
	frq	%	Frq	%	Frq	%	Frq	%	Frq	%
The change involve top management, including the board and chief executive	21	8%	81	31.3%	61	23.7%	90	35%	5	2%
I have a clear understanding of the strategy and business goals.	14	5.5%	71	27.5%	75	29%	88	34.3%	95	3.7%
My boss does a good job of sharing information about what's happening in our team and across our organization to the best of their knowledge	19	7.2%	55	22%	72	27.8%	103	40%	8	3%
I am looking forward to changes taken place (E.g.: Performance Management System,	11	4.4%	17	6.4%	62	23.9%	160	62%	9	3.3%

Trainings)										
I feel that there is lack of consensus	18	6.8%	40	15.6%	77	29.7%	110	42.8%	13	5.1%
I feel that there is defined measurable aims and create a business case for their achievement (which should be continuously updated)	12	4.8%	44	17.2%	78	30.3%	11	43%	12	4.7%
I feel that assumptions, risks, dependencies, costs, return on investment, are monitored	14	5.4%	64	24.7%	72	28%	100	38.6%	8	3.3%
I feel that there is an effective education, training and/or skills upgrading scheme for the organization	13	5.1%	92	35.6%	54	21%	90	35%	8	3.3%
I feel that Counter resistance from the employees of companies and align them to overall strategic direction of the organization	14	5.3%	55	21.2%	66	25.5%	109	42.3%	15	5.7%
I feel that there is step-by-step planning in change implementation	12	4.8%	59	22.8%	58	22.5%	119	46.3%	9	3.6%
I feel that there is Monitoring of the implementation and fine-tuning as required	16	6.3%	76	29.4%	70	27%	87	34%	9	3.3%
The consultant is highly experienced in organization wide change	13	5%	40	15.4%	80	27.5%	97	37.6%	37	14.3%

Source: own survey, 2016

The survey results shows the major bottleneck during implementation of change in EEP and EEU is the consultant lacks experience in organizational wide change, the consultant is expected to create plans that will integrate with the organizational wide situation has to support the management by showing new system and handling the problems in order to bring meet the objective.

The survey result also shows lack of monitoring assumptions, risks, dependencies, costs, and return on investment. Monitoring the assumptions, risks, dependencies, costs, and return on investment helps measure how well the change is taking place, to the see if employees are actually doing their jobs the new way, to identify and correct gaps and to celebrate success. Failing to do these shows it is difficult for the organizations even to correct its gap.

The survey result indicates there is lack of adequate training and implementation of performance measurement system. To effectively implement change, organizations need to give appropriate training to employees and align the performance of their workforce with the change – that is people must understand what they need to do, be enabled to do it, and be supported in doing it by appropriate incentives and rewards.

Aligning individual and organizational performance management systems drives new behavior and gradually shifts the organizational culture in support of the change vision.

The survey result further indicates that there is a gap in step by step planning and lack of defined measurable aim which is linked with day to day activities is also the challenges during change implementation. To manage the complexity of change it is impossible without a strong plan that is supported by strong change management. So good planning is critical to successful change implementation.

Accordingly the study also found from the FGD that the main challenges they faced during the implementation of change are; it takes time to own the study document and customize, delay in automation/ERP/ application, limitation of employees to understand the document/ the blue book/, lack of commitment by staff and the contract is focused on the cost reduction which indicates the companies compromise the others...”

In addition the FGD also indicate that the consultant lack experience, and the main problem involves applying what is in the blue book /the change document/ in organization-wide process, each employee has no clear understanding of the strategy and business goals, there is a gap in continuous and effective education, training and/or skills upgrading scheme for the employees, the change process takes long period.

Additionally The information from the interviewees reveal that the main challenges they faced from implementation of change are; defining organizations goals and objectives in relation to individuals work, aligning of corporate and individual goal, lack of proper monitoring of performance which goes with the change, lack of resource. Owing to these fact 95(37%)of the respondents gives low extents for the challenge like communication, employee resistance, involvement of top management, including the board and the chief executive.

In contrary to different literature the study result shows lack of communication, employee resistance, lack of top management involvement is not the major bottleneck

in implementation of change. In line with this the interview and FGD results also show that involvement of top management including the management board during change implementation is high and also communication about change is better than other time. These infer that since there is involvement of top management in change implementation and better communication about change employees' resistance to change reduced.

Fundamentally it is people who make change happen - nothing moves forward without engaged, motivated stakeholders. Poor change communication is a common cause of complaint and change research emphasizes that change can be derailed if the communication plan is ineffective.

(Prosci, 2007 Change Management Best Practices Benchmarking Report, (<http://www.change-management.com/tutorial-communications.htm>))

There is a consensus among many managers and consultants that people typically dislike change. However, as Dent and Powley (2003) observed, not all change is perceived as bad by organizational members. While organizational members may agree that a change is necessary, they may believe that the change initiative proposed by management will not work (Kissler, 1991). A perceived dislike of change can lie within a context of efficacy and valence. Change that leaves an organizational member feeling vulnerable in terms of his or her ability to successfully take part in the change can trigger resistance towards the change.

4.5. Assessment of the achievements of the change implementation

TABLE: 4.4. The hierarchical level of achievement of strategic objectives in change implementation

Item	Strongly Agree		Agree		Neutral		Disagree		Strongly disagree	
	freq.	%	freq.	%	freq.	%	freq.	%	freq.	%
customer centricity	9	3.3%	44	17%	42	16.1%	150	58.1%	17	6.4%
operational excellence,	12	4.6%	73	28.3%	62	24.1%	100	38.6%	11	4.4%
capacity building	17	6.6%	66	25.5%	81	31.5%	83	32%	11	4.4%
Corporate	13	4.9%	59	22.7	71	27.7	104	40.3	10	4

governance and ethics										
sustainable growth	13	5.1%	51	20%	97	37.6%	80	31%	16	6.3%
Total	13	4.9%	59	22.7%	71	27.4%	103	40%	13	5.1%

Source: (own survey, 2016)

Organization need to change because of many different reasons as per the actual situation of the organization. However, most commonly change can come from reversing recent underperformance, responding to a changing competitive environment or starching the organization to be much better than current. (Kaplan and Nortan,2001).

Change should not be done for the sake of change -- it's a strategy to accomplish some overall goal. Usually organizational change is provoked by some major outside driving force, e.g., substantial cuts in funding, address major new markets/clients, need for dramatic increases in productivity/services, etc. Typically, organizations must undertake organization-wide change to evolve to a different level in their life cycle, e.g., going from a highly reactive, entrepreneurial organization to more stable and planned development. Transition to a new chief executive can provoke organization-wide change when his or her new and unique personality pervades the entire organization.(<http://www.mangment help.org>).

In view of that EEPKO set strategic objectives in the strategic plan which includes customer centricity, operational excellence, capacity building, corporate governance and ethics, and sustainable growth (EEPKO change management plan, 2013). Accordingly, the survey result is analyzed based on the objectives and goals stetted in change plan. From the table 4.4 above the result shows64.5% of the respondent disagree that the change helped the organization to improve customer centricity, 43% of the respondent disagree that the change helped the organization to bring operational excellence, 36.4% of the respondent disagree that the change helped the organization to improve capacity building, 44.3% of the respondent disagree that the change helped the organization to improve its corporate governance and ethics, 37.3% of the respondent disagree that the change helped the organization to bring sustainable growth.

While only 20.3% of the respondent believe that the change helped the organization to improve customer centricity, 32.9% of the respondent believe that the change helped the organization to bring operational excellence, 32.1% of the respondent believe that the change helped the organization to improve capacity building, 27.5% of the respondent believe that the change helped the organization to improve its corporate governance and ethics, 25.1% of the respondent believe that the change helped the organization to bring sustainable growth. And the rest 27.4% of respondents did not say or don't know anything whether the change achieves its target or not. From the survey result it is inferred that the organizations fail to meet the strategic objectives set in change plan. The information from FGD, interviewee and secondary data also strengthen that the organizations fail to meet the targeted objectives.

Accordingly the FGD also shows that the change brings structural change, improvement in some work process but in relation to the strategic objectives identified we cannot say the change meet its target since our customers are unsatisfied, customer are waiting long period to get service, electric interruption for any reasons happen continuously. Capacity building is not need based and not helps to fill the knowledge gap. Issues in relation with employees' ethics seem to be becoming shocking. So it is difficult to say that the change meet its target.

As per the other group discussion "everybody is aware of the change in one way or the other but still waiting for new system or method of work, nothing is new expect the split of EEPSCO. Old method, old work flow.....the cost of change is much more than its benefit". The information from the interviewees reveal that "There is some improvement in its performance but customers question is not addressed, the change need to be supplemented by automation but the company is not ready to invest on it. So, it is difficult to bring operational excellence. Additionally, the information from interviewees reveals that "The change helps to split the huge company in to two which is manageable size in effect helps the management to focus on the core issues. Employee's motivation increased with regard to new office layout and new benefit package implemented. But the time to count the result delayed, the contract management time is elapsed but on the ground there is no change, there is no knowledge transfer seen...."

“Whatever we did, still we didn’t satisfy the customers, the customers are waiting for more than 3 years to get the service, so how can we say the change brings result...,the management boards gives attention to the sectors and evaluate change process every time...but we think the problems didn’t get resolved still.”The information from the secondary data also support the survey result that the change implementation fail to meet its target even though it shows there is some improvement in the processes. As per EEU and EEP 2014/15 report SWOT analysis the strengths and weakness of the company in relation with the change is summarized as:-

New organizational structure, different policy procedures, and cost reduction strategy implemented. But the gap between what is planned and what is performed is becoming increasing, project performance is low, customer complain exist, shortage of distribution material and spare parts, low material supply for projects, commitment problem, low human resource training and development, lack of using IT.As per EEU and EEP 2015/16 report SWOT analysis the strengths and weakness of the company in relation to the change implementation is summarized as:-

There is commitment to implement changes in the company with scarce resource, new human resource policies and procedures is prepared and implemented, there is start to work as per the plan; good Communication with the stakeholder regarding the change; implementation of cost reduction strategy but there is a gap in communication, gap in coaching and training, low new information technology application, gap in using data base documentation, shortage of trained and experienced employees; low performance of projects.

EEP & EEU employees 1st and 2nd round employees annual review report also strengthen that the change implemented brings no significant change in the ground even though there is slight change has seen. The customers are still waiting for more than three years to get electric supply; customers are still complaining for good governance, there is no knowledge transfer during change implementation.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1. Introduction

This chapter presents summary of findings, conclusions and recommendations that the researcher found to be fundamental in relation to the research questions and research objectives of the study. Organizational changes are implemented for a reason, whether that is to be more competitive in the market, improve business processes, or cut costs. Moreover, the organizations apply change management to achieve the desired and targeted outcomes of change.

As per the change plan, EEPCO has identified 5 strategic objectives in order to become a world class utility. These strategic objectives along with the process would form the basis for the organization structure design. The strategic objectives identified in the strategic plan are: customer centricity, operational excellence, capacity building, corporate governance and ethics, and sustainable growth (EEPCO change management plan, 2013).

5.2.

Summary of findings

The survey result shows that the change implementation involves better performance in some change process like the change document is prepared and documented well, new organizational structures, roles and responsibility for the change established, the change involves top management starting from the management board, and involves continuous communication so most of the employees are aware about the change; staff are involved in the implementation process.

But From the survey result it is showed that the practice followed for the change implementation of EEPCO splitting in to EEP and EEU had a gap in following the successful change management practice since significant percent of the respondents believes that the organizations lacks recruiting powerful change leaders for change implementation, the organizations had limitation in building vision during change implementation, had gap in assessing the cultural landscape and building a momentum,

lacks creating a sense of urgency in implementation of change, and the organizations, had limitation in preparing for the unexpected and in removing the obstacles during change implementation.

The information from the FGD also supports the survey result that, there where limitation in creating sense of urgency and Preparing for the unexpected and remove the obstacles, in applying technology and supporting the change by automation.

Regarding the challenges in implementation of change the researcher identified the extent of the challenges. The results generally shows the major bottleneck during implementation of change is consultant is un experienced in organizational wide change , lack of monitoring assumptions, risks, dependencies, costs, return on investment, lack of adequate training and implementation of performance measurement system, gap in immediate boss support and coaching, gap in step by step planning, lack of support of direct manger and lack of defined measurable aim which is linked with day to day activities.

The FGD and interview information also strengthen the survey result that the major bottleneck during implementation of change in an organization is that the consultant lack experience in organizational wide change , lack of monitoring assumptions, risks, dependencies, costs, return on investment, lack of adequate training and implementation of performance measurement system, gap in immediate boss support and coaching , lack of automation support/ERP/ and lack of resource .

Additionally, and the main problem involves applying what is in the blue book /the change document/ in organization-wide process, each employee has no clear understanding of the strategy and business goals, there is a gap in continuous and effective education, training and/or skills upgrading scheme for the employees, the change process takes long period

In relation to the achievements result of change splitting of EEPSCO in to EEP and EEU helps to split the huge company in to two which is manageable size in effect helps the management and to focus on the core issues. new organizational structure implemented, different policy procedures are implemented helps to facilitate day to

day activities of the organizations. But the study reveals that from the survey result 43.8% of the respondents disagree that the organization achieves what is planned in change implementation and 21.5% is neutral (indifferent) to say that the change meet its target.

The information from FGD and interview also strengthen the survey result that the change brings structural change and improvement in some work process but in relation to the strategic objectives identified we cannot say the change meet its target since customers are unsatisfied. Capacity building is not need based and not helps to fill the knowledge gap. Issues in relation with employees ethics is under question. So it is difficult to say that the change meet its target.”

In general this survey expose that the organization change implementation helped to improve its work to some extent but not outstanding. Especially in relation with five change strategic target.

5.3. Conclusions

It is concluded that in change implementation the organization prepared change document and documented well, appropriate organizational structures, roles and responsibility for the change established, the change involves top management starting from the management board, and involves continuous communication so most of the employees are aware about the change, staff are involved, Address the “human side” systematically and the change Involve every layer and create quick wins.

But from the survey it is concluded that the processes followed for the change implementation had a limitation in recruiting powerful change leaders for change implementation, in building organizations vision during change implementation, in assessing the cultural landscape and building a momentum, in creating sense of urgency in implementation of change, and preparing for the unexpected and remove the obstacles during change implementation.

Regarding the challenges in implementation of change the researcher conclude major bottleneck during implementation of change is the consultant lacks experienced in organizational wide change, lack of monitoring assumptions, risks, dependencies, costs and return on investment, lack of adequate training and implementation of

performance measurement system, gap in immediate boss support and coaching, gap in step by step planning, lack of support of direct supervisor and lack of defined measurable aim which is linked with day to day activities, lack of automation support/ERP/, lack of appropriate resource.

Owing to these facts the researcher concludes that challenges like Communication, employee resistance, lack of top management involvement is minimized during implementation of change. In regard to the change implementation results the researcher concludes that the organization change implementation brings new organizational structure which helps to split the huge company in to two which is manageable size in effect help the management to focus on the core issues and also new different policy procedures, cost reduction strategy, new office layout and new benefit package implemented and these helped to improve its work to some extent but not remarkable.

The researcher further conclude that there is still a problem of awareness regarding the contents of the change document of the core process and hence, challenges in implementation and the methods and standards applied to measure the performance of the implementation of change cumulative result. Because of this and all the above challenges the organizations fail to meet the changes strategic targets.

5.4. Recommendations

Based on the findings listed, the researcher forwards the following recommendations:

- ⇒ EEP and EEU is service giving public sector where various stakeholders is concerned and affected by its service and it is the backbone of the development. Because of this the organizations should endeavor for service improvement and to achieve strategic objectives through proper implementation of change.
- ⇒ The organizations have to carefully monitor and evaluate the entire change process, assumptions, risks, dependencies, costs, return on investment, success and failure factors in order to be able to measure its impact and evaluate its success. Since the result may help the organizations to plan on the gap identified and help to develop the necessary adjustments for their company's needs.
- ⇒ Training is the cornerstone for building knowledge about the change and the required skills to succeed in the future state. The organization has to develop

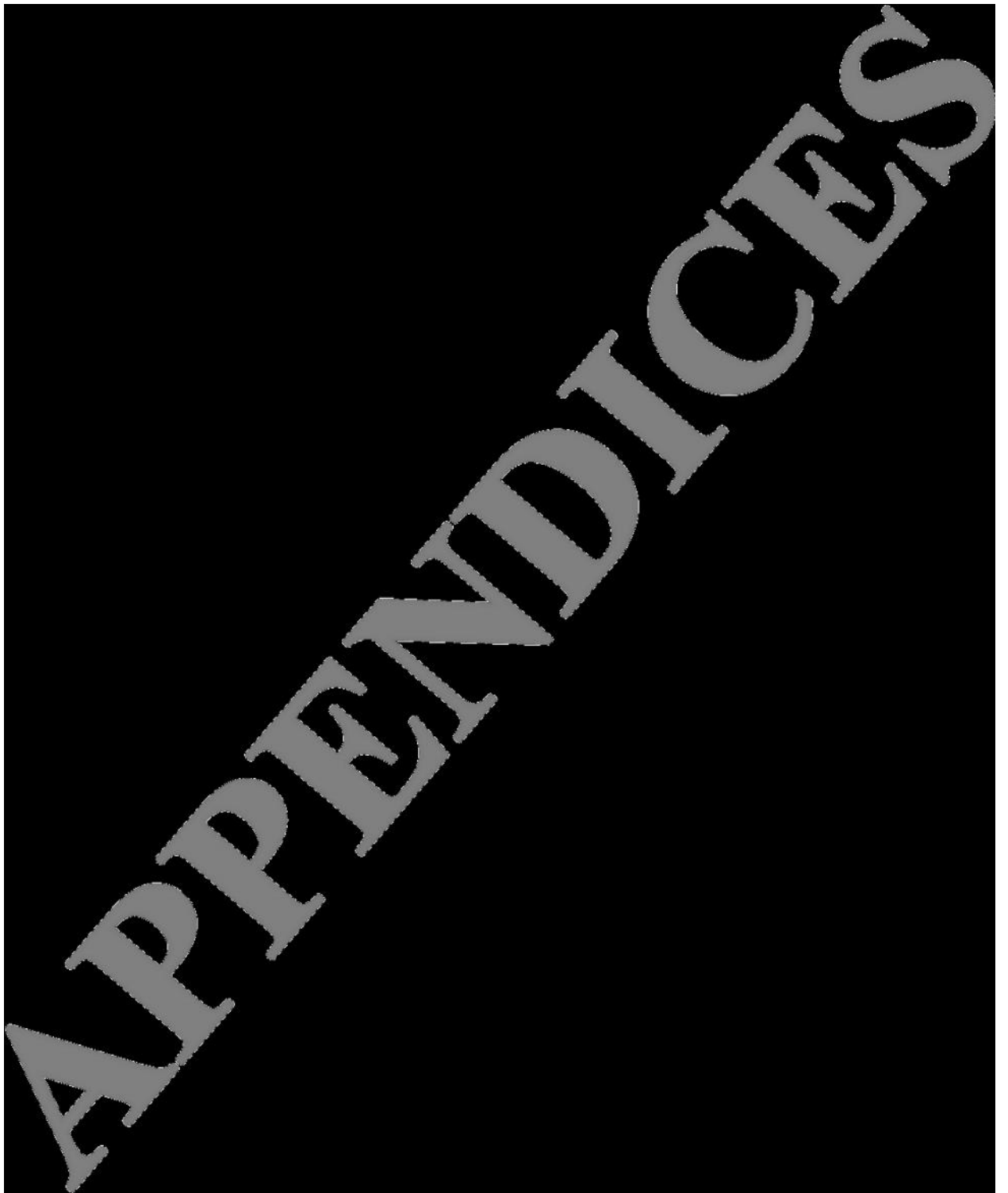
training based on the skills, knowledge and behaviors necessary to implement the change. The training given has to be need based just not for the sake of giving training and also there is a need to develop a continuous training mechanism so that the members of staff are updated regularly.

- ⇒ The change implementations in organizations have to be supported by information technology. Since significant changes in the organizations are the result of new and advanced technology implementation.
- ⇒ The change implementation has to be supported by an appropriate performance measurement system. To successfully implement change, organizations need to align the performance of their workforce with the change. Aligning individual and organizational performance management systems drives new behavior and gradually shifts the organizational culture in support of the change vision.
- ⇒ Supply of material should be appropriate and on time since without the availability of adequate resource it is difficult to bring change and performance of the organizations directly affected by the availability of resource.

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Appendix I

Section A. Request for personal background information. Please put an “✓” mark in front of appropriate alternative provided and fill the required information.

1. Age: 21-30-----,31-40-----, 51-60-----
2. Gender : male-----, Female -----
3. Years of service: less than 3 years-----:3-5 years-----; 5-10 years-----
-;
above 10 years-----
4. Highest academic qualification: Masters -----,Bachelors-----,
5. Current information: Non-supervisory-----, line manger-----
,middle level manger-----,top level manger-----

Section B. the following statements are designed for measuring your opinion regarding practice and process followed for the change implementation of EEPCO splitting in to EEP and EEU.

Please indicate the extent which you agree with these statements based on the scale given.

1-Strongly disagree, 2-disagree, 3- neutral ; 4-agree, 5-stronglyagree	1	2	3	4	5
There is consultative communication approaches to create awareness and understanding of the change vision throughout the organization	1	2	3	4	5
I believe the change Create a sense of urgency	1	2	3	4	5
I believe the change Address the “human side” systematically	1	2	3	4	5
I believe the change Involve every layer and create quick wins	1	2	3	4	5
I believe the change involves recruiting powerful change leaders	1	2	3	4	5
I believe the change build a vision and effectively communication.	1	2	3	4	5
I believe the change Assess the cultural landscape and build a momentum.	1	2	3	4	5
I believe the change Prepare for the unexpected and remove the obstacles.	1	2	3	4	5

Section C. the following statements are designed for measuring your opinion regarding key challenges for the change implementation of EEPCO splitting in to EEP and EEU.

Please indicate the extent which you agree with these statements based on the scale given.

1 -Strongly disagree, 2-disagree, 3- neutral ; 4-agree, 5-strongly agree					
The change involve top management, including the board and chief executive	1	2	3	4	5
I have a clear understanding of the strategy and business goals.	1	2	3	4	5
My boss does a good job of sharing information about what's happening in our team and across our organization to the best of their knowledge	1	2	3	4	5
I am looking forward to changes taken place (E.g.: Performance Management System, Trainings)	1	2	3	4	5
I feel that there is lack of consensus	1	2	3	4	5
I feel that there is defined measurable aims and create a business case for their achievement (which should be continuously updated)	1	2	3	4	5
I feel that assumptions, risks, dependencies, costs, return on investment, are monitored	1	2	3	4	5
I feel that there is an effective education, training and/or skills upgrading scheme for the organization	1	2	3	4	5
I feel that Counter resistance from the employees of companies and align them to overall strategic direction of the organization	1	2	3	4	5
I feel that there is step-by-step planning in change implementation	1	2	3	4	5
I feel that there is Monitoring of the implementation and fine-tuning as required	1	2	3	4	5
The consultant is highly experienced in organization wide change	1	2	3	4	5

Section D. the following statements are designed for measuring your opinion regarding.

What result did the organizational change implementation (EEPCO splitting) achieve?

Please indicate the extent which you agree with these statements based on the scale given.

1 -Strongly disagree, 2-disagree, 3- neutral ; 4-agree, 5-stronglyagree	1	2	3	4	5
I feel the change brings Customer Centricity	1	2	3	4	5
I feel the change build a sustainable growth platform	1	2	3	4	5
I feel the change brings derive synergy among the closely related roles	1	2	3	4	5
I feel the change build operational and employee related capability	1	2	3	4	5
I feel the change build a transparent organization with improved governance and ethics	1	2	3	4	5
I feel The change implemented is toward fulfilling the strategic objectives identified in the strategic plan	1	2	3	4	5
Changes in an organization are aligned to the organization's mission and strategy	1	2	3	4	5
I feel The change implemented is toward fulfilling capacity building gaps	1	2	3	4	5
Changes involve Hiring, turnover, roles & responsibilities, training and other individual changes.	1	2	3	4	5
Changes to the principles, expectations, norms, working habits and symbols of an organization.	1	2	3	4	5
This change brings Changes to the knowledge assets of an organization.	1	2	3	4	5
This change brings better Policies & Legal Agreements	1	2	3	4	5
This change brings Changes to business process and tasks	1	2	3	4	5
This change brings new technology infrastructure, systems, automations and tools.	1	2	3	4	5

Appendix II - Interview questions

- Does EEPCO fulfill the necessary conditions to implement change?
- To what extent has the splitting of EEPCO to EEP and EEU improved the organizations performance?
- How do you evaluate over all changes before and after?

- **Appendix III Focus group discussion questions**

The following statements are designed for measuring respondent's general opinion about the change implementation.

- What was the practice of change implementation of EEPCO splitting in to EEP and EEU?
- What was the process followed for the change implementation of EEPCO splitting in to EEP and EEU?
- What were the key challenges for the change implementation of EEPCO splitting in to EEP and EEU?
- What result did the organizational change implementation (EEPCO splitting) achieve in regard to change objectives like customer centricity, operational excellence, capacity building, corporate governance and ethics, and sustainable growth?
- How is the day to day activity of the employee especially in providing services?