ST. MARY'S UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTEMENT OF MANAGEMENT

AN ASSESSMENT OF CHANGE MANAGEMENT PRACTICES: THE CASE OF ETHIOPIAN AIRLINES MOTORIZED EQUIPMENT MAINTENANCE DIVISION

BY

DEREJE SHEWAKINA

JUNE, 2011

SMUC

ADDIS ABABA

AN ASSESSMENT OF CHANGE MANAGEMENT PRACTICES: THE CASE OF ETHIOPIAN AIRLINES MOTORIZED EQUIPMENT MAINTENANCE DIVISION

A SENIOR ESSAY SUBMITTED TO THE DEPARTMENT OF MANAGEMENT

BUSINESS FACULTY

ST. MARY'S UNIVERSITY COLLEGE

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF BACHELOR OF ARTS IN MANAGEMENT

BY

DEREJE SHEWAKINA

JUNE 2011

SMUC

ADDIS ABABA

ST MARY'S UNIVERSITY COLLEGE

AN ASSESSMENT OF CHANGE MANAGEMENT PRACTICES: THE CASE OF ETHIOPIAN AIRLINES MOTORIZED EQUIPMENT MAINTENANCE DIVISION

BY

DEREJE SHEWAKINA

FACULTY OF BUSINESS

DEPARTMENT OF MANAGEMENT

APPROVED BY THE COMMITTEE EXAMINERS

_____	_____
Department Head	**Signature**
_____	_____
Advisor	**Signature**
_____	_____
Internal Examiner	**Signature**
_____	_____
External examiner	**Signature**

Table of Contents

Acknowledgement i
Table of contents ii
List of table iv
INTRODUTION: CHAPTER ONE
1.1 Background of the Study 1
1.2 Statement of the Problem 2
1.3 Research Questions 3
1.4 Objective of the Study 4
1.5 Significance of the Study 4
1.6 Scope/Delimitation of the study 4
1.7 Research design and Methodologies 5
1.7.1 Research Design 5
1.7.2 Population and Sampling Techniques 5
1.7.3 Type of data Collected 5
1.7.4 Method of data Collection 5
1.7.5 Method of Data Analysis 6
1.8 Organization of the Study 7

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. Definition 8
2.2. Why Do Organizations Change 8
2.3 Resistance to Change 12
2.4 Why Do People Resist Change 13
2.5 Planning and Executing Change Effectively 17

2.5.1 Unfreezing before Change 18

2.5.2 Executing Change 20

2.5.3 Refreezing 22

2.6 Building Your Change Management Skills 23

2.7 Managing change 24

2.7.1 How to introduce change management 25

2.8 Leadership and change management - The crucial component 26

2.8.1 Company's leadership on change management 27

2.9 Leadership and change management's effect on morale 28

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

3.1 General Characteristics of Respondent 30

3.2 Analysis of Major Finding of the Study 33

CHAPTER FOUR

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

4.1 Summary of Findings 42

4.2 Conclusions 44

4.3 Recommendations 45

Bibliography

Appendix – A

Appendix - B

List of Table

Table 1:- The General Characteristics of Respondents 31

Table 2:- Reason For Demanding Change 32

Table 3:- Duration and Interval of Change Taken Place And 33

Table 4:- Practice Affected By Change Conducted 34

Table 5:- Factors Affecting Change Management 35

Table 6:- Support From the Change Management System 35

Table 7:- Level of Satisfaction on Existing Maintenance Operation System36

Table 8:- Capability and Skills Possessed By Change Management 37

Table 9: - Awareness creation ability of managers 38

Table 10:- Reason for Resisting Change 39

ACKNOWLEDGEMENTS

First of all, I wish to express my sincere appreciation and special thank to my advisor, Ato Yimer Adem, for his cooperation and constructive advises through out the end of this senior paper.

My last but not least appreciation goes to the management, and employees' Ethiopian airlines maintenance division who gave me information to conduct this research.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Change is inevitable. Though many people fight like mad to avoid change, they can't. If you look fifty years back at anything, it has changed many times – people, fashion, cars, and the street in front of your home. Like death, taxes, and time, you can't escape change.

What's really important is how you manage change. Managed well, it can be healthy for you and your company, leading to improved profit margins, happier and more productive employees, and a stable and growing company. Managed poorly, it can lead to poor morale, loss in production, and ultimately the possibility of bankruptcy or selling out. No wonder so many people are afraid of change! But with a good introduction to change management, you may find yourself looking at change in a completely different way (Harris & Mossholder, 1993:681).

The first thing you need to determine in any change management is what in your company will be changing. Are you downsizing? Outsourcing? Changing your IT system? Reorganizing the company? Selling it to another company outright? Or are you expanding the company? Expansion and profit can be just as stressful as downsizing and bankruptcy. Once you know all the major types of change your company will be undergoing, you should brainstorm all the different items you'll need to address: accounting changes, human resources changes, laying off or hiring employees, changing locations, spreading yourself and your employees' thinner (Harris & Mossholder, 1993:681).

Once you have a good grasp on what you expect to see changing in your company (and that is "expect" because your list is never, ever quite accurate! It – changes.) You're ready to start introducing your upper-level management

staff to the details of what's going on. They already know that change is coming, whether you tried to keep it secret or not (Ibid).

Ethiopian air lines established in 1946 G.C by Emperors Haile Selasse science then GAL has been governed by the ownership of the government. Its growth is dramatic. The first flight was from Addis to Cairo with air craft DHC-3 crafts but now it has almost thirty two air crafts excluding air crafts used for training purpose recently bring Boeing 777 and grows its destination up to fifty five.

ET's vision: Ethiopia will be the most competitive and leading aviation group in Africa by providing safe, market driven and customer focused passenger and cargo transport aviation training flight catering MRO and ground service by 2025

ET's Mission: To become leading aviation group in Africa by providing safe and reliable passenger and cargo transport. Aviation training flight catering, MRO and group support service whose quality and price "value proposition" always better than its competitors

Values: To ensure being airlines of choice to its customers employers of choice to its employees and an investment choice to its owners. To contribute positively to socio economic development of Ethiopian in particular and the countries it operate in general by under taking to corporate social responsible lifeless and provide vital global connectivity.

1.2 STATEMENT OF THE PROBLEM

When transforming your company, nothing is more important than leadership (change agent). Leadership and change management are inseparable. Without the cooperation and active participation of not only critical executives but also middle management and key staff, the restructuring of company is doomed to fail. First and best allies are the leaders in your company: executives, middle

managers, employee team leaders, and the less formal leaders such as the keepers of the grapevine, key secretaries, and go-to people. Their leadership in change management is critical. But before you can get them to lead, you need to sell them on the changes (Harris & Mossholder, 1993:681).

First, be open and honest to the extent that you can. Don't be rude by asking someone whose position is going to be eliminated to take a leadership role (though if they're good leaders, you should attempt to find them other places within your newly-restructured company). Instead, focus on those who are staying. Approach your restructuring goals as a marketing program. You already have their attention, as they know your restructuring will affect them profoundly. Now, the leader needs to show them how the restructuring will help them, how it will make their jobs and lives easier, and what it will do for the company. Once they understand that your anticipated changes are good, and how important is their leadership to change management, they will be eager to sell your program to their own staffs. At this point, you just need to keep them well informed (Harris & Mossholder, 1993:682).

However, according to the preliminary observation, the basic question to be raised here is much of the change agent in motorization and equipment maintenance division have no the required capability to make the change and operational transition live. The leaders with in the division have insufficient experience and knowledge to play their respective role in motivating staff and keep the change effort operational.

Thus, this research is tries to assess the change management practice of Ethiopian airlines modernizing equipment maintenance division and investigate the possible solution to indicate the respective body of the department.

1.4 BASIC RESEARCH QUESTIONS

In order to come up with the solution to the study, the following basic questions raised by the researcher.

1. What are the current change management practices?
2. What are the major factors that affect the change management in maintenance division?
3. To what extent the division personal possessed the appropriate skill and competence to practice the change?
4. What kind of awareness creation is done by the division to handle change resistance?

1.5 OBJECTIVE OF THE STUDY

The objective of the study classified as general objective and specific objective. The general objective of the study is assessing the change management practice of Ethiopian air lines maintenance division. Where as the specific objectives include the following.

Specific Objective

1. To identify the major factors that affects the change in maintenance division.
2. To examine whether the division personal possessed the appropriate skill and competence to practice the change.
3. To identify the awareness creation job done by the division to handle change resistance.
4. To identify the current change management practices of the division.

1.6 SIGNIFICANCE OF THE STUDY

Like any other study, this research has much contribution to various bodies. Some of them are as follows: It can helps as base to undertake some Other research. Moreover, it can contribute to the indication of specific problem in maintenance division of Ethiopian airline regarding their change management practice. Finally, it might help or use in academic purposes to the readers.

1.7 SCOPE/DELIMITATION OF THE STUDY

Even if it is possible to conduct change management at organizational level, this study delimit it self only in departmental level, particularly in maintenance division which is located around Bole with in the airlines. Moreover, the study analyzes data only provided from respondents in the period from 2008 to 2010.

1.8 RESEARCH DESIGN AND METHODOLOGIES

1.8.1 Research design

In order to conduct the study on the area of change management, the researcher will use descriptive survey research method, because it can assist the researcher to describe the existing fact with in the organization under study.

1.8.2 Population and Sampling Techniques

The population of the study is employees and management of maintenance division of Ethiopian airlines i.e. 334(60, 120,55, and 99) Vehicle maintenance, GSE maintenance, electrical part maintenance and other accessory maintenance section respectively and concerned management bodies Therefore, the study selects 30% from each section(using stratified random sampling from different section of within the department. Because obtaining relevant information to the study from heterogonous population is more appropriate using such a method.

1.8.2 Type of Data Collection

In order to come up with the study objective and make it achievable the student researcher gather and utilize the necessary primary i.e. firsthand information collected for assessment of the cha management practice of the organization under study and secondary type of data i.e. data provided to other purpose but which is relevant for this study (books, magazines, company profiles, and electronic sources).

1.8.3 Method of data Collection

In order to collect the required data to the study, the researcher were use questioner and interview as a data collection tools. Questionnaire is used because it can gather large amount of data and it also keep privacy of respondents. On the other hand interviews were used because it can gather direct information to the study. Furthermore, observation data collection methods were used in order to enhance the validity of research findings.

1.8.4 Method of data Analysis

The study was use descriptive statistics data analysis method in order to undertake this research. Thus percentage and frequency count enable the study to present analyze and interpret the data. Quantitative analysis was used to analyze data gathered form interview and documents.

1.9 ORGANIZATION OF THE STUDY

Organization of the study and the material coverage of this paper address different topics in different chapters and sub topics under these chapters. The aim of organizing this paper is to provide and explain the reader with easier and sequential flow as well as the progress of the research. Therefore, chapter one of the research introduce the introduction part of the study and explain the reader with background of the company the statement of the problem, the research objective, significance of the study and the methodology used in conducting the research briefly. Chapter tow contains review of related literature, chapter three states about analysis and interpretation of data. Finally, chapter for contain findings of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Organizational change

2.1Defination

Organizational change is a planned managed systematic process to change the culture, systems and behaviors of an organization, in order to improve the organization effectiveness in solving problems and achieving its objectives.

2.2 Why Do Organizations Change

Organizational change is the movement of an organization from one state of affairs to another. A change in the environment often requires change within the organization operating within that environment. Change in almost any aspect of a company's operation can be met with resistance, and different cultures can have different reactions to both the change and the means to promote the change. To better facilitate necessary changes, several steps can be taken that have been proved to lower the anxiety of employees and ease the transformation process. Often, the simple act of including employees in the change process can drastically reduce opposition to new methods. In some organizations, this level of inclusion is not possible, and instead organizations can recruit a small number of opinion leaders to promote the benefits of coming changes (Lerman & Schmidt, 2006:311).

Organizational change can take many forms. It may involve a change in a company's structure, strategy, policies, procedures, technology, or culture. The change may be planned years in advance or may be forced on an organization because of a shift in the environment. Organizational change can be radical and swiftly alter the way an organization operates, or it may be incremental and slow. In any case, regardless of the type, change involves letting go of the old ways in which work is done and adjusting to new ways.

Therefore, fundamentally, it is a process that involves effective people management (Ibid).

Managers carrying out any of the P-O-L-C functions often find themselves faced with the need to manage organizational change effectively. Oftentimes, the planning process reveals the need for a new or improved strategy, which is then reflected in changes to tactical and operational plans. Creating a new organizational design (the organizing function) or altering the existing design entails changes that may affect from a single employee up to the entire organization, depending on the scope of the changes. Effective decision making, a Leadership task, takes into account the change-management implications of decisions, planning for the need to manage the implementation of decisions. Finally, any updates to controlling systems and processes will potentially involve changes to employees' assigned tasks and performance assessments, which will require astute change management skills to implement. In short, change management is an important leadership skill that spans the entire range of P-O-L-C functions (Lerman & Schmidt, 2006:312)..

2.2.1 Workplace Demographics

Organizational change is often a response to changes to the environment. For example, agencies that monitor workplace demographics such as the U.S. Department of Labor and the Organization for Economic Co-operation and Development have reported that the average age of the U.S. workforce will increase as the baby boom generation nears retirement age and the numbers of younger workers are insufficient to fill the gap. What does this mean for companies? Organizations may realize that as the workforce gets older, the types of benefits workers prefer may change. Work arrangements such as flexible work hours and job sharing may become more popular as employees remain in the workforce even after retirement. It is also possible that employees who are unhappy with their current work situation will choose to retire, resulting in a sudden loss of valuable knowledge and expertise in

organizations. Therefore, organizations will have to devise strategies to retain these employees and plan for their retirement. Finally, a critical issue is finding ways of dealing with age-related stereotypes which act as barriers in the retention of these employees (Lerman & Schmidt, 2006:315)..

2.2.2 Globalization

Globalization is another threat and opportunity for organizations, depending on their ability to adapt to it. Because of differences in national economies and standards of living from one country to another, organizations in developed countries are finding that it is often cheaper to produce goods and deliver services in less developed countries. This has led many companies to outsource (or "offshore") their manufacturing operations to countries such as China and Mexico. In the 1990s, knowledge work was thought to be safe from outsourcing, but in the 21st century we are also seeing many service operations moved to places with cheaper wages. Many companies realize that outsourcing forces them to operate in an institutional environment that is radically different from what they are used to at home. Dealing with employee stress resulting from jobs being moved overseas, retraining the workforce, and learning to compete with a global workforce on a global scale are changes companies are trying to come to grips with (Barnett & Carroll, 1995:392).

2.2.3 Changes in the Market Conditions

Market changes may also create internal changes as companies struggle to adjust. For example, as of this writing, the airline industry in the United States is undergoing serious changes. Demand for air travel was reduced after the September 11 terrorist attacks. At the same time, the widespread use of the Internet to book plane travels made it possible to compare airline prices much more efficiently and easily, encouraging airlines to compete primarily based on cost. This strategy seems to have backfired when coupled with the dramatic increases in the cost of fuel that occurred beginning in 2004. As a

result, by mid-2008, airlines were cutting back on amenities that had formerly been taken for granted for decades, such as the price of a ticket including meals, beverages, and checking luggage. Some airlines, such as Delta and Northwest Airlines, merged to stay in business (Ibid).

How does a change in the environment create change within an organization? Environmental change does not automatically change how business is done. Whether the organization changes or not in response to environmental challenges and threats depends on the decision makers' reactions to what is happening in the environment.

2.2.4 Poor Performance

Change can also occur if the company is performing poorly and if there is a perceived threat from the environment. In fact, poorly performing companies often find it easier to change compared with successful companies. Why? High performance actually leads to overconfidence and inertia. As a result, successful companies often keep doing what made them successful in the first place.

When it comes to the relationship between company performance and organizational change, the saying "nothing fails like success" may be fitting. For example, Polaroid was the number one producer of instant films and cameras in 1994. Less than a decade later, the company filed for bankruptcy, unable to adapt to the rapid advances in one-hour photo development and digital photography technologies that were sweeping the market.

Successful companies that manage to change have special practices in place to keep the organization open to changes. Finnish cell phone maker Nokia finds that it is important to periodically change the perspective of key decision makers. For this purpose, they rotate heads of businesses to different posts to give them a fresh perspective. In addition to the success of a business, change

in a company's upper-level management is a motivator for change at the organization level. Research shows that long-tenured CEOs are unlikely to change their formula for success. Instead, new CEOs and new top management teams create change in a company's culture and structure (Barnett & Carroll, 1995:395).

2.3 Resistance to Change

Changing an organization is often essential for a company to remain competitive. Failure to change may influence the ability of a company to survive. Yet employees do not always welcome changes in methods. According to a 2007 survey conducted by the Society for Human Resource Management (SHRM), employee resistance to change is one of the top reasons change efforts fail. In fact, reactions to organizational change may range from resistance to compliance to enthusiastic support of the change, with the latter being the exception rather than the norm (Ibid).

Active resistance is the most negative reaction to a proposed change attempt. Those who engage in active resistance may sabotage the change effort and be outspoken objectors to the new procedures. In contrast, passive resistance involves being disturbed by changes without necessarily voicing these opinions.

Instead, passive resisters may dislike the change quietly, feel stressed and unhappy, and even look for a new job without necessarily bringing their concerns to the attention of decision makers. Compliance, however, involves going along with proposed changes with little enthusiasm. Finally, those who show enthusiastic support are defenders of the new way and actually encouraging others around them to give support to the change effort as well (Barnett & Carroll, 1995:352). To be successful, any change attempt will need to overcome resistance on the part of employees. Otherwise, the result will be loss of time and energy as well as an inability on the part of the

organization to adapt to the changes in the environment and make its operations more efficient. Resistance to change also has negative consequences for the people in question. Research shows that when people react negatively to organizational change, they experience negative emotions, use sick time more often, and are more likely to voluntarily leave the company. These negative effects can be present even when the proposed change clearly offers benefits and advantages over the status quo (Ibid).

2.3 Why Do People Resist Change

2.3.1 Disrupted Habits

People often resist change for the simple reason that change disrupts our habits. When you hop into your car for your morning commute, do you think about how you are driving? Most of the time probably not, because driving generally becomes an automated activity after a while. You may sometimes even realize that you have reached your destination without noticing the roads you used or having consciously thought about any of your body movements. Now imagine you drive for a living and even though you are used to driving an automatic car, you are forced to use a stick shift. You can most likely figure out how to drive a stick, but it will take time, and until you figure it out, you cannot drive on auto pilot. You will have to reconfigure your body movements and practice shifting until you become good at it. This loss of a familiar habit can make you feel clumsy; you may even feel that your competence as a driver is threatened. For this simple reason, people are sometimes surprisingly outspoken when confronted with simple changes such as updating to a newer version of particular software or a change in their voice mail system(Anonymous, 2007:132).

2.3.2 Personality

Some people are more resistant to change than others. Recall that one of the Big Five personality traits is Openness to Experience; obviously, people who rank high on this trait will tend to accept change readily. Research also shows that people who have a positive self-concept are better at coping with change, probably because those who have high self-esteem may feel that whatever the changes are, they are likely to adjust to it well and be successful in the new system. People with a more positive self-concept and those who are more optimistic may also view change as an opportunity to shine as opposed to a threat that is overwhelming. Finally, risk tolerance is another predictor of how resistant someone will be to stress. For people who are risk avoidant, the possibility of a change in technology or structure may be more threatening (Ibid).

2.3.3 Feelings of Uncertainty

Change inevitably brings feelings of uncertainty. You have just heard that your company is merging with another. What would be your reaction? Such change is often turbulent, and it is often unclear what is going to happen to each individual. Some positions may be eliminated. Some people may see a change in their job duties. Things may get better—or they may get worse. The feeling that the future is unclear is enough to create stress for people because it leads to a sense of lost control(Anonymous, 2007:136).

2.3.4 Fear of Failure

One reason employees resist change is the fear of failure under the new system. People also resist change when they feel that their performance may be affected under the new system. People who are experts in their jobs may be less than welcoming of the changes because they may be unsure whether their success would last under the new system. Studies show that people who

feel that they can perform well under the new system are more likely to be committed to the proposed change, while those who have lower confidence in their ability to perform after changes are less committed Ibid).

2.3.5 Personal Impact of Change

It would be too simplistic to argue that people resist all change, regardless of its form. In fact, people tend to be more welcoming of change that is favorable to them on a personal level (such as giving them more power over others or change that improves quality of life such as bigger and nicer offices). Research also shows that commitment to change is highest when proposed changes affect the work unit with a low impact on how individual jobs are performed (Ibid).

2.3.6 Prevalence of Change

Any change effort should be considered within the context of all the other changes that are introduced in a company. Does the company have a history of making short-lived changes? If the company structure went from functional to product-based to geographic to matrix within the past five years and the top management is in the process of going back to a functional structure again, a certain level of resistance is to be expected because employees are likely to be fatigued as a result of the constant changes. Moreover, the lack of a history of successful changes may cause people to feel skeptical toward the newly planned changes. Therefore, considering the history of changes in the company is important to understanding why people resist. Another question is, how big is the planned change? If the company is considering a simple switch to a new computer program, such as introducing Microsoft Access for database management, the change may not be as extensive or stressful compared with a switch to an enterprise resource planning (ERP) system such as SAP or PeopleSoft, which require a significant time commitment and can fundamentally affect how business is conducted.

2.3.7 Perceived Loss of Power

One other reason people may resist change is that change may affect their power and influence in the organization. Imagine that your company moved to a more team-based structure, turning supervisors into team leaders. In the old structure, supervisors were in charge of hiring and firing all those reporting to them. Under the new system, this power is given to the team. Instead of monitoring the progress the team is making toward goals, the job of a team leader is to provide support and mentoring to the team in general and ensure that the team has access to all resources to be effective. Given the loss in prestige and status in the new structure, some supervisors may resist the proposed changes even if it is better for the organization to operate around teams (Anonymous, 2007:132)

2.4. Is All Resistance Bad

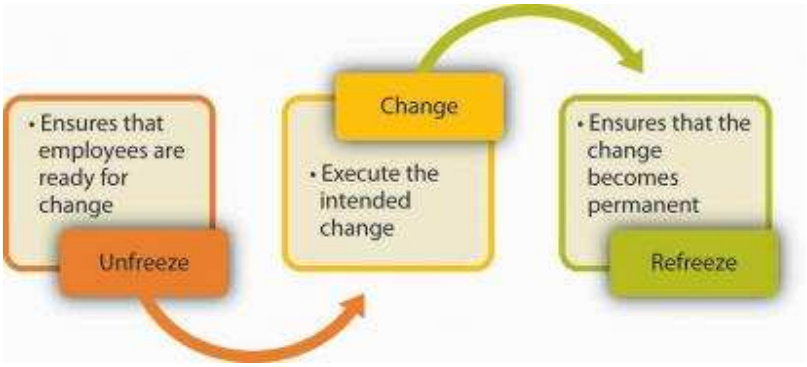
Resistance to change may be a positive force in some instances. In fact, resistance to change is a valuable feedback tool that should not be ignored. Why are people resisting the proposed changes? Do they believe that the new system will not work? If so, why not? By listening to people and incorporating their suggestions into the change effort, it is possible to make a more effective change. Some of a company's most committed employees may be the most vocal opponents of a change effort. They may fear that the organization they feel such a strong attachment to is being threatened by the planned change effort and the change will ultimately hurt the company. In contrast, people who have less loyalty to the organization may comply with the proposed changes simply because they do not care enough about the fate of the company to oppose the changes. As a result, when dealing with those who resist change, it is important to avoid blaming them for a lack of loyalty (Lerman & Schmidt, 2006:312)...

2.5 Planning and Executing Change Effectively

How do you plan, organize, and execute change effectively? Some types of change, such as mergers, often come with job losses. In these situations, it is important to remain fair and ethical while lying off otherwise exceptional employees. Once change has occurred, it is vital to take any steps necessary to reinforce the new system. Employees can often require continued support well after an organizational change.

One of the most useful frameworks in this area is the three-stage model of planned change developed in the 1950s by psychologist Kurt Lewin. This model assumes that change will encounter resistance. Therefore, executing change without prior preparation is likely to lead to failure. Instead, organizations should start with unfreezing, or making sure that organizational members are ready for and receptive to change. This is followed by change, or executing the planned changes. Finally, refreezing involves ensuring that change becomes permanent and the new habits, rules, or procedures become the norm(Ibid).

Figure Lewin's Three-Stage Process of Change



2.5.1 Unfreezing before Change

Many change efforts fail because people are insufficiently prepared for change. When employees are not prepared, they are more likely to resist the change effort and less likely to function effectively under the new system. What can organizations do before change to prepare employees? There are a number of things that are important at this stage (Lerman & Schmidt, 2006:312).

Communicating a Plan for Change

Do people know what the change entails, or are they hearing about the planned changes through the grapevine or office gossip? When employees know what is going to happen, when, and why, they may feel more comfortable. Research shows that those who have more complete information about upcoming changes are more committed to a change effort. Moreover, in successful change efforts, the leader not only communicates a plan but also an overall vision for the change. When this vision is exciting and paints a picture of a future that employees would be proud to be a part of, people are likely to be more committed to change.

Ensuring that top management communicates with employees about the upcoming changes also has symbolic value. When top management and the company CEO discuss the importance of the changes in meetings, employees are provided with a reason to trust that this change is a strategic initiative. For example, while changing the employee performance appraisal system, the CEO of Kimberly Clark made sure to mention the new system in all meetings with employees, indicating that the change was supported by the CEO.

Develop a Sense of Urgency

People are more likely to accept change if they feel that there is a need for it. If employees feel their company is doing well, the perceived need for change will

be smaller. Those who plan the change will need to make the case that there is an external or internal threat to the organization's competitiveness, reputation, or sometimes even its survival and that failure to act will have undesirable consequences. For example, Lou Gerstner, the former CEO of IBM, executed a successful transformation of the company in the early 1990s. In his biography *Elephants Can Dance*, Gerstner highlights how he achieved cooperation as follows: "Our greatest ally in shaking loose the past was IBM's eminent collapse. Rather than go with the usual impulse to put on a happy face, I decided to keep the crisis front and center. I didn't want to lose the sense of urgency (Lerman & Schmidt, 2006:3126).

Building a Coalition

To convince people that change is needed, the change leader does not necessarily have to convince every person individually. In fact, people's opinions toward change are affected by opinion leaders or those people who have a strong influence over the behaviors and attitudes of others. Instead of trying to get everyone on board at the same time, it may be more useful to convince and prepare the opinion leaders. Understanding one's own social networks as well as the networks of others in the organization can help managers identify opinion leaders. Once these individuals agree that the proposed change is needed and will be useful, they will become helpful allies in ensuring that the rest of the organization is ready for change.

Provide Support

Employees should feel that their needs are not ignored. Therefore, management may prepare employees for change by providing emotional and instrumental support. Emotional support may be in the form of frequently discussing the changes, encouraging employees to voice their concerns, and simply expressing confidence in employees' ability to perform effectively under the new system. Instrumental support may be in the form of providing a

training program to employees so that they know how to function under the new system. Effective leadership and motivation skills can assist managers to provide support to employees (Lewin, 1951:193).

Employees to Participate

Studies show that employees who participate in planning change efforts tend to have more positive opinions about the change. Why? They will have the opportunity to voice their concerns. They can shape the change effort so that their concerns are addressed. They will be more knowledgeable about the reasons for change, alternatives to the proposed changes, and why the chosen alternative was better than the others. Finally, they will feel a sense of ownership of the planned change and are more likely to be on board. Participation may be more useful if it starts at earlier stages, preferably while the problem is still being diagnosed. For example, assume that a company suspects there are problems with manufacturing quality. One way of convincing employees that there is a problem that needs to be solved would be to ask them to take customer calls about the product quality. Once employees experience the problem firsthand, they will be more motivated to solve the problem (Ibid).

2.5.2 Executing Change

The second stage of Lewin's three-stage change model is executing change. At this stage, the organization implements the planned changes on technology, structure, culture, or procedures. The specifics of how change should be executed will depend on the type of change. However, there are three tips that may facilitate the success of a change effort Lewin K. (1951:199).

Continue to Provide Support

As the change is under way, employees may experience high amounts of stress. They may make mistakes more often or experience uncertainty about their new responsibilities or job descriptions. Management has an important role in helping employees cope with this stress by displaying support, patience, and continuing to provide support to employees even after the change is complete.

Create Small Wins

During a change effort, if the organization can create a history of small wins, change acceptance will be more likely.[336If the change is large in scope and the payoff is a long time away, employees may not realize change is occurring during the transformation period. However, if people see changes, improvements, and successes along the way, they will be inspired and motivated to continue the change effort. For this reason, breaking up the proposed change into phases may be a good idea because it creates smaller targets. Small wins are also important for planners of change to make the point that their idea is on the right track. Early success gives change planners more credibility while early failures may be a setback (Ibid).

Eliminate Obstacles

When the change effort is in place, many obstacles may crop up along the way. There may be key people who publicly support the change effort while silently undermining the planned changes. There may be obstacles rooted in a company's structure, existing processes, or culture. It is the management's job to identify, understand, and remove these obstacles. Ideally, these obstacles would have been eliminated before implementing the change, but sometimes unexpected roadblocks emerge as change is under way(Ibid).

2.5.3 Refreezing

After the change is implemented, the long-term success of a change effort depends on the extent to which the change becomes part of the company's culture. If the change has been successful, the revised ways of thinking, behaving, and performing should become routine. To evaluate and reinforce ("refreeze") the change, there are a number of things management can do (Wanberg &Banas, 2000:421).

Publicize Success

To make change permanent, the organization may benefit from sharing the results of the change effort with employees. What was gained from the implemented changes? How much money did the company save? How much did the company's reputation improve? What was the reduction in accidents after new procedures were put in place? Sharing concrete results with employees increases their confidence that the implemented change was a right decision (Ibid).

Reward Change Adoption

To ensure that change becomes permanent, organizations may benefit from rewarding those who embrace the change effort (an aspect of the controlling function). The rewards do not necessarily have to be financial. The simple act of recognizing those who are giving support to the change effort in front of their peers may encourage others to get on board. When the new behaviors employees are expected to demonstrate (such as using a new computer program, filling out a new form, or simply greeting customers once they enter the store) are made part of an organization's reward system, those behaviors are more likely to be taken seriously and repeated, making the change effort successful(Ibid).

Embracing Continuous Change

While Lewin's three-stage model offers many useful insights into the process of implementing change, it views each organizational change as an episode with a beginning, middle, and end. In contrast with this episodic change assumption, some management experts in the 1990s began to propose that change is—or ought to be—a continuous process (Lewin, 951:206).

The learning organization is an example of a company embracing continuous change. By setting up a dynamic feedback loop, learning can become a regular part of daily operations. If an employee implements a new method or technology that seems to be successful, a learning organization is in a good position to adopt it. By constantly being aware of how employee actions and outcomes affect others as well as overall company productivity, the inevitable small changes throughout organizations can be rapidly absorbed and tailored for daily operations. When an organization understands that change does indeed occur constantly, it will be in a better position to make use of good changes and intervene if a change seems detrimental (Ibid).

2.6 Building Change Management Skills

You feel that a change is needed. You have a great idea. But people around you do not seem convinced. They are resisting your great idea. How do you make change happen?

- *Listen to naysayers*. You may think that your idea is great, but listening to those who resist may give you valuable ideas about why it may not work and how to design it more effectively.
- *Is your change revolutionary*? If you are trying to change dramatically the way things are done, you will find that resistance is greater. If your proposal involves incrementally making things better, you may have better luck.

- *Involve those around you in planning the change*. Instead of providing the solutions, make them part of the solution. If they admit that there is a problem and participate in planning a way out, you would have to do less convincing when it is time to implement the change.
- *Assess your credibility*. When trying to persuade people to change their ways, it helps if you have a history of suggesting implementable changes. Otherwise, you may be ignored or met with suspicion. This means you need to establish trust and a history of keeping promises over time before you propose a major change.
- *Present data to your audience*. Be prepared to defend the technical aspects of your ideas and provide evidence that your proposal is likely to work.
- *Appeal to your audience's ideals*. Frame your proposal around the big picture. Are you going to create happier clients? Is this going to lead to a better reputation for the company? Identify the long-term goals you are hoping to accomplish that people would be proud to be a part of.
- *Understand the reasons for resistance*. Is your audience resisting because they fear change? Does the change you propose mean more work for them? Does it affect them in a negative way? Understanding the consequences of your proposal for the parties involved may help you tailor your pitch to your audience.

2.7 Managing change

The first thing you need to determine in any introduction to change management is what in your company will be changing. Are you downsizing? Outsourcing? Changing your IT system? Reorganizing the company? Selling it to another company outright? Or are you expanding the company? Expansion and profit can be just as stressful as downsizing and bankruptcy. Once you know all the major types of change your company will be undergoing, you should brainstorm all the different items you'll need to address: accounting changes, human resources changes, laying off or hiring employees, changing locations, spreading yourself and your employees' thinner (McGoon, 1995:269)

Once you have a good grasp on what you expect to see changing in your company (and that is "expect" because your list is never, ever quite accurate! It – changes.) You're ready to start introducing your upper-level management staff to the details of what's going on. They already know that change is coming, whether you tried to keep it secret or not.

2.7.1 How to introduce change management

When you change anything about your company, you will need a team of advocates. You know the compelling reasons you need to change; now you need to teach your management team how to handle these transitions and ensure that all problems are addressed smoothly.

You will probably need to teach an introduction to change management, as change does not come naturally to everyone. For this, you should consider hiring an outside consultant. Change is hard. Sometimes it's easier to hear the news from someone you don't work with every day. And because you are certain to be emotionally vested in your company, you may not be able to clearly explain what you expect from the coming changes. A good consultant can also give you insight into other things you should consider with change that might not have occurred to either you or your management team (McGoon, 1995:269).

Any good introduction to change management instructor will be able to tell your management staff what to expect and how to handle questions from employees. Take a train-the-trainer approach: you or your consultant should thoroughly educate your managers on handling your company's changes, and test them afterward to ensure they are clear on the processes. Next, listen to your management team, and listen carefully. They will see problems with, ramifications of, and improvements on your change management plan that would never occur to you. At the end of your introduction to change management session, have an intense and relaxed brainstorming meeting. Put

papers up all around your conference room, and encourage people to list issues. Encourage creative thinking. Talk about how each department will influence the next one. Think about the company's shareholders, if you have public stock. And think about the reactions of your employees. Some will embrace change. Others will dig in and do everything they can to keep things the same. You may have union issues or other special organizational problems. The most important thing you can do with this session is get a handle on how things may need to be addressed McGoon, 1995:270)

Once you've outlined the change you're expecting, you should organize a team to implement your company's changes. Your smooth transition will only be as smooth as your transitional team can make it. The obvious source for most of your transition team is your human resources department, but don't limit yourself. You may have staff who have shown themselves to be more capable managers during times of change, and you should have a voice from each department on the team. Don't forget your non-management staff, either; they will be able to give you insights into morale and everyday efficiency that will prove invaluable during the stresses involved in introducing change to your company.

2.8 Leadership and change management - The crucial component

When you're transforming your company, nothing is more important than leadership. Leadership and change management are inseparable. Without the cooperation and active participation of not only your critical executives but also your middle management and key staff, the restructuring of your company is doomed to fail (Ibid).

2.8.1 company's leadership on change management

Your first and best allies are the leaders in your company: your executives, your middle managers, your employee team leaders, and the less formal leaders such as the keepers of the grapevine, key secretaries, and go-to people. Their leadership in change management is critical. But before you can get them to lead, you need to sell them on the changes.

First, be open and honest to the extent that you can. Don't be rude by asking someone whose position is going to be eliminated to take a leadership role (though if they're good leaders, you should attempt to find them other places within your newly-restructured company). Instead, focus on those who are staying. Approach your restructuring goals as a marketing program. You already have their attention, as they know your restructuring will affect them profoundly. Now you need to show them how the restructuring will help them, how it will make their jobs and lives easier, and what it will do for the company. Once they understand that your anticipated changes are good, and how important is their leadership to change management, they will be eager to sell your program to their own staffs. At this point, you just need to keep them well informed (Michelman, 2007:82)

There are two critical pieces of leadership and change management you should focus on. First, those company leaders you've sold on change management will in turn recruit their own staffs. This will improve morale throughout your company. Second, you should maintain communication lines both ways between you, your change management team, and the leaders in your company (Ibid).

Change management may look neat on paper, but it's always messy. There are always unanticipated problems. By using your company's leadership and change management together, you are much more likely to pick up on those problems when they're minor irritations, instead of having them erupt on you

when they've become cancerous growths of problems. For instance, assume that one mail clerk does not realize that your financials need to be routed to a new place. Instead of going to the right office, they start coming back. Your clerk tries to find out from his supervisor what's going on, but no one seems to know. How long is it before your pile of returned financials start causing a real problem in the company?

But by vesting leadership in change management in your mail room supervisor and his or her key employees, and by opening communication with them, they'll have the answers to your clerk's problems the first time financials are returned – or better yet, they will brief the staff so that the problem can be resolved proactively. This is, of course, an oversimplified problem and real problems with change are likely to be much more complex. Still, the same solutions apply: proactively preventing the problem through good communication and real leadership in change management from all levels of management (bid).

2.9 Leadership and change management's effect on morale

Whenever you have change, your employee morale is going to suffer. It doesn't matter how big the change is, whether you're adding or subtracting employees, or just changing procedures. Employee leadership and change management can help company morale as well. Instead of being permanently in the dark, a lower-line supervisor who knows about the big-picture changes is more likely to be able to explain the small-picture solutions to his or her staff. If you vest leadership in these supervisors, give them the information they need to do their jobs and ensure change management is effective on their line, and listen – above all, listen! – to what they think the real problems are, company morale will improve at the baseline and your changes will be more effective (Michelman, 2007:91)

Back to the mailroom example: if your supervisor had been given information that you were going to be outsourcing most of your accounting, and your mailroom clerk had come to him to complain about the pileup of returns, then your supervisor would be able to resolve the problem through his or her knowledge of the big picture. With communication back to you and your change management team, he would be able to let you know that someone forgot to make sure everyone had a new address for financials.

CHAPTER THREE

DATA ANALYSIS AND INTERPRETATION

In this chapter all the data gathered are analyzed and interpreted. All the data presented, analyzed and interpreted here are obtained through interview and questionnaire. The researcher distributes 100 questionnaires to the respondents and provided interview questions to the remaining management body of the organization under study.

Out of 100 questionnaires distributed to the respondents 91(91%) of the questionnaires were filed and returned by the respondents. Accordingly the data collected were analyzed and interpreted here under.

3.1. General Characteristics of Respondents

Table 1, shows the general characteristics of respondents i.e. sex distribution, age category, educational states and services year in the department.

Table 1:- The General Characteristics of Respondents

S.N	Items	Frequency	
		No	**%**
1	**Sex**		
	Male	72	79
	female	19	21
	Total	**91**	**100**
2	**Age**		
	Below 25	32	35
	26-35	34	37
	36-45	25	28
	Above 46		-
	Total	**91**	**100**
3	**Educational status**		
	Certificate	-	-
	Diploma	30	33
	Degree	49	54
	Masters	12	13
	Doctorate		
	Total	**91**	**100**
4	**Work experience**		
	Less than 2 year	-	-
	2-3 years	36	40
	4-5 years	55	60
	6 and more	-	-
	Total	**91**	**100**

As can be seen in item 1 of the above table, majority i.e.72 (79%) of the respondents is male. While the rest 19(21%) of them are female. This indicted that, the study address both gender, because the nature of the activity carried out with in the division required physical input.

Concerning item 2 of the same table, 34(37%) and 32 (35%) of the respondents replied that they are in the age category of 26-35 and below 25 respectively. While the rest25 (28%) fall under the age category of 36-45. This implies that, mach of the division employees are in the productive age, which is a importance to handle their job.

As shown in item 3 of the same table, majority of the respondents i.e. 49(54%) are degree holders. While the rest 30(33%) and 12(13%) of the respondents replied that, they are diploma and masters degree holders respectively, they are qualified to contribute a lot to the study.

Regarding item 4 of table 1, 55(60%) and 36(29%) of the respondents replied that they are working there 2-3 years and 4-5 years receptively. From this one can deduce that majority of the respondents are working more than two years, this may ensure the reliability of the data obtained from respondents since, they are working long period of time with in the division, it can assist to carryout activities easily.

3.2 Analysis Major Findings

Table 2:- Reason For Demanding Change

S.N	Item	Alternatives	Frequency	
			No	%
1	What makes the division to conduct change?	Dalliance of operati Redundancy of activiti Complexity of task Environmental demand others	- - 45 55 -	- - 40 60 -
		Total	**91**	**100**

As can be observed in the above table, majority of the respondents i.e. 55(60%) replied that they change is make within the division due to the environmental demand of the organization operation. While the rest 45(40%) of them replied that complexity of tasks are the reasons why the division conducts change on it operation. From this one can consider that, the organization has pre established polices and procedures. Moreover, the change personal indicated that, whenever the division as well as the organization seen various reasons that can push to the operation in to problematic situation, the concerned body have a feedback whether the change maintain or not, then after all the required information gathered and problems defined and change practiced.

Table 3:- Duration and Interval of Change Taken Place And

Item	Alternative	Frequency	
		NO	%
The change demand of the division activity carried out by the concerned bodies?	Monthly	-	-
	Annually	33	36
	Quarterly	-	-
	As needed	58	64
	Binomially	-	-
	Total	**91**	**100**
The time interval set for change management is appropriate for sufficiently evaluate the performance of the division	Strongly agree	-	-
	Agree	31	34
	Neutral	-	-
	Disagree	55	60
	Strongly disagree	5	4
	Total	**91**	**100**

As it is depicted in the above table, majority of the respondents i.e. 58(64%) replied that the change demand of the division is carried out by the concerned body whenever the need arise. While the rest 33(36%) of them replied that the change demand of the division carried out annually. From this one can deduce that, the organization under study, is conducted change management for the division due to the reason to be compatible with the existing situation.

As it is shown in the table 3, majority of the respondents i.e. 55(60%) replied that they are disagreed by the time interval set for change management is appropriate for sufficiently evaluating the performance of division. While the rest 31(34%) and 1(4%) of them replied that they are greed and strongly disagreed by

the time interval set for change management is appropriate. From this one can grasp that, the organization under study, is conducted change management for the division due to the reason to be compatible with the existing situation.

Table 4:- Practice Affected By Change Conducted

Item	**Alternative**	**Frequency**	
		NO	**%**
Is their significant practice ever before that might affect by the change conducted?	Yes	70	77
	No	21	23
	Total	**91**	**100**

As can be shown in table 4, majority of the respondents i.e. 70(77%) replied that the yes there was a practice that is affected by change conducted, such as operation flow and speed somehow improved. While the rest 21(23%) of the respondents replied that, no there is no a situation ever before that might affect by change conducted. This indicated that, the change conducted by the division contribute significantly as required.

Table 5:- Factors Affecting Change Management

S.N	Item	Alternatives	Frequency	
			No	%
1	What factors affecting change management practise in your organization	Employee resistance Management capacity Organizational culture ar practice Resource limitation	27 18 - 46	30 20 - 50
		Total	**91**	**100**

As can be shown in table 5 above, majority of the respondents i.e.46 (50%) replied that the factors that affecting change management practice of the organization is resource limitation. while the rest 27(30%) and 18(20%) of the respondents said employee resistance and management capacity is the factors affecting change management practice of the organization. The management of the division also said that, resource limitation is the serious factor affecting our change practice. This indicted that, the management of the organization have problem in planning the change without resource capacity of the organization

Table 6:- Support From the Change Management System

S.N	Item	Alternatives	Frequency	
			No	%
1	To what extent the change management system helps the division to improve its operational performance?	To a very great exten To a great extent To some extent To lower extent To very lower extent	- 18 54 19 -	- 20 59 21 -
		Total	**91**	**100**

On can consider in the above table, majority of the respondents i.e. 54(59%) replied that the change management system of the organization assist the division to improve its performance to some extent. While the rest 19(21%) and 18(20%) of the respondent replied that to lower and great extent the change management system helps the organization to improve operational performance. This indicated that, there is problem that affects the company not to obtain full benefit from the system; this is due to out datedness of the system.

Table 7:- Level of Satisfaction on Existing Maintenance Operation System

Item	Alternative	Frequency	
		NO	%
What is your level of satisfaction with the existing maintenance operation system?	Very mush satisfied Satisfied Fair Dissatisfied Very much dissatisfied	- 29 10 52 -	- 32 11 57 -
	Total	**91**	**100**

As can be shown in table 7 above, majority of the respondents i.e. 52(57%) replied that, they are dissatisfied by the existing maintenance operation system.

However 29(32%) and 10(11%) of them replied that. They are satisfied and fairly satisfied by the existing maintenance operation system. From this one can understand that, change needed to conduct within the division since the existing system of maintenance department is not satisfactorily functional. Beside this the management of the division indicated that, since the system is not as such up to date its functionality is not what division required from the, system.

Table 8:- Capability and Skills Possessed By Change Management

S.N	Item	Alternatives	Frequency	
			No	**%**
1	Do you think that the change agents are capable of handling the change activity?	Yes	47	52
		No	44	48
		Total	**91**	**100**
2	To what extent the change management personnel posses the skill, like Change oriented, Creativity ,Goal oriented, Communication skill and Feedback oriented	To a very great extent	**-**	-
		To a great extent	**1**	1
		To some extent	**57**	63
		To lower extent	**33**	36
		To very lower extent		-
		Total	**91**	**100**

One can seen in item 1 of table 8 majority of the respondents i.e. 47(52 %) replied that yes the change agents are capable of handling the change activity. While the remaining significant number of, i.e. 44(48%) of the respondents said

that, no they are not capable of handling the change activity. From this one can understand that, there some sort of problem related to change agent capability to handle the job.

On the others hand, the researcher raise question to the respondents about skills possessed by change management personals, accordingly majority of the respondents i.e. 57(63%) of them relied that to some extent the change personals possess the skills like change oriented, goal oriented, creativity etc . while the remaining 33(36%) and insignificant number of respondents replied that to lower and great extent the change personals possess skills like creativity, goal oriented, feedback oriented etc. This implies that, the management of the organization under study is not give emphasis to make equipped managers to simply entertain the change conducted.

Table 9: - awareness creation ability of managers

Item	**Alternative**	**Frequency**	
		No.	**%**
How do you rate the awareness creation ability of management to avoid resistance?	Excellent	-	-
	Very good	8	9
	Fair	17	19
	Poor	66	72
	Very poor	-	-
	Total	**91**	**100**

As can be show in table 9 above, majority of the respondents' i.e. 66 (72%) replied that mangers are poor in creation of awareness against resistance form employees. while the rest 17(19%) and 8(9%) of the respondents replied that, the

management ability in creation of awareness in avoiding resistance is fair and very good respectively. From this one can understand that, the level of calling imposed by from resistance to conduct change is very strong since awareness creation is not satisfactory. Data obtained from interview indicated that, the management of the division strive to make employees aware about the change and it positive impact but by their very nature employee have a fear of losing what they already have.

Table 10:- reason for resisting change

S.N	Item	Alternatives	Frequency	
			No	%
1	Why do employees resist change?	Perceived Loss of Power	34	37
		Prevalence of Change	-	-
		Personal Impact of Change	27	30
		Fear of Failure	18	20
		Feelings of Uncertainty	-	-
		Personality		
		Disrupted Habits	12	17
		Total	**91**	**100**

As can be show in the above table, majority of the respondents i.e. 34(37%) replied that the perceived loss of power is the basic reason for employees resisting change. while the rest 27(30%), 18(20%) and 12(17%) of the respondents said that, personal impact of change, fear of failure and disrupted habits are the basic reasons for employees to resisted change respectively. This indicated that, employees associate any change made within the organization with their personal impact and/or side effect.

Finally, as indicated by the management of the division, employees are very sometimes holed rigid idea when anything new happen in their ordinary movement at the work place. Due to this reason most of the time maximum effort is take by the change personals to make them accepting and implementing the change to be conducted

CHAPTER FOUR

SUMMARY CONCLUSIONS AND RECOMMENDATIONS

In order to come up with the study objective, all the necessary data were gathered analyzed and interpreted in the previous chapter. Based on the analysis done all findings of the study are summarized based on this findings conclusions are drown and possible recommendation are forwarded by the researcher.

4.1 FINDINGS OF THE STUDY

- The study reveals that, 55(60%) of the respondents replied that change is made within the division due to the environmental demand of the organization operation.
- According to the study, majority of the respondents i.e. 58(64%) agreed that the change is conducted by the concerned body whenever the need arise.
- The study indicated that, majority of the respondents replied that, they are not agreed on appropriateness of time interval set for change management for evaluating the performance of division.
- The study reveals, 70(77%) replied that, there is a practice that is affected by change conducted, such as operation flow and speed somehow improved.
- As indicated by the study, majority of the respondents i.e. 46(50%) agreed that the factor that affecting change management practice of the organization is resource limitation.
- The study indicated that, 54(59%) of the respondents agreed on the change management system of the organization assist the division to improve its performance to some extent.
- According to the study, majority of the respondents dissatisfied by the existing maintenance operation system.

- As revealed by the study, majority of the respondents agreed the change agents are capable of handling the change activity.
- According to the study, 57(63%) of them relied that to some extent the change personnel possess the skills; like change oriented, goal oriented, creativity etc
- The study reveals that, 66 (72%) replied that mangers are poor in creation of awareness against resistance from employees
- According to the study, majority of the respondents agreed that the perceived loss of power is the basic reason for employees resisting change.

4.2 CONCLUSIONS

- In is concluded that, the organization has pre established polices and procedures to conduct change, so that, it can serve as guide line to go through it.
- The division conducted change management due to the reason to be compatible with the existing situation, which might assist to meeting the operational requirements with in the situation.
- The change conducted by the division contributes significantly for the operational performance, which might the possible challenge that might face during operation.
- The management of the organization have problem in planning the change without resource capacity of the organization, this highly pose problem over planed activated not to convert in to application.
- The existing system of maintenance department is not satisfactorily functional which can indicate the need to conducted change with in the division.
- There is some sort of problem related to change agent capability to handle the job, this might cause in proper implementation of the change conduced.
- The management of the organization is not give emphasis to make managers equipped with skills to simply entertain the change, which can be the bottleneck to remarkable result of the change.
- The level of challenge imposed by resistance to conduct change is very strong since awareness creation is not satisfactory.
- Employees associate any change made within the organization with their personal impact and/or side effect, which lead them not to accept the change needed.

4.3 RECOMMENDATIONS

- In order to make the change conducted against the standard, the management of the organization, advised to farther improve policies and procedure used in change management.
- In order to maintain compatibility of the change management system with the existing situation, the division recommended to conducted need assessment before conducting the change.
- In order to acquire the importance of the system for operational performance, the management should create the manse to tackle the possible challenge facing during operation
- In order to handle problems posed over planed activities, the management of the organization strongly advised to plan activates based on the resource available with in the organization.
- In order to make the system of maintenance division functional, the management of the organization strongly advised separate problem area and change should be taken place.
- In order to ensure effective application of the change, it is advisable to provide training facility to the staff that can enhances their capability.
- In order to maximize the ability to convert the desired change and put it in view, the management advised in enhancing skills possessed by change leaders.
- The organization strongly advised to using appropriate to inform the over all impact (positive and negative) to the employees, in order to reduce the challenge faced form resistance of staff.

APPENDIX A

ST. MARY UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTMENT OF MANAGEMENT

The purpose of this questionnaire is to gather information and opinion to support a study of an Assessment of change management practice in Ethiopian Airline maintenance division. Thus, your frank and sincere response to the items in the questionnaire will help to meet the objective of the study. The information you provided will be keep confidential and used only for academic purpose only.

Thanks in advance for your cooperation.

N.B. No need of writing your name

Where alternative answers are given, please make your answer using an "X" mark in the corresponding box.

Part I- **Personal information**

1. Sex

A. Female ☐ B. Male ☐

2. Age

A. Below 25 ☐ C. 36-45 ☐

B. 26- 35 ☐ D. Above 46 ☐

3. Your educational status

A. Certificates ☐ D. Masters Degree ☐

B. Diploma ☐ E. Doctorate Degree ☐

C. First Degree ☐ F. Other Specify _____

4. Your service year in the department

A. Less than 2 years ☐ D. 5-6 ☐

B. 2-3 ☐ E. More than six years ☐

C. 4-5 ☐

Part II- Information regarding the study

5. Is there change management policy and procedure In the division?

A. Yes ☐ B. No ☐

6. The change demand of the division activity carried out by the concerned bodies?

A. Monthly ☐ D. Annually ☐

B. Quarterly ☐ E. As needed ☐

C. Binomially ☐

7. The time interval set for change management is appropriate for sufficiently evaluate the performance of the division?

A. Strongly agree ☐ D. Disagree ☐

B. Agree ☐ E. Strongly disagree ☐

C. Neutral ☐

8. What makes the division to conduct change?

A. dalliance of operation ☐

B. redundancy of activities ☐

C. complexity of task ☐

D. environmental demand ☐

D. If any other _____

☐

9. Is their significant practice ever before that might affect by the change conducted?

A. Yes B. No ☐

10. If you said yes, pleas specify it?

_____

_____

11. What factors affecting change management practise in your organization?

Item	**High**	**average**	**Low**	**Not express**
Employee resistance				
Management capacity				
Organizational culture and practice				
Resource limitation				
Other pleas specify _____				

12. To what extent the change management system helps the division to improve its operational performance?

A. To a very great extent ☐

B. To a great extent ☐

C. To some extent ☐

D. Undecided ☐

E. Not at all ☐

13. What is your level of satisfaction with the existing maintenance operation system?

A. Very mush satisfied ☐

B. Satisfied ☐

C. Fair ☐

D. Dissatisfied ☐

E. Very much dissatisfied ☐

14. If your answer to question no. 13 is "very dissatisfied", what do you think are drawback of the system?

_____

_____.

15. Do you think that the change agents are capable of handling the change activity?

A. Yes ☐ B. No ☐

16. To what extent the change management personnel posses the skill and competence?

Item	**To very great extent**	**To great extent**	**To some extent**	**To lower extent**	**To very lower extent**
Change oriented					
Creativity					
Goal oriented					
Communication skill					
Feed back oriented					

17. How do you rate the awareness creation ability of management to avoid resistance?.

A. Excellent ☐ D. Poor ☐

B. Very good ☐ E. Very poor ☐

C. Fair ☐

18. Why do employees resist change?

- Perceived Loss of Power ☐
- Prevalence of Change ☐
- Personal Impact of Change ☐
- Fear of Failure ☐
- Feelings of Uncertainty ☐
- Personality ☐
- Disrupted Habits ☐

19. Do you have any other comments that you would like to say about the change management practice of the division? If your answer is yes, please state your answer on the space provided.

_____

_____

APPENDIX B

ST. MARY UNIVERSITY COLLEGE

BUSINESS FACULTY

DEPARTMENT OF MANAGEMENT

The following questions will be provided to the management of maintenance division of Ethiopian airline.

- Would you explain the overall change management practice of the division?
- At the beast of you knowledge what are the major factors that affect the change management in maintenance division?
- Do you think that the division personal possessed the appropriate skill and competence to practice the change?
- To what extent the management makes employees familiar to handle change resistance?
- Is there any proposed change to implement in the division?
- If you have anything related to change management practice of your division?

BIBLIOGRAPHY

Anonymous. (December 2007). Change Management: The HR strategic imperative as a business partner.

Barnett, W. P., & Carroll, G. R. (1995). Modeling Internal Organizational Change. *Annual Review of Sociology*.

Boeker, W. (1997). Strategic change: The Influence of Managerial Characteristics and Organizational Growth.

Diamond, J. (2005) The Fates Of Human Societies. New York: W. W. Norton. *Guns, germs, and stee*

Fedor, D. M., Caldwell, S., & Herold, D. M. (2006). The Effects Of Organizational Changes On Employee Commitment: A multilevel investigation.

Fugate, M., Kinicki, A. J., & Prussia, G. E. (2008). Employee Coping With Organizational Change: An examination of alternative theoretical perspectives and models. *Personnel Psychology*.

Herold, D. M., Fedor, D. B., & Caldwell, S. (2007). Beyond Change Management: A Multilevel Investigation Of Contextual And Personal Influences on employees' commitment to change.

Labianca, G., Gray, B., & Brass D. J. (2000). A Grounded Model Of Organizational Schema Change During Empowerment. *Organization Science*.

Lerman, R. I., & Schmidt, S. R. (2006). Trends and Challenges for Work in the 21st Century. Retrieved September 10, 2008,

DECLARATION

I, the undersigned, declare that this senior essay/project is my original work, prepared under the guidance of Ato _____. All sources of material used of the manuscript have been duly acknowledged.

Name _____

Signature _____

Place of submission SMUC

Date of Submission June, 2011

Advisor Approval

This paper has been submitted for examination with my approval as the university College adviser.

Name Ato _____

Signature _____

Date of submission _____