ST. MARY'S UNIVERSITY COLLEGE

FACULTY OF BUSINESS

DEPARTMENT OF MANAGEMENT

CHANGE MANAGEMENT PRACTICES AND PROBLEM ON FEDERAL ETHICS AND ANTI CORRUPTION COMMISSION WITH REFERENCE TO BPR IMPLEMENTATION

BY

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JUNE, 2011

SMUC

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ACRONOMS / ABRIVATIONS

BPR   :   Business Process Reengineering

FEACC: Federal Ethics and Anti Corruption
         Commission

IT   :   Information Technology

TQM   :   Total Quality Management

CHAPTER ONE

I.   Introduction

1.1. Background of the Study

Change can be a time of exciting opportunity for some and a time of loss, disruption of threat for others. How such responses to change are managed can be the difference between surviving and thriving in a work or business environment. 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. (Queensland government, change management best)

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 on 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. (Ibid)

Irrespective of the way the change originates, change managements is the process of taking a planned and structured approach to help align an organization with the change. In its most simple and effective form, change management involves working with an organization's stakeholder groups to help them understand what the change means for them, helping them make and sustain the transition and working to overcome any challenges involved. From a management perspective it involves the organizational behavioral adjustments that need to be made to accommodate and sustain change. (Ibid)

The underlying basis of change management is that people's capacity to change can be influenced by how change is presented to them. Their capacity to adapt to change can shrink if they misunderstand or resist the change, causing barriers and ongoing issues.

Fundamentally, the basic goal of all change management is to secure buy- in to the change, and to align individual behavior and skills with the change.

The Federal Ethics and Anti-Corruption Commission (FEACC) were established in 2001 to prevent and prosecute corruption institutionally. Since its establishment FEACC has taken various steps to curb corruption through curative and preventive measures. In its attack at corruption and impropriety, it has chosen to adopt a three-pronged approach of prevention, investigation, and prosecution. And this approach is believed to have yielded encouraging achievements.

The achievements of FEACC include: the awareness raising training programs that were offered to about 500,000 people drawn from various sections of the society; an examination of the practice and working procedures of more than 100 government departments and public enterprises, believed to be conducive to corruption, putting forward corrective measures and recommendations and making follow-up of their implementation; and investigations of a number of alleged corruption cases and pressing charges against a number of them, 100 of whom received from 1-19 years of imprisonment. In all of these activities, the government has reportedly been working in close partnership and collaboration with various stakeholders that are crucial in the fight against corruption.

It is also reported that ethics education and training efforts have been undertaken in all regional states through seminars and workshops. Regional Anti-corruption institutes are also established in due course of time in most of the federal states.

Ethiopia is a signatory to the UN convention against Corruption and the African Convention of Preventing and Combating Corruption. The General Assembly of the UN, by Resolution 58/4 of 31 October 2003, has designated 9 December as International Anti-corruption Day. As previously stated this decision was taken with the aim of raising awareness of corruption and underscoring the role of the UN Convention in combating and preventing corruption. Accordingly, the International Anti-Corruption Day has been celebrated since 2004; and Ethiopia started celebrating the day in 2005.

FEACC is holding this conference, at a time of the second celebration of the event in this country, not only to show solidarity globally, but also to strengthen the ongoing anti-corruption struggle in the country in collaboration with all stakeholders and partners. It is hoped that the celebration would convey a very clear message to the Ethiopian public that fighting corruption is high on the agenda of the Government, and thereby mobilize the public in the fight against corruption.

1.2. Statement of the problem

In Ethiopia for the past many years, the concept of change has been used as a tool for institutional justice in many federal organization and regional bureaus to realize the change program. Nowadays almost all institutions (organizations) have started to change to realize the change program.

Effective change management that makes all employees participate is essential in our world of turbulence and of shorter cycles of innovation. Changes may affect every industry and every organizational function. In every organization, management knows about the external environment and the vision of the organization. This knowledge is the bases for developing appropriate strategies. Although challenging, this is the easier part. Nevertheless, management will only be able to successfully implement a new strategic direction, if they manage to gain the commitment of everyone within the organization.

Federal Ethics and Anti Corruption Commission is one of the justice institutions providing service to the society for curbing corruption to enhance the development of the economy at the national level. In rendering these activities, its relation in internal and external environment is must decision for speedy justice service for the society. In this regard, the problem that bas been seen in delaying justice in the commission was taking much time to be evidence collection from the outside entities.

In FEACC during the implementation practices of the change that the service delivery was not efficient and effective because of:-
➢ Low educational status of the employees
➢ Educational backward of attitude of the managers and employees towards service delivery.
➢ Lack of transparency, responsiveness and accountability.
➢ The work commitment of employees and managers towards change management.
➢ To determine the level of service delivery and recommend the change improvement direction of the change management.
All these above problems are obtained by observation.

In relation to the above mentioned problem the researcher want to assess in FEACC is developing processes that enable all employees to learn about change and to develop a culture of dialogue between management and workforce.

1.4. Research question

To address the problems mentioned above, the study tried to seek answer for the following basic questions

- What are the factors that bring change in FEACC?
- How could change that exists in FEACC influence the performance of the organization?
- What are the view of management and employees towards change management?
- What are the major contributions of the management and the employees in the implementation of change program?

1.3. Objectives of the study

1.3.1. General objective

The general objective of the study was to examine the challenges and problems of change management practices in FEACC office.

1.3.2. Specific objective

Specific objectives of this study mainly focus on how to shorten the time for which justice can be provided to the society by establishing new system through changing mechanism on management and employees effort.

- To examine the effect of change on individual, group and organizational performance
- To reveal the major factors that cause changes made in FEACC
- To review role of the management & employees in change management process in the organization
- To offer the extent to which management and employees understand change and how they react to it
- To identify change management of FEACC comes from the result of BPR implementation practices.

1.5. Significance of the study

Every research would have something to contribute since a lot of times, money and human energy is exerted to do it. So, this study is believed to contribute the following:-

  – The study could help FEACC to identify causes of change and improve the method of handling it,

  – The study expected to create awareness for their employees and managers

  – The researcher believes that such a study would serve as a spring board for other researchers who would like to study the same issue in a wider scale.

1.6. Scope of the study

Due to lack of full information about other departments this study would have been restricted to assess the changes made by prosecution and investigation department and employees' situation and the system installed with the view of the organization performance of department. This would have been conducted based on the information gained from the institution employees and management who were currently working in the organization and also documents which were available in the institution. It should be stated that the study of this research try to cover the two years/2009-2010/practical activities of the prosecution and Investigation department.

1.7. Research Design and Methodology

1.7.1 Research design

The researcher was used Descriptive method/cross-sectional. Because to describe about what, who, where and when of the problem was answered and also investigate the whole aspect of a subject.

1.7.2. Population and Sampling Techniques

The total population considered in this study is employees of FEACC working at head office. There were 300 employees in the head office, among those employees; the general principle says that the researcher look 30% of respondents i.e. (80 employees and 10 for manager) selected by using simple random sampling method. This is because it saves time, money and effort for the researcher and gives equal chance for all respondents to included representative samples in the study.

1.7.3. Type of data used

In this study both primary and secondary data were used primary data serve to gather first hand information from observation, questioners and interview the researcher for the given purpose. In

addition to this, primary data was more reliable, secondary data was data which has been collected by individuals or agencies for purposes other than those our particular research study such source include books, magazines and annual reports produced by the organization.

1.7.4. Methods of Data Collection

Those data collected by using questioners and interview methods of data collection questioners prepared and distributed to managers and employees. Hence questioner is easy to administer confidentially and it was not an expensive way to gather data from large population. Interview prepared and conducted with manager to acquire detail information. Interview enables the researcher or interviewer to answer for the interview questions in a natural setting and could answer detailed information.

1.7.5. Methods of Data Analysis

In order to arrive in certain conclusion the collected data will be gathered, coded and classified through tabulation and percentage. Based on the gathered information proper interpretation is given and the data which is collected through questioner was analyzed qualitatively.

1.8. Limitation of the Study

During the time of the study the researcher were faced with the following problems.

- Lack of earlier study related to the topic.
- Lack of well organized information about change management in the FEACC.
- Lack of sufficient time to gather more information.
- Respondents understanding about change management.

1.9. Organization of the study

Background of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope(delimitation of the study), definition of terms, research design and methodology, would be organized in the first chapter of the research paper. In the second chapter the review of related literature would be presented. The third chapter dealt with data presentation and discussion. Summary, conclusion and recommendation of the research project would be presenting in the fourth chapter. Finally, the list of bibliography, samples of questionnaires and interview were attached to the research paper (research work).

CHAPTER TWO

2. Review of Related Literature

2.1. Definition of Management

The term 'management' encompasses an array of different functions undertaken to accomplish a task successfully. In the simplest of terms, management is all about 'getting things done'. However, it is the way and the process of how one achieves ones target or goals and it is in this respect that management is considered an art and a science as well. (Borins, 2000)

The term management may be recently defined, but it existed at a time when men started learning the art of organizing, strategizing (during wars) and/or simply planning. At the core of it, management was quintessentially considered as an art of 'managing men' and hence the term "manage-men T". (ibid)

At the roots, management evolved when the definition of knowledge became practically skewed rather than being plain 'rational'. In some way, Rousseau (1972) pointed out "A real knowledge of things may be a good thing in itself, but the knowledge of men and their opinions is better, for in human society."

And much later, management scholar, Peter Drucker (1993) defined management as "Supplying knowledge to find out how existing knowledge can best be applied to produce results is, in effect, what we mean by management. But knowledge is now also being applied systematically and purposefully to determine what new knowledge is needed, whether it is feasible, and what has to be done to make knowledge effective. It is being applied, in other words, to systematic innovation."

From the above two definitions, it is clear that management is a creative as well as a systematic flow of knowledge that can be applied to produce results by using human as well as other resources in an effective way. Management has not been limited to managing human resource; management today has been segregated into various branches like financial management, strategic management, operations management, time management, crisis management, marketing management etc. Each of these is a separate branch that is being handled by managers who specialize in these fields. (Beckhard, 1969)

Today the importance of management from an organization's point of view has increased multifold. It is only through effective management that companies are developing and executing their business's policies and strategies to maximize their profits and provide with the best of products and services.

Management today combines creative, business, organizational, analytical and other skills to produce effective goal-oriented results! Some of the key functions in management includes learning to delegate, planning and organizing, communicating clearly, controlling situations, motivating employees, adapting to change, constantly innovating and thinking of new ideas, building and good tem and delivering results which are not just figure bound but results that also focus on overall growth and development. (Beckhard, 1969: 333-336)

Management goes beyond the organization's internal operations to include the industry and the general environment. The key emphasis is on issues related to environmental scanning and industry analysis, appraisal of current and future competitors, assessment of core competencies, strategic control and the effective allocation of organizational resources. (Ibid)

In general terms, there are two approaches to management:

The Industrial Organization Approach: This approach is based on economic theory which deals with issues like competitive rivalry, resource allocation, economies of scale. This approach to management assumes rationality, self interested behavior, profit maximization. (Beckhard, 1969: 439-445)

The sociological Approach: This approach deals primarily with human interactions. It assumes rationality, satisfying behavior, profit sub-optimality.

Management Theories can also be divided into two sets. One is the set that concentrates mainly on efficiency and another is the set that concentrates mainly on effectiveness. Efficiency is about doing things the right way. It involves eliminating waste and optimizing processes. Effectiveness is about doing the right things. (ibid)

A good management style is a blend of both efficiency and effectiveness. There is no point in acting efficiently if what you are doing will not have the desired effect.

Management techniques can be viewed as either bottom-up, top-down, or collaborative processes.

2.2. Definition and Concepts of BPR

2.2.1. Definition of BPR

Business process reengineering is one of the critical tools used as a mechanism to bring radical, fundamental and dynamic transformation in a way of doing only given undertaking. It is used as a mechanism of throwing away the old way of doing things and starting a fresh. It requires a radical and break throw transformation on every possible standards including cost, speed, customer satisfaction and other things. Because of its radical nature, BPR is a very challenging task (Linden, 1994:45 and Hammer and Champy, 1993:268).

Business process Reengineering (BPR) is not about minor improvement or modification, but reinvention of the way we are doing our jobs. It is not about making marginal or incremental improvements, but about achieving quantum leaps in performance. Marginal improvement requires fine tuning; dramatic improvement demands blowing up the old and replacing it with something new (Hammer and Stanton, 1994:2-20).

2.3. Change

Change is said to be the only permanent situation in life but, surprisingly, it is one decision that management finds difficult to make and implement and when a change is made, it is often one of the most resisted decisions by employees. However, change is inevitable; therefore, to be effective, management must anticipate and prepare for it. (Tom, 2006:60).

The changes that take place around us can be grouped into two major categories. The first is 'natural', that is changes that occur as a result of the natural and intrinsic quality of the things and organism. The second type was intended changes that were conceived by human beings. Although natural changes are unavoidable and influence the quality of work a great deal, they are beyond the scope of this book. In the context of quality management, it is more useful to discuss intended change. When discussing change it is important to accept one central fact. Although there is a clearly identifiable need for change and many advantages will result from it, the behavior of human groups and culture is extremely resistant to change. Despite this resistance, changes take place as a result of necessity and as a way of survival. (Tom, 2006)

2.3.1. Types of change

There are two types of change, *incremental change and transformational change*. Organizations have to be prepared to undertake both incremental change and transformational change. (Tom, 2006:82)

Incremental change

By far the most frequent sort of change in organizations is incremental change. Incremental change alters behaviors in the organization, but generally leaves undisturbed the more deeply held organizational beliefs. Examples of incremental change aim to produce more of 'something' and/or do things better. The incorporation of an export department into the existing domestic marketing function when a firm begins exporting would probably be considered incremental, since no large-scale changes are involved. (Tom, 2006:84)

Incremental change is a role for management. Managers deal with the physical resources skills of the workforce. They are concerned with efficiency and with mastering routines. They are the people who resolve issues as they arise: they do things right-working within defined policies. However, although incremental change may be sanctioned by managers, much incremental change is originated by the people most intimately connected with the organization's processes, its products/services, and its customers. If they are suitably empowered, they can bring about the required change themselves. (Tom, 2006:87)

Incremental change is more associated with management rather than leadership, since management generally continues current activities with a concern for efficiency. Incremental change does not lead to a change in the implicit fundamental beliefs underpinning the organizational way of working. (Tom, 2006:93)

Transformational change

Transformational change involves changing one or more of the fundamental organizational beliefs, and with it the values of the organization. Examples of transformational change are the changes in the processes associated with doing things very differently, or with undertaking very different activities, as Minebea did moving rose to market pricing. The changes that an organization makes to move to either a multi-domestic or a colonial strategy are transformational. In such cases management alone generally in not sufficient – what is required is leadership. (ECSC, 2004).

Leaders are people who are concerned with effectiveness: they do the right things, they make policy. They act on the emotional and spiritual resources of the organization, dealing with its values, commitment, and aspiration (Bennis and Nanus 1985:21). Leaders are also issue finders: they seek issues in their search for opportunities distinguishes between managers and leaders: 'Managers aim to shift balances of power to-ward solutions acceptable as compromises amongst conflicting values…(while) leaders develop fresh ideas to ling-standing problems and open issues to new options.' (Tom, 2006:113-127)

But the way in which leadership is viewed differs between countries. Kay (1995:15) makes an interesting contrast between US and UK views on leadership and those of the rest of Europe. In the US and UK (and to some extent in France) the chief executive is seen as the master of the organization, and business success becomes, in effect, realizing the chief executive's vision. In Japan and most of the rest of Europe, senior executives are seen as the servants of the organization, and success is seen as maximizing the value of an organization's distinctive capabilities. (ibid)

"Two types of change can be recognized: incremental change, which takes place without disturbing fundamental organizational beliefs, and transformational change, which does change them. In general, carrying through incremental change requires mainly management skills, whilst carrying out transformational change involves considerable leadership skills. From this it can be seen that successfully effecting change requires senior managers not simply to manage but also to lead. Since the only constant in the business lives of managers will be change, the ability to handle strategic change is a fundamental skill for such people." (ibid)

2.3.2. Understanding the Process of Change

In describing the psychology of change, the publication Field Theory in social Science identifies three stages of process change: unfreezing (overcoming inertia and dismantling the existing mindset), implementation(when the change occurs typically a period of confusion) and refreezing (the new mindset is crystallizing and a comfort level is returning at previous levels).

Change must be realistic and attainable. The cooperation of all stakeholders is a matter of necessity. Instead of forcing a change, it is better to ensure that a reasonable number of stakeholders buy into the change and the process of effecting the change. Criticism should be encouraged from the proponents and opponents of the change and should be objectively analyzed. (Sudan, 2003:217-231).

Every change process should begin with asking at least four basic questions:

- ❖ **What needs to be changed?** Change should not be introduced into the system just for the sake of it. Changes can be induced from within the organization or outside of it. In either case, the question of what to change is critical. The question is best answered when the limitations of the present process are identified. The answer to this question should be able to address why the change is necessary. (ibid)

- ❖ **To what should it be changed?** It is one thing to know that there is a need to effect changes in the present system, but another critical question is to what it should be changed. Change cannot be justified if the organization does not know of a better alternative to the current system/process. The proposed change must offer better benefits to the system than the current system does. (ibid)

- ❖ **How should this change happen?** This question is as relevant as the first two questions. Some laudable process changes (that successfully answer the first two questions) end as disasters, and all the management time investments are wasted because the question of how to make the change happen was not properly addressed. Whatever approach is adapted to effect the change must address the issue of how to ensure no or minimal disruption to the system and must effect the change at a minimal cost. (ibid)

- ❖ **How can the change be sustained?** This question may be the most critical of the four. The question, if properly answered, justifies the wisdom behind the change. The three previous questions might be answered correctly, but if the question of how to sustain the change is not well addressed, all the efforts are merely a waste in the long run, This is the stage where many process changes face turbulent storms and, when they fail, it is said they were "not able to stand the test of time." (ibid).

2.3.3. Stages of Process Change

The three stages of effecting process change ate reimplementation, implementation and post implementation. (Burns, 2000:165-171).

Pre-implementation stage

This stage can be summarized into three parts:

- ❖ *Conception of change idea* – This stage is where the need for process change is realized. The need for change may be due to an inadequacy in the present system; the need to reduce cost; the desire to improve service delivery, succeed against competition or enhance technology (proactive change); or the need to comply with governmental or regulatory directives (ibid).

❖ *Evaluation of the idea*- Alternatives are identified and evaluated against predetermined criteria in this phase. The alternatives' benefits and costs (inadequacies) are identified. Except where it is a forced change, the proposed new process must offer higher net benefits than the existing process. (ibid).

❖ *Management's eventual approval to introduce the process change*

At each of the sub stages, especially the points at which the change idea was evaluated and approved, possible resistance by users and beneficiaries of the existing processes must be identified. The extent and forms of the resistance must be diagnosed. (ibid)

At the pre-implementation stage, three main options are available to manage envisaged resistance to proposed process change:

❖ *Ignore the resistance and carry on with the process change program.*

The decision to ignore the resistance should be made only if the impacts of the resistance are insignificant and/or the cost of prevention or putting up with a counter-resistance effort is excessively high when compared with the benefits. (ibid)

❖ *End the resistance by preventing it.*

To be able to do this effectively, the extent and forms of the envisaged resistance to the change process must be ascertained with as much precision as possible prior to implementation. It is pertinent to note here that resistance would surface at the pre-implementation stage, especially at the point of evaluating the change idea. Constructive resistance should be welcomed at all stages, especially prior to the process change's final approval. This type of resistance enhances the change's final approval. This type of resistance enhances the change's quality and acceptability when addressed to the satisfaction of all parties. It is assumed that all forms of resistance and criticisms at this stage are these stages are constructive, as every party to decision making seeks the best for the organization. This second option is viable only if the benefits of preventing the resistance are greater than the costs. (Burns, 2000:169-170)

❖ *Implement crisis management.*

This is a counter-resistance option, which means the resistance to process change cannot be prevented from happening, but the effects are so significant that they cannot be ignored. The counter resistance efforts are to eliminate the negative impacts of the resistance or reduce them to a level that is tolerable or insignificant. The resistance must be anticipated prior to the approval stage to enable the implementation of effective and efficient counter-resistance efforts. (ibid)

Before the change process beings, management should anticipate possible resistance to the change programs, when and why the resistance would occur, the source, and impact of the resistance. This enables management to identify the avoidable and unavoidable resistance and the affordable and unaffordable resistance. Depending on the outcome o management's analysis, decisions as to whether the process change is a worthy course can be made. (ibid)

It is important to remember that effective process change may be hindered by factors other than human resistance, especially at the point of implementation. For example, the proposed process might be incompatible with business and procedural realities. If for any reason management is made to accept and approve a process change and the new system or process is later found to b incompatible with realities, it would be disastrous for management to fold its hands and watch the situation helplessly. Management's adoption of a process change that is totally incompatible with the existing realities is a big blunder, regardless of the circumstances surrounding the decision. For effective change management, it is necessary to determine the extent of incompatibility with the reality and the extent to which the new system can be adopted to achieve the predetermined process change objectives in line with the overall organizational objectives. It is always advisable that change management experts who are independent of the organizations and the process change consultants be invited at the evaluation stage to assess, among other things, the suitability and compatibility of the proposed process. (Burns, 2000, 170-171)

Service disruption is another critical problem that requires change management in the event of process change. In service delivery, turnaround time is one of the important criteria of measuring service quality Process change in a service industry could arise from the need to improve turnaround time and/or minimize delivery costs. The last thing management would want is service disruption in the system, especially where customers would be directly affected, Service disruption germinates poor service quality. (ibid).

Can service disruption be avoided entirely in a process change? Yes, but in most cases it can only be minimized. For instance, it would be almost impossible to avoid service disruption, no matter how small, in a bank that is automating its entire processes. In this situation, change management becomes inevitable. (ibid).

One change management option would be for staff members and customers who would be involved in the service delivery and/or who would suffer from the service disruption as a result

of the process change to be carried along before the implementation stage. This would ensure their cooperation while also preventing or reducing possible resistance from the customers. (ibid)

Another method to manage service disruption to customers during process change is to increase the number of service points during the transition. This would ensure that customers waiting for service are not delayed unnecessarily. (ibid)

Implementation stage

This is the stage at which the process change is implemented. It is unlikely that implementation of there decisions made at the pre-implementation stage would be done without any problems. Proponents of change process, vendors and process change
consultants may not be able to envisage all the likely problems that will be faced during the implementation stage or may, for whatever reason, not want to disclose them until management has committed to the exercise.

Many process change projects have been abandoned midi-implementation after huge funds and management time has been committed. It is a pity that some of the organizations with fully from the wasted investment or have ceased to exist. For instance, efforts to automate the operations of various federal and state government's ministries and agencies in Nigeria are far from being realized in spite of the hung amounts of money and time that have been committed to these tasks over time. Many of the projects have been abandoned and there is hardly any government ministry in Nigeria that is fully automated. Another example is the national identity card program embarked upon by the Nigerian government more than two decades ago. The change was resisted but the government went ahead with it. However, from all indications the project has been abandoned and all economic, financial and other resources committed have been wasted. (Burns, 2000:182-194).

The pre-implementation stage is a foundation for the implementation stage. Faulty pre-implementation programs often culminate in serious problems that truncate the process change at the implementation stage.

It is necessary for management to set up a standing committee to be proactive in identifying problems and resistance during the implementation and finding solutions immediately. When it cannot prevent problems and resistance, it should at least find effective solutions. The standing

committee should be composed of all departments affected by the process change and should meet on a regular basis and when the need arises to discuss problems and solutions.

All stakeholders (internal and external) in the system should be carried along as the implementation progresses for better understanding and cooperation. They should be appreciated for their patience and understanding. (ibid)

Post-implementation Stage

The post implementation stage is basically concerned with ensuring that the process change achieves the predetermined objectives and that post implementation stage problems are identified and sorted out quickly. One does not expect opposition to the process change to be as fierce in this stage as it might be at the pre implementation and implementation stages. (Beckhard, 2006)

If problems do arise, it will most likely be due to:

- Lack of or inadequate training to enable users of the new process to make maximum use of the new process- Most people is reluctant to learn new ways, especially where time and deep concentration are required. For instance, people who are familiar with a particular application are more likely to find reasons to condemn the new application. (ibid).

  Management should ensure that all staff members affected by the process change undertake necessary training at all stages of the process change implementation. Staff and other stakeholders should also be given the feeling of importance (because they are) in the successful implementation of the process change. (ibid)

- Culture clash- In a situation where organizations that have been operating independently with distinct processes, vision, beliefs and other specific attributes fuse together as an entity under a common process, vision and belief, it is likely that culture clash will be experienced. This may last until the staff members are ready to leave their old ways of doing things and work under the new culture.

  Management should ensure that the culture differences are identified and streamlined as much as possible. Also, staff commitment to adopt the new process should be obtained.

To ensure successful change management, it is critical to have a disaster recovery and contingency plan at all stages of the process change, especially during the implementation and post implementation stages. These plans help ensure that the organization can continue its

operations with minimal or no disruptions should the change process implementation fail. (ibid)

According to a change formula developed by Richard Beckhord and David Gleicher, which is sometimes referred to as Gleicher's Formula, the combination (product) of organizational dissatisfaction; vision for the future; and the possibility of immediate, tactical action must be stronger than the resistance within the organization for meaningful change to occur. Exactly how effective the formula is has yet to be determined. No organization has come out to declare the adoption of the formula and attribute the success of the process change to it (the formula). The ingredients of the model tried to address the past experience, future expectations and current actions against resistance but one thing is certain: there is no hard-and fast rule to implementing change programs. As the changes differ, so do the methods and approaches, but a combination of determination, careful planning and commitment among all the stakeholders will always produce good results. (Beckhard, 2006)

2.3.4. Challenges of change

Change is a departure from an existing process or way of doing something, to a new process or a different way of doing the same thing. A process change can be an amendment to existing processes, an introduction of a new process or both. For example, a manual system can be redefined or automated, or an automated system can be upgraded, complemented or replaced entirely with new packages. These changes are also known as business process reengineering (BPR).(Hammer and Champy,1993)

Changes in any form are intended to better the organization over the short term and/or long term. However, no matter how marketable change ideas are, they can be frustrated purposefully or inadvertently if they are not well managed during all stages. Poor management often causes the huge investments in the change process and the high expectations that come with the ideas to turn to huge disappointments. (Management and Organizational Behavior)

Some changes are introduced with fanfare, but not long after commencement of their implementation, they meet impediments that would have been avoidable or surmountable if they had been identified and managed promptly in the early stages. Instances abound where organizations' accounts remain irreconcilable due to process automation, system upgrade or introduction of entirely new packages. There is no doubt that such a process change at the point of

conception, evaluation and/or implementation requires a great deal of financial resources and management time and leads to high expectations. Therefore, any failure can be disastrous. To prevent such a failure, attention should be given to change management at all stages. (Beckhard, 1969)

2.3.5. Resistance to change

According to hammer and Stanton (1995:117-131) many of the frontline workers at a different company refuse to shoulder the new responsibilities that a reengineered process placed on them. They continued to operate in the old ''disempowered'' way, claiming that they lacked adequate training or information to perform as the new process required. They constantly sought direction from their supervisors, effectively causing the process to grind (ground) to a halt (a suspension of movement or progress).

We could go on forever, generally, these behaviors are called ''resistance to change,'' although that is an overly simple term to describe a very complex phenomenon. It is this resistance that reengineers find the most perplexing, annoying, distressing, and confusing part of their job. The vagaries of human behavior seem infinitely more intricate than even the most complex processes. For the well prepared reengineer. However, resistance to change need not be overwhelming or intimidating. If leader understand the root causes of the phenomenon and follow a simple set of principles and techniques for dealing with it, then it will not derail leaders reengineering effort. There are different resistances to change principles. Some of them are the following.

➢ Resistance to change is natural and inevitable to think that it won't occur, or to view those who exhibit its symptoms as difficult or retrograde, is a fatal mistake.

➢ Resistance does not always show its face. The naïve expectation is that resistance will be manifested as sabotage.

➢ Resistance is manifested of reengineering. The human psyche is much more complex than that, and even ostensible ''winners'' can turn out to be implacable foes. It is necessary to understand the variety of motivations behind resistance to reengineering.

➢ Deal with people's concerns rather than their arguments. In other words, dealing with resistance is to treat the disease rather than the symptoms.

➢ There is no single way for dealing with resistance to reengineering based change, to use the vernacular, there are ''different strokes for different folks''

However, there is a standard repertoire of techniques to be used in addressing resistance. We call them the five Is. these are as follows:-

➢ **Incentives** are inducements, both positive negative, to get people to behave as required by the reengineering effort.

➢ **Information** means supplying people with the details of what is happening and will happen. Knowledge reduces uncertainty. In many cause, people resist reengineering out of ignorance. Not exactly sure what is going on they assume the worst.

➢ **Intervention** means dealing with people one-on –one, to offer them support and reassurance so that they can overcome their discomfort and fear of a new situation.

➢ **Indoctrination** means convincing people that reengineering change is absolutely inevitable – not an option, but a necessity.

➢ **Involvemen**t means co-opting people in to the reengineering effort so that they are criticizing from the inside rather than resisting from the outside.

2.4. Change Management

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

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

In a nutshell, change management helps ensure that predetermined objectives of introducing the process change are achieved, and it also helps prevent and resolve:

• Conflicts
• Service disruption
• Culture clashes

- Other problems associated with process change

Change management is not restricted to one level of management; instead, it cuts across the lower, middle and top levels of management, depending on the circumstances and the level of authority at each level.

Change management is a set of processes employed to ensure that significant changes are implemented in a controlled and systematic manner. (Global Strategic management).

One of the goals of change management is the alignment of people and culture with strategic shifts in the organization, to overcome resistance to change in order to increase engagement and the achievement of the organization's goal for effective transformation. (Beckhard,1969)

Change can be a time of exciting opportunity for some and a time of loss, disruption or threat for others. How such responses to change are managed can be the difference between surviving and thriving in a work or business environment. 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. (ibid)

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 and behavior. (ibid)

Irrespective of the way the change originates, change management is the process of taking a planned and structured approach to help align an organization with the change. In its most simple and effective form, change management involves working with an organization's stakeholder groups to help them understand what the change means for them, helping them make and sustain the transition and working to overcome any challenges involved. From a management perspective it involves the organizational and behavioral adjustments that need to be made to accommodate and sustain change. (ibid).

There are numerous models and theories about change management, and it is a topic subject to more than its fair share of management fads and fashions. Popular approaches include the linear, step by step methods exemplified by Kurt lawn's classic three–phase model of change-unfreeze,

move of change, and refreeze, John Kotter's popular 8 step change model, the McKinsey's 7-S model, and the ADKAR model. Other approaches such as Rosabeth Moss Kanter's theories and change theories based on derivatives of the Kubler-Ross model focus on the cultural and people aspects of change. Each approach has its pros and cons; however no one framework is "best" in all situations. Indeed it is not so much the actual model or theory that is important, but more that the approach that is taken is relevant to the circumstances. In fact the best change approaches appear to use and adapt aspects of various models to suit the culture of the organization and the context of the change. Fundamentally, the basic goal of all change management is to secure buy-in to the change, and to align individual behavior and skills with the change. (Beckhard, 1969).

2.4.1. Strategic change management

The Successful repositioning of an enterprise to meet new strategic aims often requires the building of new organizational capability. Organizational capability is the collective skill of the organization developed to enable it to fulfill its objectives. (Monks, 1987)

It is much greater than structure and usually combines structure, culture, and process. Wholesale organizational transformation impacts on the performance of the organization during the period of rethinking an uncertainty that preceded radical organizational transformation. It forces change on a variety of operational and strategic aspects of the business. Therefore, even it the sill to change existed in the organizational and all those involved were behind the proposed changes and wanted to see them implemented, the initiative would fail unless the organization had perfected the art of managing strategic change. The ability to achieve strategic change must rank as strategic competences as it contributes to a key organizational capability and enhances effectiveness in this area. (ibid)

Strategic change management resides at the heart of the strategy implementation proce4ss. It is about managing the changes for reshaping and refining the engines of strategy delivery expeditiously and while sustaining employee morale and motivation. Most often this means blending leadership, process, culture, and structure to crate a new or revise an existing organizational capability so that it fits the new strategic intent of the business. (ibid)

To make change happen smoothly requires both leadership and management. Leadership and management both drive the changes in systems, culture, and organization. But leadership and management is not the same thing. Leadership is about gaining and holding the hearts and minds

of the people involved. Management is about co-ordination the many detailed tasks involved in the change that requires good program and project management.

Change leadership is about communicating a vision that gains acceptance for the new direction. This is not a management task. Its objective is to win hearts and minds not to supervise the activities that need to be carried out to make the changes effective. It is emotional in content and motivational in purpose. Change management consists of a series of activities to supervise and control the vast array of tasks that need to be carried out if change is to be accomplished and the emotional and motivational energy of those involved is to be harnessed. Change leadership and change management act as the forces for change on process, culture, and structure. Process change typically requires a high level of program and project management: successful culture and structural changes depend much more on effective leadership. (Beckhard, 1969)

2.4.2. Fast and effective change management

Slowly obtaining acceptance is not a reasonable objective for change management. At best, this approach will disrupt current operations and result in the same or lower levels of performance stemming from compliant behaviors only. (Venkatraman, 1994)

When thinking about a change initiative, one should seek to rapidly implement change that results in the higher levels of performance that were envisioned when the decision to make the changes was made, key to making this happen is to first overcome the resistance to change and then secure as much discretionary effort as possible. (ibid)

Most change initiatives are developed to improve performance. Yet, too often, the original objectives pertaining to better performance, improved quality, enhanced customer satisfaction, or whatever dimension of improvement was envisioned seem to be forgotten. Once the decision to introduce change is made, the attention of the sponsors of change tend to shift from the reasons for making the change and the promise of better performance to making sure the targets of change understand what the requested changes are and will comply. In reality, change management and performance management should be viewed as flip sides of the same coin. After all, why change if not to improve performance? Change for the sake of change makes little sense; Change managers should focus first on unfreezing the status quo and reinforcing trial behaviors as soon as they occur, then focus on driving performance higher by improving discretionary effort, which is fast and effective change management. (Venkatraman, 1994)

2.4.3. Change management for the Future

Any predictions of where change management is going for the future are necessarily based on changes in the environment, the current trends in organization design, and the literature on change management. While it is tempting to suggest a number of possible scenarios, the certainties of change management in the next decade will be in four areas:

- Change management will increasingly focus on changing mind-sets, culture and the softer competencies as well as technology, systems and strategies;
- Direction will continue to be set at the top, while change management strategies will increasingly involve people from below, including staff, customers and suppliers;
- Change management will shift its focus to building organizational architecture for competitive advantage, rather than on dealing with external or internal crises, or implementing programmed approaches to change;
- There will be more concern in organizations for developing long-term strategies for institutionalizing change. As such, there will be more emphasis on balancing the economic realities of change with issues that also need to be dealt with if change is to be successful.

2.5. Organizational Change

An organization can only perform effectively through interactions with the broader external environment of which it is part. The structure and functioning of the organization must reflect, therefore, the nature of the environment in which it is operating. Factors such as uncertain economic conditions, fierce world competition, the level of government intervention, scarcity of natural resources and rapid developments in new technology create an increasingly volatile environment. In order to help ensure its survival and future success the organization must be readily adaptable to the external demands placed upon it. The organization must be responsive to change. (Global Strategic management)

Change also originates within the organization itself. Much of this change is part of a natural process of ageing; for example, as material resources such as buildings, equipment or machinery deteriorate or lose efficiency; or as human resources get older, or as skills and abilities become outdated. Some of this change can be managed through careful planning; for example, regular repairs and maintenance; choice of introducing new technology or methods of work; effective human resource planning to prevent a large number of staff retiring at the same time; management succession planning; training and staff development. But the main pressure of change is from

external forces. The organization must be properly prepared to face the demands of a changing environment. It must give attention to its future development and success. (Global Strategic management)

2.5.1. The nature of organizational change

Change is a pervasive influence. We are all subject to continual change of one from or another. Change is an inescapable part of both social and organizational life. The effects of change can be studied over different time scales, from weeks to hundreds of years, and they can be studies at different levels. Change can be studied in terms of its effects at the individual, group, and organization, and society, national or international level. However, because of its pervasive nature, change at any one level is interrelated with changes at other levels, and it is difficult to study one area of change in isolation. But our main focus of attention is on the management of organizational change. (Global Strategic management)

Organizational change can be initiated deliberately by managers, it can evolve slowly within a department, it can be imposed by specific changes in policy or procedures, or it can arise through external pressures. Change can affect all aspects of the operation and functioning of the organization. (ibid)

2.5.2. Planned organizational change

Most planned organizational change is triggered by the need to respond to new challenges or opportunities presented by the external environment, or in anticipation of the need to cope with potential future problems; for example, intended government legislation, a new product development by a major competitors or further technological advances. Planned change represents an intentional attempt to improve, in some important way, the operational effectiveness of the organization. (Global Strategic management)

The basic underlying objectives can be seen in general terms as:
- Modifying the behavioral patterns of members of the organization; and
- Improving the ability of the organization to cope with changes in its environment.

2.5.3. The Driving Forces of BPR

No one feel compelled to undertake BPR, even where radical change is needed, activities such as creative thinking, benchmarking, corporate transformation, culture change and involution can be

undertaken quite independently of BPR. Many other frame works and approaches, exist and these may or may not include the use of certain change elements that have been claimed by advocators of BPR (Thomas, 1994).

Whether or not BPR is desirable will depending up on the reasons for undertaking it. The motivations or drives for considering or embracing reengineering can be extremely varied. They could include survival, differentiation, competitive advantage or a desire for early wines and quick fixes.

Some of the derivers are negative or positive. BPR could be used as a cosmetic to demonstrate action or to avoid difficult choices. It could be used to squeeze more blood out of managers already working harder than they have ever done before. Alternatively, it could liberate them from less essential and non values added tasks in order to get more time for creative thinking. Sadly, most BPR practitioners appear to achieve the former at the expense of the latter (ibid).

Other drivers of BPR include head count and cost reduction rather than values to customers. In itself, BPR is a neutral instrument. We determine whether it turns out to be help or hindrance. Whether or not BPR is of central or marginal importance will depend on what it is applied to, how it is used and the goal that are set. (ibid).

2.5.4. The Principle of Business Reengineering

The principle of business reengineering emerged during the early 1990's and the following are some of the important principles (Thomas, 1994).

- Externally focuses on the end customers and the generation greater values for customers.
- Give customers and users a single and accessible point of contact through which they can harness whatever resources and people are relevant to their needs and interests.
- Internally, focus on harnessing more of the potential of people and applying into those activities which identify and deliver value to customers. This principle tends to be overlooked.
- Encourage learning and development by building creative working environments. This principle has been almost forgotten in many organizations, the current emphasis being to squeeze make out of people and working them harder, rather than improving the quality of working life and working more cleverly.
- Think and execute as much as activity as possible horizontally, concerning on flow and process including communication through the organization.

- Give priority to the drivers of value rather than maintenance of management control. The role of the manager is being redefined and an emphasis on command and control is giving way to empowerment, and the notion of the coach and facilitator.

- Network related people and activities. Vertical Corporation is becoming common place in some business sectors.

- Encourage involvement and participation. This requires error tolerant leadership.

- Keep a number of core processes to a minimum. They all should be directed to external customers. Management processes such as corporate planning processes which deliver too late have any real impact can lack both internal and external customers.

- Building learning, renewal and short feedback loops into business processes.

- Ensure the continuous implement is built into implemented solutions. Experience of business reengineering can reawaken interest in TQM; both are natural complements. This is widely overlooked. (Gana, 2003).

CHAPTER THREE

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with presentation and analysis of data, which were collected from two groups (managers and employees) through open ended and close ended questioners and interviews.

3.1. Characteristics of the Study of Population

A total of 90 questionnaires distributed to selected 80 employees and 10 managers, and interview presented to the Department general managers of the main office. Among these respondents 10 from managers and 80 from employees were included. 90 the questionnaires were completed and all questionnaires were returned to the researcher.

For the data presentation and analysis, without including the general managers (interview) in the first part of respondents were divided into two groups which were middle level managers and employees and next to that the data obtained from interview were presented. The characteristics and respondents expressed in terms of Sex and Educational status. Based on these the information obtained from respondents presented as follows in the table below.

Table 3.1: Respondents by Sex and Educational status

Item	Questions	Managers		Employees	
		No	%	No	%
1	**Sex**				
	Female	2	20	30	37.5
	Male	8	80	50	62.5
	Total	10	100	80	100
2	**Educational Status**				
	Diploma	-	-	30	37.5
	Degree	6	60	35	43.8
	M.S.C. or M.A.	4	40	15	18.7
	Total	**10**	**100**	**80**	**100**

Source: Compiled from the Questionnaire, 2011

As shown in the above table item 1 from top to bottom, 2 (20%) of managers and 30 (37.5%) of employees were females and the remaining 8 (80%) of managers and 50 (62.5%) of employees were males respectively. Due to this fact that the majority 8 (80%) of the respondents managers were male there was also the most 50 (62.5%) of them was female respondents. In addition to this as observed from item 2, 6 (60%) of managers, 35(43.8%) of employees were degree holders or first degree in their profession, and 4 (40%) of managers and 15(18.7) of employees were second degree holders respectively and 35(43.8%) of employees diploma holder.

From the data the student researcher have seen that the majority 8 (80%) of the respondents were male and the most 50 (62.5%) of them was female this indicated that the number of female and male was not proportional that means the 30 (37.5%) of female respondents would become almost nearer to the 50 (62.5%)of male respondent employees, and all managers have a good educational status, and majority 35 (43.8%) and 15 (18.7%)   of the employees was also have a good educational status. This helps them to perform their task and duties in a better way.

3.2. Analysis of the Findings of the Study

Table 3.2: Commitment level and Change Management result.

Item	Questions	Very High	High	Mode rate	Low	Very Low	Tot al
1	How *do you evaluate employees' initiation and commitment toward* Change Management*?* Number of respondents (No.) Percentage (%)	 - -	 2 20	 5 50	 2 20	 1 10	 10 100
2	What *is the level of commitment of top leadership?* Number of respondents (No.) Percentage (%)	 1 10	 3 30	 6 60	 - -	 - -	 10 100

Source: Compiled from the Questionnaire, 2011

In Table 2, item 1 from top to bottom, show that 1 (10%) of the respondents believed that the initiation and commitment level of employees toward the implementation practices of change management was very low and 2(20%) also low, 5 (50%) rated moderate. In the same way 2 (20%) of the respondents said to managers were committed high. And also item 2, 1(10%) respondents

said top managers were committed very high and 3 (30%) high. And the remaining 6 (60%) of them rated that moderate. From the data the student researcher have seen the most 5 (50%) of employees initiation and commitment towards change management and 6(60%) of the respondents support the idea that top managers were committed moderately and employees had also less commitment for the implementation practices of change management.

Table 3.3: What are the Problems before the Change Management implementation?

Items	Questions	Low		Medium		High		Total	
		N°.	%	N°.	N°.	%	%	N°.	%
1	*What was the pain (wrong) with the process before the implementation of* Change Management *studies with respect to?*								
	Customer satisfaction	5	50	3	30	2	20	10	100
	Cost	1	10	6	60	3	30	10	100
	Quantity	6	60	3	30	1	10	10	100
	Time	6	60	4	40	-	-	10	100

Source: Compiled from the Questionnaire, 2011

As shown from Table 4, in terms of speed, 8(80%) of the respondents judge the performances as low, 2(20%) of the respondents judge as medium before the implementation practices of change management. And also 5 (50%) as low quality of customer satisfaction, 3 (40%) of customer satisfaction said medium quality and 2(20%) high quality customer satisfaction, 6 (60%) of time was low before change management implementation practices and 4(40%) was medium. In the same way, 6(60%) of the respondent said low quantity, 3(30%) was medium and 1(10%) was high before the implementations practices of change management, 1 (10%) of
low cost, 6(60%) said the respondents medium cost. With respect to cost 3(30%) of them assure the organization incurred high cost.

Due to this fact that the student researcher understand the most prevalent were wrong before implementation practices of change management with respect to speed by 8 (80%), quality customer satisfaction by 5 (50%), quantity by 6 (60%) and time also by 6 (60%) were low, but from the information of the same table cost by 6 (60%) of them was medium in their response.

Table 3.4: Employees performance and reward mechanism

Items	Questions	Very strong	strong	neutral	weak	Very weak	Total
1	*Are employees' performance improved after the implementation practices of* Change Management?						
	Number of respondents (No.)	-	8	2	-	-	10
	Percentage (%)	-	80	20	-	-	100
2	**Questions**					**No.**	**%**
	Are there good motivational factors (system) in your organization for employees having good performances? What are those motivations?						
	Financial reward					2	20
	Saying thank you in front of colleagues					3	30
	Other mechanisms					5	50
	Total					**10**	**100**
3	*Did management provide training opportunities for staff on* Change Management*?*						
	Yes, but it is not adequate.					5	50
	Yes, it is adequate.					3	30
	Yes, it is moderate.					2	20
	Total					**10**	**100**

Source: Compiled from the Questionnaire, 2011

In Table 3, item 1 from top to bottom indicated that 8 (80%) of the respondents said change management results performance improvements of employees and the remaining 2 (20%) of them rated not improved. Therefore, the majority 8 (80%) of the respondents conclude that the employees performance improved after the implementation practices of change management.

In the same table item 2, 2 (20%) of respondents selected financial reward for motivational factors, 3(30%) of the responds rated saying thank you in front of colleagues, and the remaining 5 (50%) of them said other mechanisms. It shows that the most 5 (50%) of the respondents generalized they need other motivational mechanisms. For item 3, with related to training opportunity, 5 (50%) of respondents believed there was opportunity but was not

adequate, 3 (30%) of them rated it is adequate and the remaining 2 (20%) of the respondents support moderate level of training. Due to this fact that the most 5 (50%) of the respondents conclude that they believed there was opportunity but was not adequate.

In general the above data shows that the majority 8 (80%) of the respondent employees' performance improved due to the implementation practices of change management, the most 5 (50%) of the respondents conclude that in order to sustain this improvement employees were appreciated by other mechanisms and more over most 5 (50%) of the respondents rated that management of the main office and the departments provides training and opportunity with related to change management for their employees but it was not adequate

Table 3.5: Level of service delivery and change management practices.

Item	Questions						No.	%
1	*How do you see* Change Management *implementation in your organization (office)?*							
	It is succeeded.						2	20
	On the right direction despite some minor challenges.						5	50
	Full of problems despite some minor achievements**.**						3	30
	It is fail						-	-
	Total						**10**	**100**
2	**Questions**	Very High	High	Moderate	Poor (low)	Very Poor	Total	
	How do you rate the level of customer satisfaction after the change (BPR)?							
	Number of respondents (No.)	-	2	5	2	1	10	
	Percentage (%)	-	20	50	20	10	100	
3	*How do you rate the service delivery in your organization before Change Management implemented?*							
	Number of respondents (No.)	10	15	15	40	-	80	
	Percentage (%)	12.4	18.8	18.8	50	-	100	
4	*Is there a service delivery improvement in your organization (office) during the implementation practices of* Change Management*?*							
	Yes						50	62. 5
	No						30	37.5
	Total						**80**	**100**

Source: Compiled from the Questionnaire, 2011

In the above table, item 1, 2(20%) of the respondents answered change management implementation practice said that it is succeeded, 5 (50%) of respondents said it is the right direction despite some minor challenges and the remaining 3 (30%) of them gave their respond, it is full of problems despite some minor achievements. Therefore, the most 5 (50%) of the respondents conclude that it is the right direction despite some minor challenges.

From the same table, item 2, with related to customer satisfaction 1 (10%) respond as customers satisfaction was very low, 2 (20 %) respond as customers satisfaction was low, 5(50%) concluded that customers were moderately satisfied results from change and the remaining 2 (20%) of them said that high customers satisfaction . As the result of the above information the most 5 (50%) of the managers respondent conclude that the level customer satisfaction on the new system were moderate.

From Table 5, item 3 from top to bottom, among the respondent 10 (12.4%) of them said the service delivery was very good, 15 (18.8%) of them said the service delivery of their organization before the implementation practice of change was good, 15 (18.8%) was expressed as favorable and the remaining 40 (50%) of them rated as poor.

The student researcher understand that the most 40 (50%) of the respondents answered the service delivery of the organization before the implementation of change management were poor performance.

From the same table in the above information, item 4, 50 (62. 5%) of the respondents believed that there was a service delivery improvement due to the implementation practice of change, but the rest 30 (33.3%) of them disagreed with this idea. Due to this fact that, the service delivery of the organization was improved during the implementation of change management.

Table 3.6: Employees and managers level and commitment for *Change Management* implementation practice

Item	Questions						No.	%
1	How do you see employees work culture as civil servant after change management practice is implemented?							
	Positively improved						50	62.5
	Decreased relatively to the previous						16	20
	No any change						14	15.5
	Total						80	100
2	**Questions**	Very High	High	Mode rate	Poor (low)	Very Poor	Total	
	How do you rate the team sprit change management implementation practices?							
	Number of respondents (No.)	8	35	25	8	4	80	
	Percentage (%)	10	43..7	31..3	10	5	100	
3	How do you rate managers` level of commitment for change management?							
	Number of respondents (No.)	-	20	40	15	5	80	
	Percentage (%)	-	25	50	18..7	-	100	

Source: Compiled from the Questionnaire, 2011

From Table 6, item 1 from top to bottom, 50(62. 5%) of respondents answered employees work culture were positively improved after the implementation of change. On the other side, 16 (20%) of them responded by saying that their work culture decrease relative to the previous one and the remaining 14 (15. 5%) of them said no any change in the work culture. The data shows that the majority 50 (62.5%) of the respondents conclude change management implementation practices play a great role to enhance employees work culture.

With regard to item 2, 8 (10%) of the respondents rated the team sprit as very high, 35 (43. 7%) of the respondents rated the team sprit was high, 25 (31. 3%) moderate, 8 (10%) and 4 (5%) rated for each low and very low respectively. Therefore, the most 35 (43. 7%) of the respondents conclude that they have a good (high) team sprit during the implementation practices of change management.

From the above table item 3, with related to commitment level of managers, 5 (6.3%) of the respondents said very low, 15 (18. 7%) of the response rated low, 40(50%) of them responds moderate and the remaining 20 (25%) of them rated high. Therefore, the most 40 (50%) of the respondents believed that managers were moderately committed for the implementation practices of change management.

Table 3.7: Change Management results

Item	Questions	No change		Incremental		Dramatic	
		N⁰.	%	N⁰.	%	N⁰.	%
1	*How do you express the improvement in your Organization?*						
	Reduction of cycle time.	10	12. 5	10	22. 5	15	18. 8
	Quality improvements.	40	50	40	50	40	50
	Cost reduction.	25	31.2	20	25	15	18. 8
	No. of Customers served per day.	5	6.3	10	12.5	10	12.4
	Total	**80**	**100**	**80**	**100**	**80**	**100**

Source: Compiled from the Questionnaire, 2011

From the above table with regard to the type of changes in the organization and departments, 10 (12. 5%) of the respondents said no changes, 10 (12.5%) rated the changes as incremental, 15(18. 8%) rated the change is dramatic on reduction of cycle time, 40 (50%) rated changes as quality improvement as no change. 40(50%) said in terms of incremental change, 40 (50%) respondents rated as dramatic quality improvement, 25 (31.2%) respondents rated no change, 20(25%) rated incremental, 15(18. 8%) rated as dramatic change of cost reduction, In case of number of customers served per day. 5 (6.3%) of respondents rated no change, 10 (12. 5%) rated incremental, 10 (12. 4%) rated as dramatic. As it was concluded from the data most of the respondents agreed on incremental changes.

Due to this fact that the majority 40 (50%) of the respondents conclude all responds gave no change incremental and dramatic quality improvements in change management results.

Table 3.8: Employees placement evaluation

Item	Questions	Yes		No		Total	
		N$^{\underline{o}}$.	%	N$^{\underline{o}}$.	%	N$^{\underline{o}}$.	%
1	*When employees are assigned due to BPR, how do you see it with respect to the following points?*						
	Was there a clear evaluation criterion	50	62.5	30	37.5	80	100
	Did employees comment on the placemen criteria	23	28.7	57	71.3	80	100
	Was there a placement as per criteria	45	56.3	35	43.7	80	100
	Was there clear compliant handling mechanism	35	43.7	45	56.3	80	100
	Were complaints handled properly	28	35	52	65	80	100

Source: Compiled from the Questionnaire, 2011

From the table above, among the respondents 50(62. 5%) respond as there was a clear evaluation criteria, and the remaining 30 (37. 5%) of them opposed this idea. In the same way 57 (71. 3%) of the respondents said employees did not give a comment and the remaining 23 (28.7%) of them answered they gave their comment. Therefore, the majority 50 (62.5%) of the respondents said there was clear evaluation criteria and also the most 57 (71.3%) of them responds that employees did not given comment on the placement criteria.

In another way 45 (56. 3%) of them agreed that the placement was made as per criteria but 35 (43. 7%) of the respondents did not rate this expression. In addition to this 45 (56. 3%) of the responds rated that there were no a clear compliant handling mechanism, but the rest 35 (43. 7%) of respondents said that there was a clear mechanism to handle complaints and also 52 (65%) of them rated that complaints did not handle properly and only 28 (35%) respondents rated that complaints handled properly. As it was perceived from the data the majority of the respondents expressed that employees' comment on the placement criteria, as placement per criteria and compliant handling mechanism need a great improvement.

Table 3.9: Training on Change Management and employee's performance

Items	Questions	N^o	%
1	*Did you take training on* Change Management*?*		
	Yes, but it is not adequate.	40	50
	Yes, it is adequate	15	18. 8
	Yes, it is medium	25	31. 2
	No, I didn't take	-	-
	Total	**80**	**100**
2	*How much you are capable of performing and discharging your duties and tasks?*		
	Very capable	10	12. 5
	Capable	25	31. 2
	I need training to be capable enough	40	50
	I am very less capable, I need a great assistance.	5	6. 3
	Total	**80**	**100**
3	*Do you think that BPR improve employee's performance?*		
	Yes	62	77. 5
	No	18	22. 5
	Total	**80**	**100**

Source: Compiled from the Questionnaire, 2011

As shown in Table 9, item 1 from top to bottom, among the respondents 40 (50%) said they were taken training on change management but not adequate, 15 (18. 8%) said it is adequate and the remaining 25 (31. 2%) said the training they were taken was medium. As conclude from the information majority 40 (50%) of employees did not take enough training on change management.

From the same table, item 2, it was also realized that 10 (12. 5%) of respondents real rated as they were very capable to perform their duties, 25 (31. 2%) rated as to be capable, 40 (50%) rated as to be capable enough they need training, 5(6. 3%) said they were less capable and need a great assistance. As the data shows the majority 40 (50%) of the response were capable, but still large numbers of employees need training in order to improve their capability of job performing.

With regarding item 3, 62(77. 5%) of employees responded as change management results performance improvement and the remaining 18 (22. 5%) responded as opposite. From this one

can easily perceived that majority 62 (77.5%) of employees believed that change management improved their performance.

Table 3.10: Employees resistance for BPR implementation practices in change management.

Items	Questions	N$^{\underline{o}}$	%
1	*Are there employee's resistances for Change Management practices?*		
	Yes	30	37.5
	No	50	62.5
	Total	**80**	**100**

Source: Compiled from the Questionnaire, 2011

From the above table: 50(62. 5%) of respondents rated employees' resistance in BPR implementation in change management, 30 (37. 5%) said no resistance. From this the student researcher concludes majority 50 (62.5%) of employees resist BPR implementation practices in change management.

Table 3.11   Challenges of Change Management.

Items	Questions	Yes		No		Total	
		N$^{\underline{o}}$	%	N$^{\underline{o}}$	%	N$^{\underline{o}}$	%
1	*During Change Management implementation which type of challenges did your organization faced.*						
	• Resistance and lack of commitment.	7	70	3	30	10	100
	• Not executing what has been studied quickly.	10	100	-	-	10	100
	• Lack of appropriate number of skilled and knowledgeable man power.	8	80	2	20	10	100
	• Inadequate support of sponsor.	6	60	4	40	10	100
	• Unclear process boundaries and descriptions.	7	70	3	30	10	100
	• Attitudinal problem.	8	80	2	20	10	100
	• Lack of motivation mechanism	6	60	4	40	10	100

Source: Compiled from the Questionnaire, 2011

Table 11 made known that 7 (70%) of respondents believed that resistance and lack of commitment is the challenge and 3 (30%) respondents stated no. 10 (100%) rated that challenges were not executing what has been studied quickly, 8 (80%) of respondents said lack of appropriate number of

skilled and knowledgeable man power was true and 2 (20%) of the responds said not. 6(60%) of respondents said inadequate support of sponsor and the remaining 4(40%) of them rated inadequate.

Therefore, the majority 10 (100%), 7 (70%), 8 (80%) and the remaining 6 (60%) of the respondents concluded that resistance and lack of commitment, not executing what has been studied quickly, lack of appropriate number of skilled and knowledgeable man power and inadequate support of sponsor in the challenges of change management respectively.

From the point of view that 7(70%) of respondents unclear process boundaries and descriptions were the challenges and 3 (30%) said no challenges In another way 8 (80%) respondents rated challenges and 2 (20%) said no challenges. 6(60%) respondents selected lack of motivation mechanism as true and 4 (40%) rated not lack of motivation mechanism. Due to this fact that the most 7 (70%), 8 (80%) and 6 (60%) of the respondents conclude that the unclear process boundaries and descriptions, attitudinal problem and lack of appropriate number of skilled man and knowledgeable man power were the major challenges of change management implementation practices respectively.

In addition to questionnaires, the researcher used an interview as a method of data collection and it was presented to the general mangers of the organization. The interview consists of 11 Questions. The information obtained from the FEACC mangers were integrated   and listed as shown below:

To identify the FEACC (organization) and the departments preparation for change management implementation practices.

- What type of preparation was made before change implemented? Was it presented to the general managers? The respondents said the organization gave attention for employee's recruitment and train employees who work in the organization.

- For the second question what are the intended changes your organization put in the design? As the general managers expressed the core of the intended that incorporated in the oriented service delivery.

This realized by organization structural change, minimizing steps in service delivery, good office management, (one window service), empowering employees, etc. With regard to problems or challenges of change management the general mangers asked to explain things which fulfilled or not in the organization that are important for change management implementation practices. For this question the respondents said change management needs well organized plan and preparation. As the result our organization took actions that help for change management implementation. Among these the FEACC organized offices; change management training related to BPR was

given for employees although it not adequate, standards also stetted for each based on the study. On the other hand as the general manger said, still FEACC don't have appropriate number of skilled man power, and adequate training on BPR with related to change management is not available for all employees. As conclude from the above information, employees turnover, shortage of employees (skilled manpower), inaccessibility of adequate training for all employees on change management are existing problems in the organization.

The general manger asked to explain the attitude of employees towards change management. With regard to this question the general managers expressed the attitude of employees in two periods which are before and after the implementation practices of change. As they said before the implementation practices of change management, employees did not feel good. But after its implementation employees did not see things as they expected and they also know more about change management from training that provided by the organization. And the managers said nowadays employees understand change management is useful in different aspects. They support their idea by assured employees expressed a positive feeling at the time of meeting and group discussion. In general, as shown the above data from questionnaires and interviewee both employees and managers have positive attitude towards change management implementation practices.

The general managers were asked to explain the commitment level of managers for the implementation practices of BPR with related to change management.

As the interviewees expressed the role of managers are receiving information from top managers and disseminate it into team members, facilitate daily discussions at the end of work time to evaluate the daily performance/activities done in the change management and report it to the responsible body, mobilize employees in order to perform duties and activities by their own without waiting external pressure, and they also act as role model for other employees by showing their commitment in performing tasks' to achieve the organizational goal. In addition to this, the respondents said most of the time managers did their task in rest time without asking additional payment. In sum, from data presented in the above we conclude that managers play a great role in creating communication among employees, facilitate conducive environment for discussing, initiating employees to perform their task without strong external control and moreover managers were highly committed for the implementation practices of change management.

Questions having similar concept with employees and managers, also asked to the general managers and they gave response for question "What is the level of service delivery as compiled to the intended change?" According to the response of the general managers their organization provide better service with related to what it did in the previous time (before the implantation practices of change management) but when the result is compared with the intended change, it is not enough or below what is expected. They also said, as the beginner the result is a motivator for both employees and managers to achieve the intended goal and objectives by taking a corrective action from the data expressed above we conclude that there was a service delivery improvement in the organization but still it is not proportional to the expected improvement, and by taking a corrective action it is possible to achieve the intended change.

The general managers also asked to express the positive achievements (change) from change management. Based on this question the respondents list the following as positive achievement of changes management:

- Nowadays, the service delivered at the regional level in earlier time is provided by the cities and nearer to the public.
- Performance measurement changed from subjective nature to objective nature.
- Each activity is performed based on plan.
- It positively change customers attitude towards FEACC.
- Non value-add activities are removed.
- It creates a better work environment and two way communications between employees and managers.

From the above information change management results in different type of changes that related to service delivery improvement.

For question "What are the challenges or problems that was faced during BPR implementation practices in their organization?" According to the respondents, difficulty of solving some questions raised by some customers related to good governance was challenges for the FEACC. They also said that there are problems like.

- The level of internalizing the concept of new change.
- Difficulty of solving problems with related to workers adjusted their professions.
- Lack of motivation mechanism.
- High employee's turnover.

Finally, the general managers asked to identify the factors for challenges or problems and positive achievements of change management. Based on this question the respondents highlighted that lack of finance, weak motivational mechanism (less employees benefit), and the design itself particularly activities called "plan convention" are factors for existing problems. As the general managers said customers are expected to go both in commissioner and departments, in order to get services related to plane convention. This is because authority and responsibility related to plane convention did not understand the services give absolutely for the departments and it is performed with the integration of the two parties. On the other hand the general managers also said good leadership, manager's commitment and employee's positive attitude towards change management were the major factors that contribute for the positive achievement of change management and BPR. In addition to this, the general managers suggest that in order to overcome challenges or problems and to keep positive achievement the following action should be taken.

- Provide training on change management with related to BPR for employees
- Recruit employees based on the standard
- Create good work environment by recruit enough skilled manpower.
- Acquire modern Information Technology (IT) to support the change.

CHAPTER FOUR

Summary, Conclusions and Recommendations

This chapter contains the summary, conclusions and recommendations based on the data analyzed in the previous chapter. The major purpose of this study is to identify the current problems and achievements of change management implementation practices and to come up with the possible solutions to minimize the existing problems.

4.1. Summary

The study was designed to examine the implementation practices of change management in FEACC. It was also intended to suggest, possible solutions to the problem identified in order to enhance successful implementation practices of change management. Accordingly, the study has come up with the following findings.

The researcher used the quantitative data that are collected using questionnaire, interview and observation of real environment. The data collected are analyzed and interpreted using percentage and tables.

➢ The majority 6 (60%) of managers and the most 5 (50%) of employees respondents said that the managers and employees have positive attitude towards change management, but the rest 4 (40%) of managers and 5 (50%) of employees respondents said the managers and employees have not.

➢ The majority 8(80%) of the respondents said that the employees performance improved after the implementation practices of change management.

➢ The majority 50(62.5%) of the respondent employees concluded change management implementation practices play a great role to enhance employees work culture.

➢ The student researcher understand that the majority 8(80%) of the respondent said were low before implementation practices of change management with respect to speed.

➢ The FEACC and their department's respondents respond the majority 50(62.5%) of the respondents employees believed that there was a service delivery improvement due to the implementation practice of change management.

- The most 40(50%) of the respondents believed that managers were moderately committed for the implementation practices of change management.

- The most 35(43.7%) of the employees respondents replied that the team sprit of change management implementation practices.

- The majority 62(77.5%) of employees believed that change management improved their performance.

- All 10(100%) of the respondents said that still there was resistance and luck of commitment, 7(70%) of them conclude not executing what has been studied quickly, 8 (80%) of the responds believed there was lack of number of skilled and knowledgeable man power and the most 6(60%) of the respondents were inadequate support of sponsor in the challenges of change management.

- The majority 57 (71.3%) of the respondents said that change management implementation practices were not incorporated employees comment in placement criteria.

- The most 52(65%) of the respondents said that the employees placement evaluation of change management did not handle complaints properly.

- Nowadays, the service delivered at the regional level in earlier time was provided by the cities and nearer to the public.

- The design of change management positively change managers and employees attitude towards FEAC.

- The FEACC creates a better work environment and two way communications between employees and managers.

- The challenges or problems of change management implementation practices are:
- Lack of motivational mechanism.
- High employee's turnover.
- Lack of appropriate number of skilled man power.

4.2. CONCLUSIONS

Based on the summary findings of the analysis it can be concluded as:-

√ According to summary of findings the challenges of the change management implementation practices were said that the majority 8(80%) of the respondents said that the organization have lack of appropriate professionals in the leadership position and employees. There were also high turnover of employees. These problems were believed to be caused due to confusions and frustration of the changing program. Later as shown in the study, the change was more and more disseminated employees accepted positively and began participation actively from the designing to the implementation process of the changes.

√ As far as it creates a better work environment and two way communications between employees and managers in the implementation practices of change management. The change strategy could be assumed contributions a lot in the accomplishment of the mission of the FEACC.

√ The majority 6(60%) of managers and the most 5(50%) of employees respondents conclude that the managers and employees have positive attitude towards change management.

√ The majority 57(71.3%) of the respondents said that change management implementation practices were not incorporated employees comment in placement criteria.

√ The majority 52 (65%) of the respondents conclude that the employees placement evaluation of change management did not complaints handled properly.

√ According to the findings indicated that the majority 8(80%) of the respondents were lack of appropriate number of skilled and knowledgeable man power in their expectation.

√ According to summary of findings the most 35(43.7%) of the employees respondents were said that the team sprit of change management implementation practices.

√ In general from the fact that the majority 62(77.5) of the respondents believed that change management were improved their service delivery performance.

4.3. RECOMMENDATIONS

Based in the findings and conclusions of the study, the researcher tried to forward the following:-

√ To attain the intended changes fully, the FEACC and the departments better to discuss and, take corrective action on the design particularly high employees' turnover.

√ By searching sponsors the FEACC should facilitate lack of motivational mechanism to utilize employee's maximum effort and skill by keeping their positive attitude towards change management. For example give reward certificate, recognized their works and then the like.

√ Performance measurement and evaluation system, and different types of incentives to implement the study according to change management standards.

√ Employees are motivated by unsatisfied needs, based on their need the FEACC should give reward and recognition for those employees perform better at organization level as well as the department level which helped employees to develop health competition and realize the desired objectives.

√ The FEACC should always strive to improve its employee's and customer's satisfaction and their loyalty. By providing the new design system, quality service and very attractive motivation with variety of complaint handling system.

√ The findings show that the employees were not involved in decision making process. This might create a gap between management and employees. As a result of this the motivational and performance of employees may be affected. Due to this fact the employees must be involved in decision making process.

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Appendix

APPENDICES

Appendix-A Questionnaire for managers

Appendix-B Questionnaire for employees

Appendix-C Interview Questions

Questionnaire

Survey on Assessment of Challenges or Problems of change management practices: In the Case of Federal Ethics and Anti-Corruption Commission (FEACC)

Addis Ababa, 2011

For Managers Use only

Informed Confidentially and Consent

This questionnaire is prepared by a graduating class student of St. Mary's University College for the purpose of writing a senior research. The objective of the questionnaire is to understand what challenges or Problems of change management practice on Federal Ethic and Anti-Corruption Commission (FEACC) and to know problems associated with the practice. Your genuine response will contribute a lot for the study and also the results of the study may be used as an input by FEACC and by other similar firms.

- ❖ As you response is kept confidential, you don't need to write your name on the questionnaire.
- ❖ Put **″X″** or "√ ″ in the boxes accompanied by various choices, to mark your answers.
- ❖ If the question is related to your personal opinion write it shortly on the space provided.

Thank you for your cooperation.

Part One: Background Characteristics of Respondents

1. Sex:

| | Female | ☐ | Male | ☐ |

2. Age in completed years:

a) Less than 20 years ☐   d) Between 40 and 49 ☐

b) Between 20 and 29 ☐   e) Greater than 50 ☐

c) Between 30 and 39 ☐

3. Educational level attained or completed:

Diploma ☐   M.A. (M. Sc.) ☐

Degree ☐   PHD ☐

4. Work experience in completed years:

0 – 2 ☐   6 – 8 ☐

3 – 5 ☐   Above 9 ☐

5. Current position obtained in the organization:

_____

Part two: Questions on Assessment of Challenges or Problems of BPR Implementation

1. How do you evaluate the implementation of BPR in relation to your organization service delivery before BPR was implemented?

Very good ☐   Poor ☐

Good ☐   Very Poor ☐

Favorable ☐

2. Which of the following changes do you think were introduced to overcome the problems to the customers?

The stretched objectives ☐

The design (systemic) changes were ☐

The change in IT, empowerment, organization ☐

3. What was wrong with the process in the implementation of the change Studies?

	Low	Medium	High
Speed	☐	☐	☐
Quality (Customer Satisfaction)	☐	☐	☐
Cost	☐	☐	☐
Quantity	☐	☐	☐
Time	☐	☐	☐

4. During change management implementation, is there service delivery improvement in your organization?

Yes ☐   No ☐

5. For Question Number "4" if your answer is yes, list the types of service and its improvement in terms of time, cost, and number of customers in relation to, before change management implementation?

Name of service	Before change implementation			During change implementation			After change implementation		
	Cost	Time	No of customers received the service per day	Cost	Time	No of customers received the service per day	Cost	Time	No of customers received the service per day

6. During change implementation which types of challenges did your organization faced?

	Yes	No
Resistance and lack of commitment		
Not executing what has been studied quickly		
Lack of skill and knowledge		
Inadequate support of sponsor		
Unclear process boundaries and description		
Attitudinal problem		
Lack of motivation mechanism		

7. How did you manage these challenges listed above?

_____

_____

8. What is the feedback (satisfaction) of customers on the change management?

   Very Low   High

   Low   Very high

   Moderate

9. How do you see change management implementation in your organization?

   It is succeeded

   On the right direction despite the some minor challenges

   Full of problem despite same minor achievements

   It is failed

10 Employees Performances improved after the implementation of in change management?

a) Very strong ☐   c) Neutral ☐   e) Very week ☐

b) Strong ☐   d) Week ☐

11. Did management provide training opportunities for staff on change management?

     Yes, but it is not adequate   No, it is not adequate

     Yes, it is adequate   No, it is not moderate

     Yes, it is moderate

12. How do you evaluate employees' initiation and commitment towards change management?

     Very Low   High

     Low   Very high

     Moderate

13. Are there good motivational factors (systems) in your organization for employees' of having good performance?

     Yes   No

14. For question Number "13" if your answer is "Yes", what are these motivations?

Financial rewards

Saying thank you in front of Colleagues

Others, please, state

_____

_____

15. What is the level of commitment of top leader ship?

     Very high   Very poor (low)

     High   Poor (Low)

     Satisfactory

16. What problems have been faced during the implementation of the new design in the change management?

_____

_____

17. How did you solve these problems?

_____

_____

18. What other challenges are still affecting the implementation?

_____

_____

19. What measures do you think should be taken to overcome challenges/problems and to maintain the success?

_____

_____

B. Questionnaire

Survey on Assessment of Challenges or Problems of change management Practices, In the case of Federal Ethics and Anti-corruption commission (FEACC).

Addis Ababa, 2011

For Employees Use only

<u>Informed Confidentially and Consent</u>

This questionnaire is prepared by a graduating class student of St. Mary's University College for the purpose of writing a senior research. The objective of the questionnaire is to understand what challenges or Problems of change management practice on Federal Ethics and Anti-corruption Commission and to know problems associated with the practice. Your genuine response will contribute a lot for the study and also the results of the study may be used as an input by FEACC and by other similar firms.

❖ As you response is kept confidential, you don't need to write your name on the questionnaire.

❖ Put **"X"** or "**√**" in the boxes accompanied by various choices, to mark your answers.

❖ If the question is related to your personal opinion write it shortly on the space provided.

Thank you for your cooperation.

Part One: Background Characteristics of Respondents

1. Sex: Female   ☐   Male   ☐

2. Age in completed years:

                      Less than 20   ☐   40 –49   ☐

                      20 - 29   ☐   Above 50   ☐

                      30 – 39   ☐

3. Educational level attained or completed:

                      Diploma   ☐   M.A. (M.Sc.)   ☐

                      Degree   ☐   PHD   ☐

4. Work experience in completed years:

                      0 – 5   ☐   16 – 20   ☐

                      6 – 10   ☐   Above 20   ☐

                      11 – 15   ☐

5. Current position obtained in the organization:

            _____

Part two: Questions on Assessment of Challenges or Problems of change management

1. How do you rate the service delivery of your organization change management was implemented?

    Very good   Poor

    Good   Very poor

    Moderate

2. Is there any service delivery improvement in your organization during the implementation of practices of change management?

    Yes   No

3. If your answer to Question Number"2" is "yes", how do you describe the improvement?

<table>
<tr><td></td><td>No change</td><td>Increased</td><td>Dramatic</td></tr>
<tr><td>Reduction in cycle time</td><td></td><td></td><td></td></tr>
<tr><td>Quality improvement (Customer satisfaction</td><td></td><td></td><td></td></tr>
<tr><td>Cost Reduction</td><td></td><td></td><td></td></tr>
<tr><td>№. of customers served per day/per month</td><td></td><td></td><td></td></tr>
</table>

4. How do you rate managers' level of commitment for change management with respect to BPR implementation?

   Very Low   High

   Low   Very high

   Moderate

5. Did you take training on change management?

   Yes, but it is not adequate

   Yes, it is adequate

   Yes, it is medium

   No I didn't take

6. If your answer is yes, what were the focuses of the training?

   _____

   _____

7. When employees' are assigned due to the new structure or change management, how do you see it with respect to the following points?

<table>
<tr><td></td><td>Yes</td><td>No</td></tr>
<tr><td>Was there a clear evaluation criteria</td><td></td><td></td></tr>
<tr><td>Did employees' comment on the placement criteria?</td><td></td><td></td></tr>
<tr><td>Was there a placement as per criteria?</td><td></td><td></td></tr>
<tr><td>Was there clear complaint handling mechanism?</td><td></td><td></td></tr>
<tr><td>Were complaints handled properly?</td><td></td><td></td></tr>
</table>

8. Do you think that change management related BPR improves employee's performance?

     Yes   No

9. What is the feedback (satisfaction) of customers on the change management?

     Very Low   High

      Low   Very high

      Moderate

10. How do you evaluate change management implementation in your organization (FEACC)?

      It is succeeded

      On the right direction depict the some minor challenges

      Full of problem despite same minor achievements

      It is failed

11. Are employees performances improved after the implementation of in change management?

     Very Low   High

      Low   Very high

      Moderate

12. Are there employees' resistant to change management implementation?

     Yes   No

13. How do you rate the team sprit of change management in FEACC?

     Very high   Low

     High   Very low

     Moderate

14. How much you are capable of performing and discharging your duties and tasks

     Very capable

     Capable

    I need training to be capable enough

    I am very less capable, I need a great assistance

15. How do you see employees work culture as civil servant during change management especially in BPR implementation practices?

    Positively improved

    Decrease relative to the previous

    No change

16. What are the challenges or problems, that your organization is faced during the implementation of change management?

  Challenges:

_____

_____

17. How did your organization solve these problems or challenges?

_____

_____

18. What other challenges are still affecting the implementation of change management?

_____

_____

19. What measures do you think should be taken to overcome challenges/problems and to maintain the success?

_____

_____

20. What are the opportunities of BPR implementation comes to change management practices?

_____

Survey on Assessment of Challenges and Problems of change management Practices, In the case of Federal Ethics and Anti-corruption commission (FEACC).

Addis Ababa, 2011

For Managers Use only

1. What types of preparation were taken before change management was implemented?
2. What are the intended changes that your organization put in the design?
3. What is the attitude of employees and customers towards change management in related to BPR?
4. What is the level of service delivery improvement as compared to the intended result?
5. What are the positive achievements from the change?
6. What are the challenges and problems of your organization faced during the implementation of the change?
7. What are the factors for the challenges or problems and positive achievements of BPR?
8. What measures should be taken to overcome the challenges and problems, to keep the achievement of change management?
9. What are the rewards give for the employee?
10. What looks like the relationship between the employees and Management?
11. Is the working environment conducive to implement change management?

DECLARATION

I, the undersigned, declare that this senior essay is my original work, prepared under the guidance of W/rt Netsanet Beneberu. All sources of materials used for the manuscript have been duly acknowledged.

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Signature: _____

Place of submissions: St. Mary's University College

Faculty of Business

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Addis Ababa

Date of submission: JUNE , 2011

SUBMISSION APPROVAL SHEET

This Senior Research Paper has been submitted to the Department of Management in partial fulfillment for the requirement of BA Degree in Management with my approval as an advisor.

Name: W/rt Netsanet Beneberu

Signature: _____

Date: _____