



**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
COLLEGE OF BUSINESS AND ECONOMICS
BUSINESS LEADERSHIP**

**THE EFFECT OF EMPLOYEES ATTITUDES TOWARDS CHANGE
MANAGEMENT PRACTICES: THE CASE OF ETHIOPIAN ELECTRIC POWER**

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ADDIS ABABA, ETHIOPIA

**Addis Ababa University
College of Business and Economics
School of Commerce**

**The Effect of Employees Attitudes Towards Change Management Practices: The Case
of Ethiopian Electric Power**

**By
Dawit Abebaw**

**A Project Work Submitted To Addis Ababa University, School Of Commerce In Partial
Fulfillment Of The Requirements For The Degree Of Masters Of Business Leadership**

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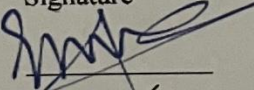
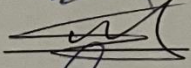
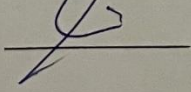
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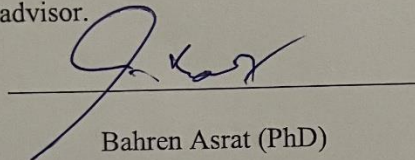
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STATEMENT OF CERTIFICATION

This is to certify that Dawit Abebaw Andargie's project work on the topic entitled "The Effect of Employees' Attitudes Towards Change Management Practices: The Case of Ethiopian Electric Power" is his original work and suitable for submission for the award of Master's Degree in Business Leadership. The project paper is submitted for examination with my approval as a university advisor.

A handwritten signature in dark ink, appearing to read 'Bahren Asrat', is written over a horizontal line.

Bahren Asrat (PhD)

(Advisor)

JUNE 2024

DECLARATION

I, Dawit Abebaw Andargie, hereby declare that the study entitled **"The Effect of Employees' Attitudes Towards Change Management Practices: The Case of Ethiopian Electric Power"** is my original work and has not been presented in Addis Ababa University or any other University. I have carried out the study independently with the guidance and support of the research advisor Bahran Asrat (PhD). All other contributors or sources used for the study have been duly acknowledged.

Dawit Abebaw

Signature Date

Confirmation by advisor

Bahren Asrat (PhD)

Signature Date

Acknowledgment

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Acronyms

Ethiopian Electric Power - EEP

Communication Strategy- CM

Employee Involvement- EI

Training and Development-TD

Readiness to Change- RC

Commitment to Change- CC

Openness to Change- OC

Cynicism about Change- CAC

Dependent Variable- DP

Strongly Disagree-SDA

Disagree-D

Agree-A

Strongly Agree-SA

Strongly Ineffective- SI

Ineffective-I

Neutral-N

Effective- E

Strongly Effective-S

ABSTRACT

Change is inevitable in today's dynamic business environment. Effective change management practices (CMP) are crucial for organizations undergoing significant transformations, like Ethiopian Electric Power (EEP), a state-owned utility company. This study examined the effect of employee attitudes towards change management practice (CMP). Employee attitude include readiness, commitment, openness, and cynicism. It investigated how communication strategy, employee involvement, training & development, and leadership behavior are influenced by these attitudes. A mixed-methods approach utilizing quantitative surveys (n=316) and qualitative interviews provided a comprehensive understanding. The purposive sample chosen ensured diverse representation across departments and change involvement levels. Survey instruments were developed based on established change management theories and prior research. Semi-structured interviews captured individual experiences and perspectives. Data analysis employed descriptive statistics, correlation analysis, regression analysis, and ANOVA to assess the predictive power of employee attitudes toward CMP and quantitative data relationships. The regression model revealed significant positive correlations for communication strategy with readiness for change, employee involvement with commitment, training programs with openness, and negative correlation of leadership behaviors with reduced cynicism. Thematic analysis identified recurring themes from qualitative data. Model fitness tests confirmed regression model reliability and validity. The findings highlight the critical role of well-implemented CMP for fostering positive employee attitudes and successful organizational change at EEP. Recommendations include strengthening employee involvement, enhancing training programs, improving communication strategies, and exhibiting transparent and supportive leadership. These efforts are essential for smooth transitions, reduced resistance, and building trust during organizational changes. In conclusion, this study contributes to the knowledge of change management in the Ethiopian electric power sector by providing a thorough examination and valuable insights. It lays the groundwork for further research and real-world applications in related fields.

Keywords: *Readiness for Change, Commitment to Change, Openness to Change, Cynicism about Change, Communication Strategy, Employee Involvement, Training and Development, Leadership Behavior, Mixed-Methods Approach, Quantitative Surveys, Qualitative Interviews, Purposive Sample, Descriptive Statistics, Correlation Analysis, Regression Analysis, ANOVA, Ethiopian Electric Power (EEP), Organizational Change, Model Fitness.*

CHAPTER ONE: INTRODUCTION

1 Background of the Study

The corporate world is changing quickly, with frequent changes occurring in manufacturing, laws, staff roles, and technology (Jones, 2019). Businesses must adapt rapidly to be competitive, and effective change management is essential (Smith, 2018). However, success is more than implementing change. Since employees are the ones who must accept the new methods of working, their attitudes are just as significant as implementing the change is (Brown & Harvey, 2020).

Even if it's important, change isn't always welcomed with open arms. employees may have mistrust for the procedure, scared the unknown, or have concerns about their job security. The success of new efforts might be severely hampered by this resistance. According to Armenakis, Harris, and Mossholder (1993), employee resistance might be aggravated by a lack of justice or transparency in the implementation of change.

Furthermore, a study by Nicholson and Griffin (2003) discovered a strong correlation between resistance to change at work and uncertainty about job instability. After reviewing numerous data, they concluded that workers who fear losing their employment are more inclined to oppose new initiatives. This opposition stems from feelings that their career and income are at jeopardy, fear of the unknown, and worry about losing their job.

Numerous additional issues, such as feeling less devoted to the firm, feeling less satisfied with work, and experiencing increased anxiety, can also be brought on by job uncertainty. Staff members are more likely to oppose change when any of these factors are present. The process of change may be further hindered if employees are less engaged and driven in their work due to concerns about losing their jobs.

Organizations need to understand how much of job insecurity can be a factor in resistance to change. Effective change management techniques must solve these worries. This entails having open and honest lines of communication, informing staff members about their role, and allowing them to participate in any changes. Companies can reduce opposition, resistance, and foster an environment conducive to successful change.

Resistance and acceptance of change can be handled by effective change management practice. Essential tactics encompass clear-cut communication, robust leadership accompanied by a well-defined vision, and paths for employee engagement. These components are crucial for successful change, as highlighted by Kotter (1996) in his well-

known eight-stage change model. Employees who believe they have a say in the change process are more likely to be dedicated to and supportive of the change initiatives (Oreg, Vakola, & Armenakis, 2011).

Additionally, a supportive corporate culture is essential. According to research by Cameron and Quinn (2011), companies with strong cultures that value cooperation, open communication, and flexibility are better able to manage change and see it through to completion. This emphasizes the necessity of change management practices that take into account both the underlying cultural variables that may affect employee attitudes and the technical components of the change. This assertion is further supported by a study by Schneider (1988), which shows how an encouraging workplace culture can lessen employee resistance and encourage favorable emotional reactions to change.

Although change can be difficult, technology is gearing up for assistance. Research by Madsen and Desai (2010) demonstrates how technology can facilitate interactions by facilitating information exchange, collaboration, and communication. This may reduce resistance to the change by keeping staff members informed and engaged.

In summary, the imperative nature of change in the contemporary corporate landscape highlights the significance of proficient change management practice. Organizations can navigate change more successfully and guarantee that employee attitudes remain positive by putting an emphasis on clear communication, strong leadership, employee engagement, cultivating a positive culture, and strategically utilizing technology. This will ultimately result in a smoother transition and long-term success.

1.1 Background of the Organization

Ethiopian Electric Power (EEP) is a state-owned company in charge of producing, transferring, and distributing electricity throughout Ethiopia and beyond. The institution ensures a cost-effective and dependable supply of power, which is essential to the nation's economic and social development.

The organization was founded in 1956 under the name Ethiopian Electric Light and Power Authority (EELPA). It changed its name to the Ethiopian Electric Power Corporation (EEPCO) in 1997 E.C. to better reflect the policies of the government on social and economic development. To fulfill its objectives, EEPCO was required to generate, transmit, distribute, and sell electric energy.

Over the years, EEPCO has employed a number of change management techniques to improve productivity and performance, including Total Quality Management, Quick Win, Management by Objective (MBO), Result-Based Performance System, Business Process Re-engineering (BPR), Balanced Score Card (BSC), and IT support initiatives like Agresso Financial System and prepaid meter installation.

Following those initiatives, the Ethiopian government chose to divide EEPCO into Ethiopian Electric Power (EEP) and Ethiopian Electric Utility (EEU) in 2013 as part of a major restructuring initiative meant to enhance the performance of the country's power industry. This change was a part of a larger effort to guarantee a steady power supply, which is essential for industrialization and economic expansion, to help Ethiopia achieve its objective of becoming a middle-income nation. The mission of EEP is to generate, transmit, and sell electricity in an economically viable and environmentally friendly, and sustainable manner. EEP's strategic objectives focus on customer centricity, operational excellence, capacity building, corporate governance and ethics, and sustainable growth.

Despite the reform and numerous change initiatives, studies by Genet (2016) and Melat (2023) show that there were still problems with EEP's operations. Some of the major bottlenecks were found to be insufficient training programs and insufficient performance measurement system implementation. Additionally, transparent communication and a lack of leadership support were also major obstacles to the successful implementation of change.

Both studies do acknowledge the need for improved change management practice through tackling those issues with improved planning, stakeholder involvement, ongoing training, and strong performance management systems, EEP can accomplish its strategic objectives and support Ethiopia's economic growth. To better serve its customers and meet national development goals, Ethiopian Electric Power (EEP) has undergone substantial changes. Even if the company has a number of obstacles to overcome, its continued dedication to strategic initiatives and change management provides a way to improve efficiency and effectiveness in the power industry.

The electric power industry in Ethiopia has experienced major changes in the last few years. Restructuring attempts aimed at privatization, and quick technological developments in the production of electricity like the incorporation of wind farms are some of these shifts. Employee attitudes may be impacted by these changes, even though their main goals are to modernize the industry and increase efficiency. It is essential to understand how EEP handles

change and how it affects employee attitude in order to guarantee a seamless transition and ongoing success.

1.2 Statement Of The Problem

Recent years have seen several notable changes in the Ethiopian Electric Power (EEP) industry, including reform attempts aimed at privatization and the incorporation of renewable energy sources. Although these adjustments are essential for modernization and improved operational effectiveness, poor change management practices have frequently hindered previous efforts. Negative employee attitudes have apparently resulted from these deficiencies, making it more difficult to successfully execute changes. This gap underscores the importance of comprehending how employees' attitudes towards change management practices can impact the overall effectiveness of these initiatives within EEP.

While previous studies by Genet (2016) and Melat (2021) have provided valuable insights into change management practices, they have not fully bridged the gap in understanding how these practices specifically affect employee attitudes within the Ethiopian electric power sector. Genet (2016) highlights the challenges faced due to poor change management practices, and Melat (2021) emphasizes the need for focused research to understand the particular difficulties and dynamics at work. However, neither study comprehensively addresses the specific impact of change management practices on employee attitudes in the unique context of EEP.

To address this gap, this study will evaluate the efficacy of EEP's current change management practices using a combination of qualitative and quantitative research methods. It will focus on key areas such as communication strategies, employee involvement campaigns, training initiatives, and leadership behaviors. By doing so, this research aims to provide a detailed understanding of how these practices influence employee attitudes and identify areas that require improvement to foster more engaged and positive attitudes among employees during forthcoming changes.

Furthermore, there remains a conceptual gap in the knowledge of how to tailor specific change management techniques to the unique circumstances of the Ethiopian electricity sector. Genet (2016) and Melat (2021) have pointed out the need for such tailored strategies but have not fully developed or tested them. This study seeks to fill this gap by developing and validating customized change management strategies that align with the distinct operational and cultural characteristics of EEP. The ultimate goal is to enhance the overall

effectiveness of change management practices within EEP, ensuring a smoother transition and long-term success.

By focusing on the effect of employees' attitudes towards change management practices, this study aims to provide actionable insights that can help EEP navigate changes more effectively and maintain a positive and supportive work environment. This research is crucial for understanding and improving the interaction between change management practices and employee attitudes, ultimately contributing to the successful implementation of organizational changes within EEP.

1.3 Research Questions

1. To explore the change management practices employed by Ethiopian Electric Power?
2. To what extent do specific change management practices, such as communication strategies, employee involvement, training initiatives, and leadership behaviors affected by employee readiness for change, commitment to change, openness to change, and cynicism about change?
3. What are the challenges of change management practice in EEP?

1.4 Research Objectives

1.4.1 General Objective

To explore how change management practices influence employee attitudes within the Ethiopian Electric Power company.

1.4.2 Specific Objectives

- To assess the specific change management strategy implemented at Ethiopian Electric Power (EEP).
- To assess the effect of effect of employee attitudes towards change management practice within EEP.
- To identify if there are challenges regarding change management practice.

1.5 Significance of the Study

Although adding to the pool of knowledge on change management is the main objective of this research, its importance goes well beyond the classroom. The study will shed light on the relationship between particular EEP approaches to change management and employee attitudes. With this information, EEP can adjust its strategy to optimize favorable employee reactions to the upcoming changes. The study will also identify the main challenges that EEP

encounters while putting change efforts into practice. Comprehending these obstacles is vital for EEP to devise tactics for more seamless and efficacious transition procedures.

Additionally, this study will investigate strategies for resolving the problems that EEP encounter. The possibility of success can then be increased for EEP's future change projects by directly applying these techniques to them.

1.6 Scope Of The Study

This study investigates the effect of change management practices on employee attitudes within the Ethiopian Electric Power (EEP) sector. The conceptual framework includes change management practices in the context of communication strategies, employee involvement, training programs, and leadership behaviors as the independent variables. Employee attitudes, in the context of readiness for change, commitment to change, openness to change, and cynicism about change, serve as the dependent variables. The study aims to explore how these practices influence employee attitudes toward recent restructuring, privatization attempts, and technological advancements within EEP.

Employees of EEP within its headquarters in Addis Ababa is the goal of the empirical scope. A representative sample of employees from different departments and organizational levels is used, with a focus on those who have been directly impacted by recent changes. Surveys that have been adapted from earlier research studies are used to gauge employee attitudes, and semi-structured interviews are used to gain a deeper understanding of their viewpoints and experiences. While qualitative data will be conceptually evaluated to reveal important patterns and insights, quantitative data will be statistically analyzed using techniques like regression analysis and correlation to find relationships between variables.

From a methodological standpoint, the study uses an explanatory design to investigate the cause-and-effect relationship between employee attitudes and change management techniques. Descriptive research is also included to give context for the current status of these variables inside EEP. A mixed methods approach integrates qualitative interviews for a detailed examination of individual experiences and viewpoints with quantitative surveys to obtain a wide perspective.

1.7 Limitations Of The Study

Because of the unique circumstances of EEP, the findings might not apply to the entire Ethiopian electric power industry or to other sectors. Furthermore, surveys using self-reported data could contain social desirability bias. Furthermore, the study just records employee attitudes at one particular moment in time.

1.8 Organization of the Study

This research is carefully divided into five separate chapters, each of which adds something essential to the larger framework:

Chapter 1: Introduction: Provides a thorough overview of the study's history, problem statement, research questions, and aims, setting the stage for the rest of the thesis. It also addresses the study's importance, describes its parameters, and points out any possible drawbacks.

(Chapter 2): Review of Related Literature: Examines prior research on the topic and offers a critical evaluation of pertinent theoretical frameworks and empirical study findings. It shows its distinct contribution to the discipline and lays the groundwork for the current research.

Chapter 3: Research Methodology - Outlines the selected research methodology, study design, data sources, data collection techniques, data analysis approach, and covers validity and reliability issues. It also serves as a road map for the research process. It also describes how research ethics should be followed.

Chapter 4: Data Analysis and Results - Provides a comprehensive interpretation of the study's findings in relation to the research questions and objectives, as well as a clear and organized presentation of the data analysis procedure.

Chapter 5: Conclusion and Recommendations, provides a succinct overview of the main conclusions and their implications. It also offers EEP well-founded recommendations regarding change management procedures and employee attitudes. Finally, it highlights the importance of the study and its contribution to the field.

1.9 Definition Of Key Terms

Key Terms and Definitions

Change: The process of altering, adjusting, or transforming one state, condition, or phase of an organization to another. Organizational change involves attempts to modify organizational structure, procedures, or processes, which may be focused on particular jobs, individuals, work groups, or the organization as a whole.

Change Management Practices: The specific methodologies, tactics, and strategies used to lead and manage organizational change. Effective change management practices are essential for guiding organizations through the complexities of change initiatives, aiming to minimize resistance, enhance engagement, and ensure successful and sustainable changes.

Effect: The impact or outcome resulting from specific actions or events. In the context of this study, it refers to how change management practices influence employee attitudes toward organizational change.

Employee Attitude: The range of cognitive, emotional, and behavioral responses that employees exhibit when faced with organizational changes. These attitudes can significantly impact the success or failure of change initiatives, influencing factors such as employee engagement, productivity, and overall organizational effectiveness.

Communication Strategies: Clear, transparent, and consistent communication throughout the change process to inform employees about the reasons for the change, the timeframe for implementation, and the impact it will have on their roles (Kotter, 1996).

Employee Involvement: Active participation of employees in the change process through feedback mechanisms or participation in committees, which fosters a sense of ownership and investment in the success of the change (Beckhard & Pritchard 1988; Rafferty et al., 2013)

Training and Development: Programs designed to equip employees with the necessary skills and knowledge to navigate change effectively, reducing anxiety and boosting confidence (Denison et al 2000; Wanous, 1997).

Leadership Behaviors: Actions demonstrated by leaders, such as clear communication, empathy, and motivation, which are vital for navigating change effectively and reducing employee cynicism (Kotter 1996; Denison et al., 2000; Cameron & Green 2015).

Readiness for Change: The mental and emotional preparedness of employees to embrace change, is influenced by understanding the need for change, believing in the organization's capability to implement it, and perceiving the change as beneficial (Armenakis et al.,1993).

Commitment to Change: The level of dedication and emotional investment employees have towards change initiatives, including their belief in the benefits of the change, motivation to contribute to its success, and loyalty to the organization during the transition (Herscovitch & Meyer 2002; Meyer et al., 2004).

Openness to Change: Employees' willingness to adapt to new processes, roles, or technologies introduced by change initiatives, including their receptiveness to learning new skills and flexibility in adapting to new ways of working (Wanberg & Banas, 2000).

Cynicism about Change: The degree of skepticism and negativity employees hold towards change initiatives, including their trust in the organization's ability to implement change effectively and their overall cynical attitudes that may hinder the change process (Dean et al. 1998; Stanley et al., 2005)

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Meaning and Nature of Change Management

Organizations don't just change overnight; they navigate change through a structured approach called change management (Beckhard & Pritchard, 1988). This approach acts as a roadmap, guiding individuals, teams, and the entire organization through a transition from their current state to a desired future state. It's a crucial component of any successful organizational strategy, ensuring a smooth journey toward achieving goals. Effective change management practices are essential for achieving this success. By understanding and addressing employee concerns, change management can minimize resistance and encourage employees to embrace the change (Overcoming Resistance). Additionally, it fosters a sense of involvement and keeps employees informed, leading to higher levels of engagement with the change itself (Boosting Employee Engagement). Ultimately, well-planned change initiatives with clear goals and effective change management practices are more likely to achieve lasting results and secure the overall success of the change (Securing Change Success).

Organizational change is a constant reality shaping the landscape of modern businesses. However, the success of these transformations hinges on a critical factor: employee attitudes. Resistance can significantly hinder the implementation process, highlighting the importance of effective change management (CM) practices. This review explores the intricate relationship between CM practice and employee attitudes, drawing on relevant research and theoretical frameworks.

Employee attitudes towards change incorporate their feelings, thoughts, and beliefs about planned or implemented changes (Arifin, 2020). These attitudes significantly impact various aspects of organizational behavior, including employee engagement, productivity, and ultimately the success of the change initiative itself (Kuva & Foss, 2016). Several factors influence employee attitudes towards change, requiring careful consideration by change management practitioners.

2.2 Change Management Practices

Effective change management practices are essential for guiding organizations through the complexities of change initiatives. These practices encompass a variety of strategies and actions designed to facilitate the smooth transition of individuals and groups within the organization. The goal of change management is to minimize resistance, enhance

engagement, and ensure that changes are implemented successfully and sustainably. By leveraging theoretical frameworks and best practices, organizations can address the cognitive, emotional, and behavioral aspects of change.

This section explores key change management practices that have been shown to positively influence employee attitudes and behaviors during change processes. These practices include clear and consistent communication, active employee involvement, comprehensive training and development programs, and supportive leadership. Each practice plays a vital role in shaping how employees perceive and respond to organizational changes, ultimately impacting the success of the change initiative. Through a detailed examination of these practices, we can gain insights into how to effectively manage change and foster a positive organizational climate.

Theoretical frameworks shed light on employee responses to change. Sensemaking Theory (Weick, 1995) emphasizes how past experiences, knowledge, emotions color how employees interpret change. Effective CM practices should provide clear communication and opportunities for questions, feedback and concerns, fostering sensemaking and reducing uncertainty. Prospect Theory (Kahneman & Tversky, 1979) suggests resistance is more likely if perceived losses outweigh potential gains. Highlighting benefits and addressing concerns can positively influence attitudes. The Job Demands-Resources Model (Demerouti et al., 2009) suggests change can be a demanding job factor, leading to stress and burnout. Providing resources like training and support can mitigate negative impacts on employee attitudes. Effective CM strategies can positively influence employee attitudes towards change when implemented effectively. Key strategies include:

2.2.1 Communication Strategy

Effective communication is critical in organizational change, serving as the backbone of successful change management initiatives. Various scholars have extensively studied the role of communication strategies in fostering positive employee attitudes and facilitating smooth transitions during organizational changes.

Clear, transparent, and consistent communication throughout the change process is paramount (Kotter, 1996). Clear communication is crucial for employees. They need to be informed about the reasons for the change, the timeframe for implementation, and the impact it will have on their roles.

The Value of Communication in Change Management

According to Kotter (1996), communication is crucial for articulating the change's vision and bringing staff members on board with the goals of the company. Good communication fosters trust, reduces uncertainty, and increases the sense of urgency surrounding change. Further highlighting the importance of open communication in reducing resistance to change Armenakis et al. (1993), highlight addressing employee concerns and provide clarification on the benefits and reasoning behind the change.

Communication Strategy Mechanisms

Lewis (2006) research suggests that frequent and timely communication is essential to maintaining employee trust and engagement. For them to feel engaged in the process and to be aware of the status of change projects, staff members want frequent updates. When communicating, clarity is crucial. Obvious communications ensure that staff members understand the goals of the change and their responsibilities within the new structure, helping to avoid misunderstandings. According to Allen et al. (2007), communication consistency strengthens the change initiative message and increases its effectiveness. Moreover, making use of a range of communication channels, including intranet updates, town hall meetings, and emails, guarantees that the message is efficiently distributed to every employee. A multi-channel strategy, according to Welch and Jackson (2007), accommodates various communication preferences and improves overall message penetration. Additionally, encouraging staff members to share their opinions and raise issues is essential to good communication. According to Goodman and Truss (2004), feedback methods not only aid in the early detection of possible problems but also give employees a sense of value and belonging, which boosts their commitment to and buy-in for the change process.

Effect of Communication Strategy on Attitudes of Employees

Good communication strategies have a positive impact on a number of employee attitudes on change. By eliminating uncertainty and fostering trust in the change process, clear and consistent communication improves employees' readiness for change (Armenakis et al., 1993). Furthermore, employees are more receptive to the change process when they perceive a clear vision and recognize the necessity for change (Kotter, 1996). Moreover, employees that work in a transparently communicated atmosphere are more comfortable and accepting of new ideas, which makes them more adaptable to change (Lewis, 2006). More importantly,

addressing employee concerns and showcasing leadership's dedication to the change both contribute to a decrease in cynicism (Allen et al., 2007).

2.2.2 Employee Involvement

One essential element of a successful change in an organization is employee involvement. It describes the procedure for involving staff members in organizational transformation, decision-making, and execution. The advantages of employee involvement in improving change results and cultivating good attitudes among employees have been extensively researched. Employees who actively participate in committee work or feedback mechanisms for the change process feel more invested in the project's success and have a sense of ownership over it. (Beckhard & Pritchard, 1988).

The Value of Employee Involvement in Change Management

A key component of any change initiative's success is employee involvement. According to Lawler (1992), cultivating a sense of ownership and commitment among employees is crucial for the longevity of change initiatives. Employee knowledge, expertise, and experience can be harnessed by involving them in the change process, which can result in more creative and successful solutions (Rafferty et al., 2013).

Employee Involvement Mechanisms

Employees are more likely to support and stick to changes when they are part of the decision-making process. According to Vroom and Yetton (1973), employees who participate in decision-making are more motivated and satisfied with their jobs. Additionally, It's critical to allow staff members to express their opinions on suggested modifications. This not only aids in the early detection of possible problems but also gives workers a sense of purpose and inclusion (Goodman & Truss, 2004). Moreover, Employee engagement and performance can be improved by empowering them by granting them autonomy and responsibility during the transition process (Spreitzer, 1995). Employees that feel empowered are more inclined to take initiative and support change projects.

Effect of Employee Involvement on Employees' Attitudes

Employee engagement significantly improves a number of aspects of employees' attitudes toward change. Employees are more likely to see the need for change and be prepared to support it when they are actively participating in the process (Armenakis et al., 1993). Additionally, employees who are involved in change projects are more committed to the

process because they have a sense of accountability and ownership (Rafferty et al., 2013). According to Denison et al. (2000), employee involvement promotes an innovative and open culture, which increases employees' openness to new concepts and methods. Including staff members in the change process makes them feel that their opinions are heard and that their concerns are taken seriously, which helps lessen resistance and cynicism (Kotter, 1996).

2.2.3 Training and Development

Organizational change is greatly aided by training and development (TD), which provides staff members with the skills and information they need to adjust to new procedures and systems. This section goes over the importance of TD, how it affects employee attitudes, and how to develop training programs that work and are suitable for all employees. Employee empowerment via training and development initiatives gives them the skills they need to handle change well, reducing fear of the unknown and enhancing self-assurance (Denison et al., 2000).

The Value of Education and Training in Change Management

Development and training are crucial elements of an effective change management strategy. They aid in bridging the knowledge gap between present capacities and the abilities needed to satisfy evolving organizational requirements (Noe, 2010). Good technology transfer (TD) programs minimize resistance to change by ensuring that staff members are adequately trained to handle new responsibilities, processes, and technologies (Kirkpatrick, 1998).

Effect of Training and Development on Attitudes of Employees

Employees who receive training are more capable of managing new duties and tasks, which increases their readiness for change. Employees are more inclined to support and welcome change initiatives when they feel capable (Armenakis et al., 1993). Furthermore, employees' commitment to organizational change can be increased by providing chances for ongoing learning and development. Organizations can promote a culture of loyalty and dedication among their workforce by making investments in their growth (Meyer & Allen, 1991). Additionally, innovative and adaptable training programs can foster a culture of openness to change. Workers are more likely to see change as an opportunity than as a threat if they are frequently exposed to new concepts and methods (Burke & Hutchins, 2008). By attending to employees' worries and equipping them with the resources they require to thrive in the new setting, effective change management can minimize cynicism and resistance to change.

Building trust and reducing anxieties can be achieved through open communication and practical instruction (Kotter, 1996).

2.2.4 Leadership Behavior

A key factor in determining whether organizational change is successful is the behavior of the leaders. During change ventures, an organization's overall performance and the attitudes and actions of its employees can be greatly impacted by leadership behaviors. This section examines how leadership behavior affects employee attitudes, how it plays a role in change management, and what best practices are for developing strong leadership throughout organizational changes. Effective change management requires strong leadership that builds trust, shows compassion, and gives clear instructions (Kotter, 1996). Positive attitudes can be inspired by leaders who actively address problems raised by staff members and advocate for change.

The value of Leadership Behaviour in Change Management

Managing through times of transition within an organization requires strong leadership behavior. According to Kotter (1996), effective leadership entails articulating a clear goal, effectively conveying that vision, and encouraging and motivating staff members to welcome change. According to Yukl (2013), leaders are essential in fostering an atmosphere that encourages change and lessens opposition.

Effect of Leadership Behaviour on Attitudes of Employees

Change-ready employees can be improved by leaders who clearly convey the goal and justification for the change. Employees are more likely to be ready and willing to support a change project when leaders are open and explain the advantages and need for the change (Armenakis et al., 1993). Employees are more likely to show a similar level of dedication when their leaders exhibit a commitment to change. Employee commitment to change can be sparked by leaders who demonstrate the desired behaviours and are actively involved in the change process (Herscovitch & Meyer, 2002). Transformational leadership can improve openness to change by inspiring and encouraging staff members. By fostering trust and attending to staff issues, good leadership can lessen cynicism and reluctance to change. Fears can be eased and a positive attitude toward change can be fostered by leaders that are approachable, empathic, and receptive to employee feedback (Dean et al., 1998).

Best Practice in Leadership Behaviour

Transformative leadership is one of the best practices in leadership behavior. Transformative leaders create an environment of trust and innovation, inspire and encourage their team members, and articulate a clear vision. According to Bass (1985), this leadership style is very successful at promoting organizational transformation. Effective communication should be a top priority for leaders. Building trust and lowering uncertainty can be achieved by keeping staff members updated on the status, difficulties, and achievements of change projects (Kotter, 1996). Employee engagement can be increased and resistance can be decreased by exhibiting empathy and offering support during times of change. Smoother transitions can be facilitated by leaders who care about the welfare of their staff and who provide resources and assistance (Goleman, 1995). Employees' sense of ownership and commitment to change can be increased when they are included in the change process through feedback channels and participatory decision-making. Employees who experience inclusive leadership techniques feel heard and appreciated (Vroom & Yetton, 1973).

Challenges in Leadership Behaviour

Effective leadership during organizational transition is difficult, despite its necessity. Employee resistance, a communication gap, and the challenge of handling a range of employee demands and expectations can all be encountered by leaders. According to Covin and Kilmann (1990), insufficient support, low visibility, and inconsistent leadership behaviors can all work against change projects. Organizations must fund leadership development initiatives that give executives the abilities and information needed to successfully manage change.

2.3 Employee Attitudes Towards Change

A key factor in deciding whether organizational change initiatives succeed or fail is the attitudes of employees toward change. When faced with organizational changes, employees display a variety of cognitive, emotional, and behavioral reactions, which are reflected in these attitudes. Change management practitioners must comprehend these attitudes since they have the potential to smooth transitions and improve overall organizational effectiveness. On the other hand, unfavorable views may result in opposition, low morale, and eventually the failure of the change initiative. The main aspects of employee attitudes toward change are explored in this section, including readiness for change, commitment to change, openness to change, and cynicism about change. We may have a better understanding of how to create a

supportive environment that encourages positive employee reactions to change projects by looking at these factors.

2.3.1 Readiness for Change

The readiness of employees is a significant aspect that affects organizational transformation. According to Armenakis et al. (1993), this is the employees' emotional and mental readiness to accept change. They stress that three main elements impact preparedness: realizing the necessity of change, having faith in the organization's ability to execute it, and seeing the change as advantageous.

Adding to this, Holt et al. (2007) distinguish four essential aspects of preparedness:

1. Appropriateness: Do staff members think the move is essential to the success of the company?
2. Management Support: Do staff members believe that the change has significant leadership support?
3. Efficacy of Change: Do staff members have faith in their own capacity to adjust to the change?
4. Personal Valence: Do staff members think they will gain personally from the change?

According to Choi (2011), a variety of factors, including an organization's capacity for change, policies that encourage it, peer and leader trust, involvement in the change process, change self-efficacy, organizational commitment, perceived personal competence, and job satisfaction, influence an individual's readiness for change. The intricacy of employee preparedness is emphasized by these elements. It is essential to address individual issues as well as corporate communication in order to foster an atmosphere that is conducive to the successful implementation of change. The intricacy of employee preparedness is emphasized by these elements. It is essential to address individual issues as well as corporate communication in order to foster an atmosphere that is conducive to the successful implementation of change.

2.3.2 Commitment to Change

Employee commitment, or their readiness to put effort into the process, is crucial to the success of change (Herscovitch & Meyer, 2002). A three-part model is proposed by them: Emotional Connection (Affective Commitment): Workers develop a positive emotional attachment because they see the benefits of the change and believe in it itself.

Calculated Support (Continuance Commitment): The benefits of embracing the change are greater than the risks of staying the same, which encourages people to get involved.

Sense of responsibility (Normative Commitment): Because of social pressures or a sense of responsibility, employees feel compelled to support the change. Expanding on this, Meyer et al. (2004) emphasize that a strong emotional bond, or affective commitment, results in greater proactive support for the change. This includes lending a hand to coworkers or offering to help with chores connected to change. On the other hand, workers driven by a sense of obligation (normative commitment) or possible consequences (continuance commitment) might provide very little assistance. According to Choi (2011), there are antecedents that can improve commitment to change. These include beneficial change outcomes, alignment with organizational vision, positive experiences with previous changes, the caliber of employee-manager relationships, effective leadership methods, and sufficient resources.

2.3.3 Openness to Change

Workers who embrace new ideas are essential to the success of organizational change (Wanberg & Banas, 2000). They characterize being open to change as having a positive outlook on novel procedures, tools, and methods of operation. This involves having the capacity to change and grow. Openness to change is influenced by a number of factors such as a person's disposition and prior exposure to change influence how accepting they are of others. Additionally, an environment that is more receptive is facilitated by clear communication, involvement opportunities, and supportive leadership. More importantly, Wanberg and Banas (2000) pinpoint important factors that influence openness like belief in ability (Change-Specific Self-Efficaciousness) which means positivity is fostered when one feels capable of managing the change. Furthermore, feeling of control (Perceived Control) which means resistance is lessened when one has some influence over the process of change. Another facet is support system (Social Support) that makes the move easier to feel supported by coworkers and superiors.

This study highlights the significance of fostering an environment that is both encouraging and interactive in order to foster an organization's receptivity to change. According to Choi (2011), factors such as the information environment, involvement in decision-making, exposure to change, trust in leaders, successful past experiences with change, change self-efficacy, internal locus of control, individual resilience, and the drive for success all affect

how open a person is to change. Fostering an environment that is both encouraging and interactive is crucial to fostering a culture of receptivity to change inside the company.

2.3.4 Cynicism about Change

Cynicism is a silent enemy that organizational reform may encounter (Dean et al., 1998).

This mistrust is a result of thinking that either the change is bound to fail or the leaders aren't sincere about it. Cynicism can be stoked by prior failures of endeavors, mistrust of leadership, and discrepancies between expectations and results.

According to Stanley et al. (2005), cynicism has risks. It can seriously impede attempts of change by reducing employee engagement. Moreover, employees may lose interest in the process of change. Additionally, there may be diminished job satisfaction as a result of sense of disillusionment with both the leadership and the change. There will also be growing opposition to change. Employees who are cynical about the change are more likely to actively reject it. To tackle this, they advise tackling cynicism's underlying sources in order to counteract it with better communication so that trust is developed via openness and clarity in information. Additionally, sincere dedication to leadership makes leaders to "walk the walk" and show that they support the change. Moreover, employee involvement: Offering workers a say in the procedure makes them feel more invested and less doubtful.

According to Choi (2011), cynicism regarding change can be influenced by a number of factors, including perceived group cohesion, positive experiences with prior change projects, successful leadership techniques, trust in leaders, and the skepticism of coworkers. By addressing these issues, companies may foster a culture that is more accepting and trustworthy, which is necessary for the successful implementation of change.

Furthermore, a number of contextual elements may have an impact on how effective CMP are (Armenakis et al., 1993). Employee attitudes toward change are more likely to be positive in an environment that prioritizes open communication, teamwork, and employee learning (Denison et al., 2000). Moreover, depending on the sector, there may be differences in the rate of change and degree of employee autonomy. CM tactics must be customized for the unique industry environment (Kuva & Foss, 2016). Additionally, individual characteristics like a person's age, length of service, and degree of job stability can all affect how they respond to change. CM techniques must take these variations into account and offer a tailored approach.

2.3.5 Achieving Successful Organizational Change

To make changes successfully in a company, several things need to be considered. First, communication must be clear and keep everyone in the loop. This helps everyone trust the process and worry less. It's also good to ask for people's feedback and answer their questions, which makes everyone feel more involved. Getting everyone involved is crucial because it makes them feel like they're part of what's happening. Leaders should take any worries seriously and show they're in it together with their team, making everything go more smoothly. Having training that teaches everyone what they need to know or do for the changes helps a lot, too. Lastly, it's really important for leaders to be clear about why changes are happening. They should care about how their team is doing and show everyone the right way to do things. When leaders do this, it makes a friendly place where people are more open to changes.

2.3.6 Consequences of Negative Employee Attitudes

Negative attitudes regarding change among employees can have detrimental effects on an organization. To mention few decreased performance and efficiency (Kuva & Foss 2016), more turnover (Iles, 2003), and lower innovation (Beer & Nohria 2000) are some of the negative impacts employees' attitudes can bring.

Employee resistance to change has a major negative impact on output and performance as a whole. Employee resistance to change reduces employees' ability to perform their jobs well, which results in inefficiencies and lower output. According to Kuva and Foss (2016), there are a number of reasons for this decline in performance, including low motivation, low engagement, and higher stress and anxiety.

Elevated turnover rates are frequently linked with high degrees of resistance to change. If change initiatives make employees unhappy, they can decide to quit their job instead of adjusting to new procedures or organizational structures. For businesses, this staff turnover can be expensive because it results in the loss of seasoned workers as well as additional costs for hiring and onboarding new employees (Iles, 2003).

When there is a prevalent unfavorable attitude toward change, innovation frequently suffers. Workers who are opposed to change are less likely to solve problems creatively. This resistance to innovation can hinder organizational development and flexibility, which makes it harder for the business to remain competitive in a market that is changing quickly (Beer & Nohria, 2000).

2.3.7 Fostering Positive Attitudes

By understanding the factors influencing employee attitudes towards change and implementing effective change management strategies that address these factors, can boost positive attitudes. Schweiker & Leung (2018) study highlights the importance of clear and frequent communication. The study revealed that employees who received such communication during a change conveyed more positive attitudes as compared to those who received limited or unclear communication. In connection to that another study by Rafferty et al. (2013) underscores the value of employee participation. They found that organizations with higher levels of employee participation reported greater success in implementing change, with employees indicating increased commitment and ownership of the change process.

2.4 Review of Empirical Studies

Effective change management requires strong leadership and clear communication, but a lot of study examines the complex relationship between various methods and employee attitudes. The empirical studies show how particular change management strategies might foster an employee attitude that is more accepting and accommodating of change initiatives.

Lawler (1992) highlights the significance of employee participation in the process of change. Employees are more willing to embrace change when they believe their opinions are appreciated and their voices are heard.

The effectiveness of change is examined by Denison et al. (2000) in relation to strategic human resource practices. They discovered that the relationship between change management and employee attitudes can be mediated by procedures that foster a pleasant and encouraging work environment, such as providing opportunities for training and growth.

A three-component model of organizational commitment is put out by Meyer & Allen (1991). According to their research, employees are more inclined to support change projects if they have a sense of belonging, believe in the organization's values, and feel like they have invested personally in it.

Wanous's (1997) study highlights the benefits of organizational change. When workers believe they can adapt through training programs or open lines of communication and understand the rationale for the change, they are more likely to display positive attitudes.

The concept of empowerment in business is examined in the study of Conger & Kanter (1988). They found that when employees feel in charge of their work and have the ability to make decisions, they are more likely to be adaptable and welcome change.

Oreg et al. (2011) published a theoretical framework for examining how psychological contracts (employee beliefs of reciprocal duties with the organization) influence employees' attitudes to change. It suggests that positive views about change among employees can be encouraged by effective change management strategies that honor psychological contracts.

The comprehensive study by Kotter & Cohen (2002) offered an eight-step paradigm for effective change leadership. Throughout the transition process, it highlights the importance of effective communication, a compelling vision, and employee empowerment. Positive attitudes and increased staff buy-in are anticipated outcomes of these tactics.

Judge et al. examine the impact of personality traits on employees' ability to adapt to change (2000). It implies that workers are more likely to respond favorably to change initiatives if they are more receptive to new experiences. It may be advantageous to implement open-minded change management techniques that promote experimentation and discovery.

Iverson and McCall's (1999) study examines managers' reactions to downsizing, a significant shift event. It highlights how important it is to keep lines of communication open, make strong cases for changes, and support employees throughout difficult times. These protocols help lessen staff members' anxiety and promote more flexible attitudes toward change.

Hiatt & Creasey (2012) found that it's imperative to recognize achievements, make a strong case for change, and deal with resistance in an efficient manner. These tactics may lead to increased worker commitment, comprehension, and finally positive attitudes toward change.

Wanberg & Banas (2000) study investigates the variables that influence how workers react to changes inside their companies. It draws attention to several key components that underpin positive attitudes about change, including having sufficient knowledge about the change to feel in control of the process and feel it will be beneficial. Effective change management techniques can address these factors and enhance employee reactions. The relationship between employee commitment, change management strategies, and leadership styles is examined by Lilian et al. (2015). It implies that increased employee engagement is a result of transformational leadership, good communication, and employee involvement in change

management techniques. Positive attitudes toward change are closely associated with commitment.

A comprehensive examination of numerous change management ideas and research findings is given by Cameron & Green (2015). It highlights how crucial it is to comprehend the organizational environment before implementing change and to adjust strategies appropriately. This strategy may result in a change process that is more successful and happier employees.

2.5 Empirical Literature Review Ethiopian Context

The study conducted by Elias Naizgi (2023) investigated how leadership actions affected employee attitudes during transition. The results showed that employees' willingness and commitment to change are greatly increased by transformational leadership actions like inspiring and setting an example. The study also discovered that managers who effectively listen to their staff members' concerns and actively engage with them have lessened resistance to change.

According to a study conducted by Robel Wubshet (2021) on organizational change management practices at UNIC Ethiopia, creating a specific change management team with members from all affected departments is essential for the implementation of change to be successful. According to the report, there are several significant obstacles, including poor decision-making, insufficient resources, opposition to change, and weak leadership. Moreover, successful communication and acknowledging accomplishments toward change objectives were emphasized as essential strategies for overcoming the challenges.

The difficulties in managing change, including poor communication, opposition to change, and insufficient funding, were highlighted in Kinfu Tadesse's (2022) study on the Development Bank of Ethiopia. There is a need for improved involvement and communication tactics as the study revealed that the majority of respondents had a neutral view of change efforts. Other noteworthy challenges included the prevailing culture of resistance to change and the length of implementation periods.

Employee attitudes on organizational change were investigated by Teninet Tadesse (2023) study conducted at the FDRE Ministry of Foreign Affairs. Employee responses to change are largely influenced by their perception of the need for change, their level of trust in their ability to learn and grow, and their level of fear of the repercussions. In order to promote

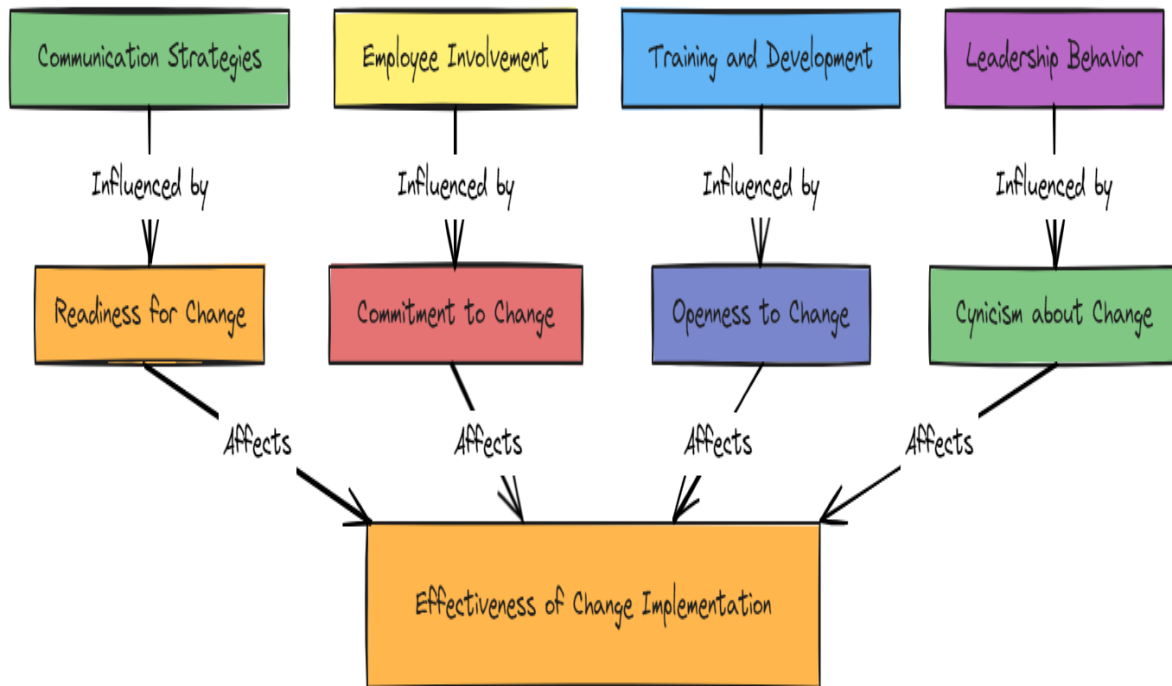
positive attitudes, the study suggested enhancing communication tactics, including staff members in decision-making, and offering sufficient training. towards change.

Assessment of the Practices, Challenges, and Prospects in Implementation of Organizational Change: The Case of Splitting Ethiopian Electric Power Corporation is the title of a thorough study done in 2016 by Genet Aman. The primary goal of this study was to assess the change management strategies used when the Ethiopian Electric Power Corporation (EEPCO) underwent organizational restructuring, splitting into Ethiopian Electric Power (EEP) and Ethiopian Electric Utility (EEU). Key issues found in Genet's research included a lack of seasoned consultants, insufficient methods for monitoring and evaluating performance, and subpar training initiatives. According to the study's findings, competent consultants, thorough monitoring and assessment procedures, extensive training initiatives, and efficient performance measurement systems are all necessary for successful organizational change.

Melat Solomon (2023) investigated how Ethiopian Electric Power (EEP) employees felt about change management procedures. The research emphasized the significance of proficient communication tactics, encouraging leadership conduct, workforce engagement, and ongoing educational initiatives. Melat discovered that encouraging favorable employee attitudes toward change requires clear and prompt communication, inspiring and directing leadership, employee involvement in the change process, and pertinent training. The study came to the conclusion that successful organizational transformations and a reduction in resistance to change depend on well-executed change management techniques.

In summary, these studies demonstrate how crucial it is to manage organizational change with clear communication, employee involvement, strong leadership, and sufficient training. They also list typical obstacles that can prevent change projects from succeeding, like poor communication, resource scarcity, and reluctance to change. Organizations can boost the possibility of successful change implementation and enhance employee attitudes by addressing these problems and putting the suggested techniques into practice.

2.6 Conceptual Framework of the Study



Source: Derived from Choi, Myungweon. (2011) study on Employees' attitudes toward organizational change

Figure 1: Conceptual Framework of the Study

The conceptual framework for the study titled "The Effect of Employees' Attitudes Towards Change Management Practices: The Case of Ethiopian Electric Power" outlines the relationships between change management practices (independent variables), employee attitudes (mediating variables), and the effectiveness of change implementation (dependent variable).

The independent variables include four key change management practices:

1. **Communication Strategies:** This involves how effectively information about change is communicated to employees.
2. **Employee Involvement:** This pertains to the extent to which employees are involved in the change process.
3. **Training and Development:** This includes the training programs provided to employees to prepare them for change.

4. **Leadership Behavior:** This refers to the actions and behaviors of leaders during the change process.

The mediating variable is employee attitudes, which are influenced by the independent variables. Employee attitudes are categorized into four dimensions:

1. **Readiness for Change:** The willingness and preparedness of employees to accept and implement change.
2. **Commitment to Change:** The level of dedication and support employees have towards the change.
3. **Openness to Change:** The positive attitude of employees towards adopting new methods and processes.
4. **Cynicism about Change:** The skepticism and resistance employees may have towards change initiatives.

The dependent variable is the effectiveness of change implementation, which is affected by the overall employee attitudes shaped by the change management practices.

The diagram shows that each change management practice influenced by specific dimensions of employee attitudes:

- Communication Strategies influenced by Readiness for Change.
- Employee Involvement influenced by Commitment to Change.
- Training and Development influenced by Openness to Change.
- Leadership Behavior influenced by Cynicism about Change.

These employee attitudes, in turn, affect the effectiveness of change implementation. Effective communication strategies, high employee involvement, adequate training, and positive leadership behavior lead to favorable employee attitudes, which ultimately enhance the success of change initiatives within Ethiopian Electric Power.

CHAPTER THREE: RESEARCH METHODOLOGIES

INTRODUCTION

This chapter explores the methodological approach employed to investigate the link between change management practices and employee attitudes within the Ethiopian Electric Power (EEP) sector. A mixed-methods approach (Creswell & Plano Clark, 2018) is adopted, strategically combining explanatory and descriptive elements to achieve a comprehensive understanding of the phenomenon.

The explanatory aspect of the design allows for examining potential causal relationships between the implemented change management practices (independent variables) and the resulting employee attitudes towards change (dependent variables) (Sekaran & Bougie, 2016). Understanding these causal relationships is crucial for EEP to refine its change management strategies and maximize their effectiveness in fostering positive employee attitudes during organizational transformations.

Incorporating descriptive elements into the research design offers a detailed picture of the current state of change management practices at EEP and employee attitudes towards them (Sekaran & Bougie, 2016). This initial snapshot provides valuable context for interpreting the potential causal effects of these practices on employee attitudes.

To achieve a multifaceted examination within a real-life organizational setting, a case study strategy focuses on EEP (Yin, 2018). This approach allows for in-depth exploration of the phenomenon within its specific context (Yin, 2018). Data collection methods encompass surveys and interviews, providing a rich and diverse range of insights into the research question (Creswell & Plano Clark, 2018). A cross-sectional design is employed, collecting data at a single point in time to capture a snapshot of the current situation within EEP (Sekaran & Bougie, 2016). Finally, a mixed-methods data analysis approach will be utilized to integrate and synthesize the quantitative and qualitative data, fostering a deeper understanding of the complex relationship between change management practices and employee attitudes (Creswell & Plano Clark, 2018).

This chapter delves further into the specifics of the research design, including the chosen research approach, the description of study variables, the selection of the study area and target population, the sampling techniques employed, and the data collection methods utilized.

3.1 Research Design

This study utilizes an explanatory research design to investigate the effect of change management practices on employee attitudes within Ethiopian Electric Power (EEP). This design is particularly suited for establishing causal relationships between variables (Sekaran & Bougie, 2016). In this context, the study aims to understand how specific change management practices implemented at EEP (independent variables) cause or influence employee attitudes towards change (dependent variables).

The explanatory design is further supplemented by incorporating descriptive elements. Descriptive research helps paint a detailed picture of the current state of change management practices at EEP and employee attitudes towards them (Sekaran & Bougie, 2016). This comprehensive approach allows for a deeper understanding of the existing landscape before examining the potential causal effects of these practices.

3.2 Research Approach

A mixed-methods approach is used in this paper, incorporating both quantitative and qualitative analyses (Creswell & Plano Clark, 2018). When examining complicated phenomena, such as how change management practices affect employee attitudes, this method is especially helpful (Creswell & Plano Clark, 2018). Adopted surveys will be used to gather statistical data for quantitative data, quantitative data analysis offers a comprehensive picture of employee viewpoints (Creswell & Plano Clark, 2018). On the other hand, qualitative analysis will be performed for interviews to record detailed personal perspectives and experiences (Creswell & Plano Clark, 2018). This mixed-methods approach seeks to obtain a more thorough knowledge of the underlying dynamics at work and how change management strategies affect employee attitudes at EEP by integrating both quantitative and qualitative data (Creswell & Plano Clark, 2018).

3.3 Description of Study Variables

Independent Variables (Change Management Practices)

Communication Strategies: This refers to the methods and processes used by the organization to convey information regarding the change process to employees. Effective communication strategies can include regular updates, transparent information sharing, and feedback mechanisms.

Employee Involvement: This variable measures the extent to which employees are engaged and participate in the change process. This can include their input in decision-making, involvement in planning, and opportunities to provide feedback.

Training and Development: This involves the programs and initiatives designed to enhance employees' skills and knowledge to adapt to the change. Effective training can reduce resistance and increase employees' competence in new processes or systems.

Leadership Behavior: This refers to the actions and attitudes of leaders within the organization towards the change. Leadership behavior can significantly influence employee attitudes and the overall success of the change implementation.

Mediating Variable (Employee Attitudes)

Readiness for Change: This captures the degree to which employees are mentally and emotionally prepared to embrace the change. It includes their belief in the necessity of change and their willingness to support it.

Commitment to Change: This measures the level of dedication and loyalty employees have towards the change process. Higher commitment often leads to greater effort and perseverance in the face of challenges.

Openness to Change: This variable assesses employees' openness to new ideas and flexibility in adapting to change. It reflects their willingness to try new approaches and abandon old habits.

Cynicism about Change: This refers to employees' skepticism and negative attitudes towards the change process. High levels of cynicism can be detrimental to the success of the change initiative, as it can lead to resistance and reduced morale.

Dependent Variable (Outcome)

Effectiveness of Change Implementation: This variable evaluates the overall success of the change process within the organization. It can be measured through various metrics such as achievement of change objectives, employee performance, productivity levels, and the smoothness of transition. The effectiveness is often judged by the extent to which the change has been integrated into the organization and has achieved the desired outcomes.

These variables will be analyzed to understand the relationships and impacts of change management practices on employee attitudes and the overall effectiveness of change implementation

3.4 Description of the Study Area and Target Population

The target population for this study is EEP employees working at its headquarters in Addis Ababa. This encompasses a broad spectrum of individuals from departments likely affected by recent changes. This includes Finance, Engineering, Customer Service, Transmission Sub Station Construction..etc are included. By focusing on departments likely impacted by recent changes, this study aims to gain a comprehensive understanding of how change management practices affect employee attitudes across different functions within the organization.

3.5 Sampling Technique/Methods and Sample Size

Purposive sampling was used to make sure the survey reached employees who could provide insightful feedback on change management practices (Thompson, 2020). Using this method, researchers can choose individuals who have characters or experiences that are pertinent to the research subject (Thompson, 2020). Here, the focus was on staff members who could offer in-depth details on their experiences with change projects and opinions of the adopted practices.

3.6 Sample Size

The sample size was determined using Taro Yamane's formula (Yamane, 1967) to approximately 316 respondents. This formula offers a suitable method for calculating sample sizes in research studies where the population size is known (Yamane, 1967).

The formula included the desired confidence level (based at 95% in this study) and the margin of error (based at 5%) to estimate a sample size that provides a statistically reliable representation of the population (Yamane, 1967).

Population Size (N): 1500 employees

Confidence Level and Margin of Error:

- **Confidence Level:** The researcher used the common choice of 95%. This means the researcher is 95% confident that the results from the sample will reflect the entire population of EEP employees.

- Margin of Error: the research used the common value of 5%. This allows for a +/- 5% deviation from the population value when estimating a characteristic based on the sample.

Taro Yamane's Formula:

$$n = \frac{N}{1+N(e^2)} w$$

Where:

- n = sample size
- N = population size
- e = margin of error

Calculation: $n = \frac{1500}{1+1500(0.05^2)}$, $n = \frac{1500}{1+1500(0.0025)}$, $n = \frac{1500}{1+3.75}$, $n = \frac{1500}{4.745} \approx 315.79$

Since we can't have a fraction of a person in the sample, it is rounded up to the nearest whole number.

Sample Size: Based on Taro Yamane's formula is approximately 316.

3.7 Data Collection – Source Types, Instruments

The data for this study were sourced primarily from employees of Ethiopian Electric Power (EEP) through both surveys and interviews. This study employed a mixed-methods approach (Creswell & Plano Clark, 2018) to investigate the impact of change management practices on employee attitudes at Ethiopian Electric Power (EEP). This approach, which integrates quantitative and qualitative data collection methods, was chosen because it allows for a more comprehensive understanding of complex phenomena (Creswell & Plano Clark, 2018). In this study, the quantitative survey qualitative interview served as the primary data collection method (Creswell & Plano Clark, 2018). A purposive sampling technique (Thompson, 2020) was employed to distribute the survey to EEP employees across various departments relevant to the research objectives on change management practices (Thompson, 2020). The survey instrument utilized a 5-point Likert scale (Likert, 1932) to measure both the independent and dependent variables. The Likert scale was chosen due to its effectiveness in capturing the intensity of respondents' attitudes towards various statements related to change management

practices (Likert, 1932). To gain deeper insights and triangulate the quantitative findings from the survey, the research also incorporated qualitative interviews with key personnel within EEP. Triangulation, as described by Jick (1979), involves using multiple data collection methods to validate and enrich the research findings. Qualitative interviews allowed for a more nuanced understanding of employee experiences and shed light on any unforeseen factors influencing their attitudes towards change management practices within EEP. This combined approach aimed to achieve a comprehensive understanding of employee perspectives on change management practices and their experiences with organizational transformations.

3.8 Data Collection Instrument

Through surveys and interviews, Ethiopian Electric Power (EEP) employees provided the primary data for this study. The survey were divided into three pieces and taken from earlier studies to fit the goals of the research. The purpose of the first portion was to compile general and demographic data about the respondents. The study of change management techniques was the main topic of the second portion. Questions about employees' attitudes of various change management techniques made up the third segment. Closed-ended questions made up the survey's format, and respondents' answers were scored on a Likert scale of 1 to 5, where 1 meant "Strongly Disagree" and 5 meant "Strongly Agree."

This standardized format provided easy responses from participants and allowed for efficient statistical analysis of the data (Saunders et al., 2003). This combination of quantitative and qualitative data collection methods ensured a comprehensive understanding of the impact of change management practices on employee attitudes within EEP.

3.9 Data Analysis

To fully understand the research subject the study employed a mixed method strategy, integrating quantitative and qualitative data analysis. The methodology encompasses the depth of experiences disclosed by interviews as well as the range of viewpoints from employees as reflected in surveys. Descriptive statistics are used in the data analysis method to give a clear image of the sample characteristics and employee attitudes, laying the groundwork for a fundamental comprehension of the key tendencies and variability in the data.

3.9.1 Quantitative Data Analysis

Version 29.0 of SPSS (Statistical Package for the Social Sciences) was used to examine the quantitative data that was gathered from the surveys. The actions that were followed to examine the data were descriptive statistics, to enumerate the demographic traits of participants and their answers to the survey questions, mean, standard deviation, and frequency distributions were computed. An overview of the broad patterns and trends in the data has been provided by this. To further support the descriptive data, correlation analyses were performed to evaluate the direction and degree of correlations between employee attitudes (dependent variable) and change management practices (independent variables), and Pearson correlation coefficients were generated. This made it easier to determine which change management practices were most closely linked to favorable or unfavorable employee sentiments. Additionally, regression analysis was followed to ascertain the effect of employee attitudes toward change management practice, and linear regression models were employed.

The following equation represents the linear regression model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where:

- The dependent variable's anticipated value (employee attitudes: openness to change, commitment to change, readiness for change, and cynicism about change) is represented by Y.

The intercept, or average value of Y when all independent variables are zero, is represented by β_0 .

The regression coefficients $\beta_1, \beta_2, \beta_3, \beta_4$ measure the average change in Y for a unit increase in the corresponding independent variable (keeping the other independent constant variables, which are Readiness for Change, Commitment to Change, Openness to Change, and Cynicism About Change).

- The independent variables (change management practices: communication strategy, employee involvement, training programs, and leadership behaviour) are represented by X1, X2, X3, and X4.

- e represents the error term (unexplained variance).

Analysis of Variance (ANOVA) and model summary was used to determine whether the regression models were significant. The purpose of this analysis was to ascertain whether

there is a statistically significant relationship between the independent and dependent variables.

3.9.2 Qualitative Data Analysis

Thematic analysis of the qualitative data obtained from the interviews allowed for a greater understanding of the individual experiences and opinions of the employees with relation to change management procedures (Braun & Clarke, 2006). The subsequent actions were performed. To find recurrent themes and patterns, interview transcripts were coded (Braun & Clarke, 2006). Text passages that addressed particular themes about change management and employee attitudes were labeled during the coding process. To gain a thorough grasp of how staff members view and react to change management procedures, the major themes that emerged throughout the coding process were examined. This approach offered a deeper, more complex understanding of the data and helped to interpret the quantitative findings.

3.9.3 Model Fitness Tests

Several model fitness tests were used to ascertain the regression models' validity and accuracy. To see the distribution of the residuals from the regression models, histograms were made. This aided in verifying the residuals show normality. The residuals were randomly distributed, as seen by the bell-shaped distribution of the histograms. Probability plots (PP) were also performed. In that plot, the residuals were normally distributed. The P-P plots showed points that were almost exactly on the diagonal line, indicating a normal distribution for the residuals. In addition, to further evaluate the residuals' normality, Quantile-Quantile (Q-Q) plots were used. The theoretical quantiles of normal distribution were compared against the observed quantiles of the residuals in the figures. The diagonal line is near the alignment of the points attested to the residuals' normalcy. Furthermore, to determine whether there was homoscedasticity (constant variance of the residuals), a scatter plot of the residuals against the anticipated values was created. The figure demonstrated a randomly distributed set of points with no obvious pattern, proving that the homoscedasticity assumption was satisfied. The study assured a thorough and robust investigation of the impact of change management strategies on employee attitudes at Ethiopian Electric Power (EEP) through utilizing these quantitative and qualitative analysis approaches.

3.10 Reliability and Validity Analysis

Before utilizing any data collection instrument, it's crucial to establish its validity and reliability (Hair et al., 2003). Validity refers to the instrument's ability to accurately measure

the intended concept. Reliability, on the other hand, focuses on the consistency of the instrument's measurements. In this study, both reliability and validity were assessed through the following procedures.

3.10.1 Reliability

A measurement tool's consistency and dependability are key components of research design (Bryman & Bell, 2003). Internal consistency is a crucial component of dependability for instruments evaluating a single underlying construct, such as the change management strategy and employee attitude in this study. The internal consistency can be measured with the widely used Cronbach's alpha coefficient (α). It evaluates how closely connected and reflective different items are of the same underlying construct inside an instrument (Field, 2005). When all of the items are "pulling in the same direction" and measuring the same notion consistently, Cronbach's alpha is high.

The internal consistency of several tests carried out with a sample size of 287 respondents representing 100% of the total cases was assessed, as indicated in the combined reliability table 1. The range of Cronbach's Alpha values, which indicate generally high reliability across all tests, was 0.797 to 0.930. High internal consistency was shown by Communication Strategy (CS), with an alpha of 0.914 for six items, and Training Programs (TD), with an alpha of 0.930 for five items. The four-item for Commitment to Change (CC) and Openness to Change (OP) scales demonstrated an alpha value of 0.925 and 0.903 respectively. With alpha values of 0.874 and 0.893, respectively, Employee Involvement (EI) and Readiness to Change (RC) demonstrated strong reliability for their respective sets of three and four questions.

Good reliability was demonstrated by the Cynicism about Change (CAC) with an alpha of 0.852 for three items. For two items, Leadership Behavior (LB) obtained an alpha score of 0.797, suggesting a satisfactory level of dependability. Overall, the test items show good internal consistency and dependability in these results.

Reliability Test	N	Cronbach's Alpha (α)	N of Items
CS	287	0.914	6
EI	287	0.874	3
TD	287	0.930	5
LB	287	0.797	2
RC	287	0.893	4
CC	287	0.925	4
OC	287	0.903	4
CAC	287	0.852	3

(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Table 1: Reliability Test

3.10.2 Validity

Ensuring the validity of the instrument used to measure employee perceptions of change management practices was crucial. To achieve this, the research drew upon various relevant studies and adopted survey questionnaires on change management (e.g., Kotter's 8 Steps, Lewin's Model, Prosci's ADKAR). The survey itself was designed to reflect the key stages of these models (creating a vision, communication, employee empowerment, etc.). A critical review by a research advisor assessed the instrument's alignment with these established models. This comprehensive approach, combining established models with a rigorous development process, aimed to create a valid tool for capturing employee perspectives on the organization's change management practice.

3.11 Ethical Consideration

Ethics in research pertains to the appropriateness of the researcher's behavior with regard to the rights of the subjects or participants in the study. In this study, general guidelines for research ethics were followed to ensure voluntary participation and that the goal of the study was communicated to every participant beforehand, with the information remaining confidential. Efforts were taken to make the survey questionnaire clear and succinct, best suited to the context of the sector (Saunders et al., 2009).

CHAPTER FOUR: DATA PRESENTATION, RESULTS, AND ANALYSIS

This chapter presents results and discussions of data collected from Ethiopian Electric Power (EEP). The findings were analyzed and presented in the form of frequency tables, cross-tabulations, correlation, and regression analysis. The analysis and interpretation of data were guided by the research objectives from which a recommendation based on the findings has been made. In this section, a detailed descriptive analysis of the data collected from Ethiopian Electric Power (EEP) employees are presented. Analysis of percentages, means, and standard deviations are shown for all variables. The descriptive data also shows the demographic characteristics of the respondents and their perceptions regarding various aspects of change management practices at EEP. The analysis variables shows communication strategies, employee involvement, training and development, and leadership behaviors, and their effect on employee attitudes towards change in the context of readiness for change, commitment to change, openness to change, and cynicism about change.

4.1 RESPONSE RATE

The study used a combination of survey questionnaires and interviews targeting Ethiopian Electric Power (EEP) employees in Addis Ababa Head Office. Surveys were administered to 316 participants at the EEP office located in Addis out of which only 287 of them completed and returned the questionnaires. The response rate for the study was 91%, which conforms to Garg & Kothari's (2014) assertion that a response rate greater than 70% is considered very good.

4.2 DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENT

The below table presents the demographic profile of the respondents. The detailed explanations are presented below the table for each category.

Sex	FQ	%	Age	FQ	%	Tenure	FQ	%
Male	158	55.10%	18-25 Years	43	15.00%	Less than 1 Year	34	11.80%
Female	129	44.90%	26-35 Years	93	32.40%	1-4 Years	57	19.90%
Total	287	100%	36-45 Years	70	24.40%	5-8 Years	58	20.20%
			46-55 Years	52	18.10%	9-12 Years	65	22.60%
			More than 55 Years	29	10.10%	More than 12 Years	73	25.40%
			Total	287	100%	Total	287	100%

(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Table 2: Participants' Demographic Profile

4.2.1 SEX

The distribution of male (55.1%) and female (44.9%) respondents indicate composed gender representation. Studies suggests that gender influences the perceptions of change management practices and attitudes toward organizational change. For instance, females emphasize the importance of communication and support during change initiatives more than male counterparts (Eagly & Carli, 2003). This balance in gender indicates diverse perspectives on the change management practices at EEP influencing overall employee attitudes towards change.

4.2.2 AGE

The majority of respondents are aged 26-35 years (32.4%), followed by those in the 36-45 age group (24.4%). Younger employees (18-25 years) account for 15% of the participants, while older employees (46-55 years) make up 18.1%, and those over 55 years make up 10.1%. Age plays a role in attitudes towards change. For example, younger employees are generally more receptive to change and willing to embrace new technologies and processes

(Morris & Venkatesh, 2000). In contrast, older employees tend to show more resistance due to established work habits and possible concerns about job security.

4.2.3 TENURE AT EEP

The length of time participants have worked at EEP varies, the largest group has over 12 years of service (25.4%), followed by those who have worked there for 9–12 years (22.6%). Workers with a tenure of 5-8 years and 1-4 years make up 20.2% and 19.9% of the total respectively, while those with a tenure of less than a year make up 11.8%. Due to comfort with the status quo and fear of the unknown, longer employment times have been linked to higher levels of resistance to change (Cummings & Worley, 2009). However, new hires could be more flexible and excited about change initiatives because they view them as chances for personal and professional advancement.

The diverse tenure distribution at EEP suggests that although a sizeable percentage of long-serving employees may be resistant to change, a sizeable percentage of more recent hires have the potential to greatly drive and support change initiatives (Cummings & Worley, 2009).

In conclusion, the demographics of EEP employees provide a diverse perspective on the workforce. These groups have a big impact on how employees feel about change and how change management practices are implemented. Understanding these dynamics can assist in modifying change management tactics to specifically address the requirements and worries of various demographic groups, hence increasing the efficacy of change initiatives. One way to handle gender-specific concerns and leverage the adaptability of younger employees to promote change is to emphasize clear communication and assistance. Similarly, involving long-tenured staff members in the transition process can lessen opposition and create a more welcoming and encouraging environment for change.

4.3 DESCRIPTIVE RESULT ANALYSIS OF THE VARIABLES

With an emphasis on descriptive statistics, this part provides a thorough analysis of the major study variables. Using descriptive analysis, EEP employees' attitude of different change management practices and attitudes toward organizational change are thoroughly outlined.

1. Communication Strategy: Assess how well change initiatives are communicated, as well as their efficacy and clarity.
2. Employee Involvement – Measure how much employees feel considered and participated in the process of change.

3. Training and Development - Examining the suitability and accessibility of training programs to equip staff members for change initiatives.
4. Leadership Behaviors: Examine how leadership behaviors affect employees' opinions and cynicism about change.
5. Readiness for Change - Assessing how ready and willing staff members are to participate in and support organizational change activities. This includes their understanding of the necessity of change, their level of trust in the process of change, and their general preparedness to accept the changes.
6. Commitment to Change - Evaluate how committed and emotionally invested staff members are in the change projects. This entails assessing their commitment to the organization during the transition, their conviction in the change's advantages, and their desire to help make it successful.
7. Openness to Change - Assess how willing staff members are to adjust to new roles, procedures, or technological advancements brought about by change initiatives. It includes their openness to picking up new abilities, their adaptability to changing work practices, and their general optimism about change.
8. Cynicism about Change – assess how skeptical and unfavorable employees are of change initiatives. This entails evaluating their level of faith in the organization's capacity to carry out change successfully, their conviction that the leadership genuinely wants to bring about change, and their general skeptical views that might impede the change process.

The study looks at certain statements and their answers, giving information about the percentage distributions, mean scores, and standard deviations. This analysis aids in comprehending the general attitude of the workforce toward EEP's change management procedures. It also highlights possible opportunities for improvement by pointing out places where there might be notable gaps.

4.3.1 COMMUNICATION STRATEGY AND READINESS FOR CHANGE

Statement	SDA %	D %	N %	A %	SA %	M	SD
Part 1: Change Management Practice							
Communication Strategy (CS)-Independent Variable-1							
I have opportunities to provide feedback and suggestions during the change process.	24	19.2	26.8	24.7	5.2	2.68	1.23
I am clearly informed about the reasons for and goals of organizational changes.	19.9	24.7	23	28.2	4.2	2.72	1.191
The communication regarding changes is timely and frequent.	22.6	27.5	27.9	18.8	3.1	2.52	1.128
Information about changes is communicated through multiple channels (e.g., email, town halls, meetings).	19.9	23.7	23.7	25.4	7	2.77	1.244
I find the information provided about organizational changes to be clear and easy to understand.	22.3	24	24	25.4	4.2	2.65	1.199
Leadership is transparent and open about the challenges and opportunities associated with change.	18.1	29.3	28.9	17.8	5.9	2.64	1.144
Part 2: Employee Attitudes Towards Change							
Readiness for Change (RC)-Dependent Variable-1							
Statement	SDA %	D %	N %	A %	SA %	M	SD
I feel safe to express my concerns about the changes to my manager without fear of reprisal.	20.2	19.9	26.5	25.4	8	2.81	1.246
I believe my ideas and suggestions regarding the change will be heard and considered.	20.2	23	26.8	25.4	4.5	2.71	1.181
The reasons for the current organizational changes are very clear and understandable.	21.3	24	28.2	23.7	2.8	2.63	1.142
I am informed about the progress and goals of the changes.	22.6	24.4	25.4	23	4.5	2.62	1.193

(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Table 3: Descriptive Statistics Result For Communication Strategy And Readiness For Change

There is a relationship between employee readiness for change at EEP and communication strategy as indicated by the descriptive statistics data in Table 3. With mean scores ranging from 2.52 to 2.77, employee evaluations of communication strategies were neutral to somewhat negative, indicating a room for improvement, especially in the areas of timeliness and clarity of communication. For instance, the mean score for communicating frequently and on time was 2.52, and the mean score for communicating over several channels was 2.77. As evidenced by the result only 19.9% of employees believe they were adequately informed on the reasons for and goals of organizational changes, this lack of clarity can cause uncertainty and make it more difficult for employees to prepare for change.

Study by Kotter (1996) & Armenakis et al., (1993). suggest that building trust and lowering change-related anxiety need timely, clear, and regular communication. On the other hand, the study discovered a disconnect between staff readiness for change and the efficiency with which changes were conveyed. This is consistent with research by Schweiker & Leung (2018), which shown that regular and transparent communication encourages employees to have positive views regarding change and feel prepared. EEP should improve its communication strategy in order to close the communication gap and foster a more welcoming atmosphere for change. This entails giving workers prompt updates, clear explanations of the changes, and chances to offer suggestions and pose inquiries at any point during the change process which, according to respondents only 24 % believed they had.

According to the interview data from the leadership team, which offers more details on the strategies and difficulties with communication at EEP. The information gathered from the interviews indicates that EEP uses a variety of communication methods, such as seminars, digital displays, meetings, direct mail, posters, brochures, newsletters, and websites, to alert staff members about incoming changes however there is still a noticeable discrepancy between employee attitude and the intended communication, even with this thorough effort.

The findings also provide a complex picture of employee attitudes with respect to their readiness for change. The average score of 2.71 indicates a neutral to somewhat negative attitude, with a standard deviation of 1.181% shows that a significant percentage of employees reported both good and bad experiences. This highlights the need for improvement, particularly with regard to communication strategies.

Certain areas for improvement are highlighted by the data about employee readiness for

change. For example, just 20.2% of workers felt comfortable approaching their managers with concerns about the changes, and only 20.2% thought that their opinions and recommendations about the change would be taken into account.

These data points show a discrepancy between employee attitudes and EEP's communication aims. As Kotter (1996) pointed out, this misalignment can result in low morale and resistance to change initiatives. Many research persistently emphasizes the pivotal function of lucid communication in cultivating employee preparedness for change and, eventually, the triumph of change campaigns. For employees to support change, Kotter (1996) highlights the need of timely, clear, and consistent information in reducing uncertainty and fostering trust. More emphasis is placed on the role that good communication techniques play in influencing employees' readiness for change (Armenakis et al.,1993). Furthermore, Schweiker & Leung (2018) show that regular and transparent communication promotes favorable sentiments among staff members regarding change projects.

4.3.2 EMPLOYEE INVOLVEMENT AND COMMITMENT TO CHANGE

Part 1: Change Management Practice							
Employee Involvement (EI)- Independent Variable-2							
Statement	SDA %	D %	N %	A %	SA %	M	SD
My input is valued and considered when making decisions about changes.	21.6	19.5	30.7	20.9	7.3	2.73	1.222
I feel empowered to contribute to the success of the change initiative.	18.8	25.4	23.7	26.1	5.9	2.75	1.203
My suggestions and concerns regarding the changes are valued and considered by management.	21.6	23	28.9	22	4.5	2.65	1.173
Part 2: Employee Attitudes Towards Change							
Commitment to Change (CC)-Dependent Variable-2							
Statement	SDA %	D %	N %	A %	SA %	M	SD
I believe the current changes are in line with the overall values and mission of EEP.	20.2	19.9	31.4	22.6	5.9	2.74	1.187
I am motivated to contribute to the success of the changes because they will ultimately benefit EEP and its customers.	17.4	14.6	23.3	35.2	9.4	3.05	1.255
I believe the current changes will be beneficial for EEP in terms of achieving its goals.	22	12.2	28.2	29.3	8.4	2.9	1.274
I think the changes will ultimately improve my own work experience.	19.9	14.6	27.9	28.9	8.7	2.92	1.256

(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Table 4: Descriptive Statistics Result For Employee Involvement And Commitment To Change

The study shows a discrepancy between the goal of leadership to involve employees and employee views of real involvement based on the descriptive statistics data in Table 4. Despite the fact that leadership values employee involvement as stated in the interview, only 28.2% of workers said their input is valued and considered when making decisions about changes. This is consistent with studies conducted by Rafferty et al. (2013), who highlight the value of perceived involvement in encouraging staff's commitment to change projects. Based on the interview data, the typical process followed at EEP when implementing organizational changes includes preparation, development of change plans, implementation, and measurement and continuous improvement. Although the process looks structured, the descriptive data indicates that employee involvement may not always result from these efforts, as only just 28.2% of employees believe their input is valued. This discrepancy highlights the necessity for more inclusive methods for involving employees when implementing change.

EEP's dual-model philosophy in change management incorporates both Kotter's 8-Step Change Model and the ADKAR model, emphasizing the importance of both operational and people aspects of change. However, the descriptive data indicates a gap between leadership's intent and employee perceptions of involvement, suggesting that the practical application of these models needs refinement to better include employee input and increase commitment to change.

On the other hand, employees indicated concerns and negative attitudes about how the changes relate to EEP's goal and values with a mean score of 2.74 and 2.9. This inconsistency is in line with research conducted by Meyer & Allen (1991), which highlights the significance of value alignment for employee commitment. Employee resistance to change and decreased commitment to the new way of working can occur when employees feel left out of change initiatives and when there is value misalignment. Employee involvement is a key component of EEP's change management strategy, according to leadership interviews. Active participation is encouraged among staff members through committees and change agent networks. Employee opinions and suggestions are gathered through a variety of channels, including meetings, seminars, and emails. The descriptive data, however, reveals a large discrepancy between intended and perceived engagement, with only 28.2% of employees feeling that their feedback is taken into consideration.

Increasing the opportunity for engagement is one important strategy. Employees can provide their knowledge and ideas by joining task forces or project teams (Lawler, 1992; Beckhard & Pritchard, 1988). They feel more invested in the change initiative's success as a result of feeling like they have control over the changes. This is supported by research by Rafferty et al. (2013), which emphasizes the importance of perceived engagement for employee commitment.

Transparent communication of the principles and objectives driving the change is another tactic. Employees are more likely to grasp the wider picture and have a sense of connection to the organization's objectives when they comprehend the reasoning behind the changes and how they fit with EEP's mission (Meyer & Allen, 1991). Instead of giving the impression that changes are being forced from above, this transparency strengthens employee commitment and fosters trust.

By putting these strategies into reality, EEP can build a more committed staff for change and go beyond just good intentions. This is consistent with the larger body of research on change management (Armenakis et al., 1993; Kotter, 1996), which highlights the importance of employee engagement and involvement in effective organizational transitions. In the end, a more knowledgeable and engaged workforce is more likely to welcome change and support its success.

4.3.3 TRAINING & DEVELOPMENT AND OPENNESS TO CHANGE

Part 1: Change Management Practice							
Training and Development (TD)-Independent Variable-3							
Statement	SDA %	D %	N %	A %	SA %	M	SD
Training and development opportunities are provided to help me adapt to the changes being implemented.	20.6	20.6	20.6	27.2	11.1	2.88	1.318
The training programs offered adequately prepare me for the skills required under the new procedures.	21.6	23.3	22.6	26.5	5.9	2.72	1.235
The training provided is relevant and equips me with the necessary skills to navigate the change.	23	21.3	23.3	26.1	6.3	2.71	1.252
I feel confident in my ability to perform my job effectively after completing the change-related training.	19.9	16.4	23.7	30	10.1	2.94	1.29
Additional training opportunities would be helpful in adapting to the changes.	18.5	15.3	16.4	27.5	22.3	3.2	1.424
Part 2: Employee Attitudes Towards Change							
Openness to Change (OC)- Dependent Variable 3							
Statement	SDA %	D %	N %	A %	SA %	M	SD
I am eager to learn the new skills and procedures required under the changes.	18.5	14.6	15.7	33.1	18.1	3.18	1.384
I am confident in my ability to adapt to the new work environment resulting from the changes.	18.1	11.1	22.3	30	18.5	3.2	1.358
I feel worried about the current organizational changes.	22	20.9	31	19.5	6.6	2.68	1.204
I am confident in my ability to adapt to the new ways of working.	17.8	15	19.2	31.7	16.4	3.14	1.349

(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Table 5: Descriptive Result Statistics For Training & Development And Openness To Change

The study finds that there is a need to close the gap between employee needs and available training programs, as indicated by the descriptive statistics data presented in Table 5. The desire for more relevant and customized programs exposes a huge gap. Only 32 employees find the training sufficient for the adequacy of a training program in preparation for new procedures. Burke & Longenecker's (2004) emphasis on training that is deemed valuable and relevant is in line with this (Burke & Longenecker, 2004) however the majority either feel negative or neutral which shows a room for improvement. A mean score of 2.94 indicates a favorable effect on work performance confidence following training, indicating effectiveness and highlighting the significance of well-designed training programs (Denison et al., 2000). EEP interview data from leadership supports this finding. Employees emphasized the value of customized training programs that specifically target the skills required for new procedures and technology. A lot of the work force expressed in some occasions that they would prefer more realistic, hands-on training to feel more prepared and secure in their positions. While there is optimism about adjusting as evidenced by a mean score of 3.20 for confidence in adapting to new work environments and a readiness to learn new skills 33.1% of employees are keen to learn new procedures while some reservations still exist. As an illustration, over 42% of workers voiced worries regarding the recent organizational changes that shows negative attitudes. This aligns with Kotter's (1996) emphasis on addressing anxieties during change initiatives (Kotter, 1996).

Interview responses further elaborate on these concerns. Employees voiced worries about the pace of change and the adequacy of support during transitions. Some employees felt that while they were generally open to learning new skills, the pressure to adapt quickly without sufficient support led to anxiety and uncertainty. EEP can address the identified gaps in employee openness to change and training programs to foster a more flexible workforce and enable effective change initiatives. There are three ways to go about doing this: Firstly, by improving the relevance of training. This entails creating initiatives that specifically address employee requirements and the acquisition of new skills as determined by surveys and leadership interviews. The second is encouraging a culture of lifelong learning by providing chances for continual training. Workshops, internet resources, and even internal knowledge-sharing programs may fall under this category. Lastly, by proactively resolving change-related concerns raised by staff members and outlining the importance of training. This is in line with Burke & Longenecker's (2004) focus on training that is valued and creates a more accommodating learning environment. By implementing these practices, EEP can equip

employees with the necessary skills for change and create a workforce that embraces new ways of working.

4.3.4 LEADERSHIP BEHAVIOR AND CYNICISM ABOUT CHANGE

Part 1: Change Management Practice							
Leadership Behaviors(LB)- Independent Variable-4							
Statement	SDA %	D %	N %	A %	SA %	M	SD
Leadership actively communicates updates and addresses concerns regarding change.	35.5	24.4	24.7	12.9	2.4	2.22	1.137
Leadership actively champions the change and motivates employees to embrace it.	39.7	23.7	23	11.8	1.7	2.12	1.117
Part 2: Employee Attitudes Towards Change							
Cynicism About Change(CAC)- Dependent Variable-4							
Statement	SDA %	D %	N %	A %	SA %	M	SD
In the past organizational changes at EEP have been poorly planned and implemented.	35.5	26.5	26.1	7.7	4.2	2.18	1.127
I trust that leadership at EEP is genuinely committed to making these changes successful.	36.6	27.5	25.8	9.8	0.3	2.2	1.02
I believe management is transparent about the potential challenges associated with the changes.	34.1	28.2	18.1	17.1	2.4	2.17	1.168

(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Table 6: Descriptive Statistics Result For Leadership Behaviour And Cynicism About Change

Table 6's descriptive statistics data shows that there is a mismatch between the aims of the leadership and the views of the workforce on change management. Employees' low scores for promoting change (mean of 2.12) and leadership communication (mean of 2.22) indicate a

disconnect between the goals of leadership and how workers perceive it. According to Kotter (1996), who highlights the significance of effective communication to avoid cynicism, this misalignment feeds pessimism about change.

Interview data from EEP confirms these findings. Employees expressed that while leaders emphasized the importance of transparency and open communication during change initiatives, the actual experience of many employees was quite different. Employees felt that the communication they received was often inconsistent and lacked clarity.

Employee comments about previous and ongoing changes present an image of cynicism. This feeling is influenced by the sense of ill-planned changes (mean score of 2.18) and low faith in the commitment of the leadership (mean of 2.20). Doubt is further fueled by a lack of clarity regarding prospective obstacles (mean of 2.17). Leadership interviews recognize these problems and stress how important it is to have better lines of communication and transparency.

Enhancing leadership behaviors is one area where EEP can concentrate on building trust and addressing employee cynicism. Studies repeatedly show how important it is for leaders to communicate effectively in order to decrease uncertainty and foster trust when implementing change (Kotter, 1996). The leadership of EEP may encourage transparency and lessen the fears that lead to cynicism by actively sharing updates, plans, and the reasoning behind changes. Leadership interviewees emphasized that to reassure staff members of their commitment, leaders must be more visible and actively participating in the change process. Furthermore, it is imperative to take proactive measures to address employee concerns and enthusiastically advocate for change (Armenakis et al., 1993). Employee buy-in and value perception can be increased when leaders openly support the change and its advantages. This is corroborated by the interview data, which shows that when workers witness leaders actively assisting and engaging in the change process, they react favourably.

Additionally, putting open communication and collaboration at the forefront of leadership can be demonstrated by establishing methods for regular feedback and promoting transparency about potential difficulties. Through EEP's alignment of leadership techniques with these principles, it will be possible to close the existing trust gap, create a more positive and encouraging atmosphere, and ultimately promote the successful implementation of organizational change.

4.3.5 OVERALL PERCEPTION

Overall Perception							
Statement	SI %	I %	N %	E %	SE %	M	SD
Overall, how effective do you believe the current change management practices are at EEP?	15.3	22.3	25.8	27.5	9.1	2.93	1.214

(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Table 7: Descriptive Statistics Result For Overall Perception

The descriptive statistics data shown in Table 9 of the study paints a varied picture of the attitudes of employees toward the overall effectiveness of change management practices within EEP. The standard deviation of 1.214 indicates that a considerable proportion of employees have both positive and negative attitudes, despite the average score (mean of 2.93) suggesting a neutral to slightly negative view. Notably, over 37% believe that practices are highly ineffective, indicating areas that need to be improved. This is consistent with the findings of Kotter (1996) and Armenakis et al. (1993), who highlight the importance of strong leadership, employee involvement, and effective communication in facilitating successful change. These results are supported by leadership interviews, which also note that there is a need to enhance employee involvement, communication, training, and leadership involvement.

EEP may foster a more positive impression of change management and build a more supportive atmosphere for future change efforts by giving priority to a few important areas. To eliminate uncertainty, this entails putting clear communication strategies into practice, such as discussing updates, plans, and the reasoning behind changes on a frequent basis (Kotter, 1996). Moreover, a sense of ownership and buy-in can be developed among staff members by having them participate and be involved in task forces or project teams (Armenakis et al., 1993). Providing thorough training programs that target employee requirements and new abilities can help employees become more confident as they adjust to change. Lastly, putting an emphasis on openness regarding difficulties and passionately advocating for change can show leadership commitment and lessen cynicism (Kotter, 1996). By concentrating on these procedures and coordinating them with industry standards EEP can bridge the gap between current employee perceptions and successful change implementation.

4.4. INFERENCE STATISTICS FOR THE EFFECT OF CHANGE MANAGEMENT PRACTICES ON EMPLOYEE ATTITUDES

4.4.1 CORRELATION ANALYSIS

Correlations									
		CS	EI	TD	LB	RC	CC	OC	CAC
CS	Pearson Correlation	1	.843**	.786**	.133*	.787**	.790**	.686**	0.074
	Sig. (2-tailed)		<.001	<.001	0.024	<.001	<.001	<.001	0.212
	N	287	287	287	287	287	287	287	287
EI	Pearson Correlation	.843**	1	.766**	.132*	.776**	.747**	.649**	0.109
	Sig. (2-tailed)	<.001		<.001	0.025	<.001	<.001	<.001	0.064
	N	287	287	287	287	287	287	287	287
TD	Pearson Correlation	.786**	.766**	1	.208**	.747**	.789**	.742**	.142*
	Sig. (2-tailed)	<.001	<.001		<.001	<.001	<.001	<.001	0.016
	N	287	287	287	287	287	287	287	287
LB	Pearson Correlation	.133*	.132*	.208**	1	.200**	.158**	.183**	.770**
	Sig. (2-tailed)	0.024	0.025	<.001		<.001	0.007	0.002	<.001
	N	287	287	287	287	287	287	287	287
RC	Pearson Correlation	.787**	.776**	.747**	.200**	1	.801**	.719**	.226**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001		<.001	<.001	<.001
	N	287	287	287	287	287	287	287	287
CC	Pearson Correlation	.790**	.747**	.789**	.158**	.801**	1	.800**	.129*

	Sig. (2-tailed)	<.001	<.001	<.001	0.007	<.001		<.001	0.029
	N	287	287	287	287	287	287	287	287
OC	Pearson Correlation	.686**	.649**	.742**	.183**	.719**	.800**	1	.138*
	Sig. (2-tailed)	<.001	<.001	<.001	0.002	<.001	<.001		0.019
	N	287	287	287	287	287	287	287	287
CAC	Pearson Correlation	0.074	0.109	.142*	-.770**	.226**	.129*	.138*	1
	Sig. (2-tailed)	0.212	0.064	0.016	<.001	<.001	0.029	0.019	
	N	287	287	287	287	287	287	287	287

(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Table 8: Correlation Analysis

One essential approach for examining potential relationships is correlation analysis. Essentially, correlation analysis aids in measuring the degree of relationship between two variables in this study, change management practice and employee attitudes. This relationship is represented by the correlation coefficient (r). Its values vary from -1 to +1, where 0 denotes no relationship. Values between 0 and +1, or positive correlations, indicate that when one variable rises, the other also tends to rise. On the other hand, negative correlations (numbers ranging from 0 to -1) signify a relationship between a rise in one measure and a fall in another.

According to Field's (2005) recommendations, the correlation coefficient's strength can be understood as follows:

- 0.1 - 0.29: Weak Relationship
- 0.3 - 0.49: Moderate Relationship
- Above 0.5: Strong Relationship

Bivariate correlation analysis was used in the study to investigate the associations between various change management practices (independent variables) and employee attitudes

(dependent variable). The intensity and direction (positive or negative) of these associations are shown in the correlation matrix that is displayed Table 8.

By analyzing the correlation matrix, we can gain insights into how specific change management practices influence employee attitudes. Positive correlations between specific practices and employee attitudes would suggest that those practices are linked to more positive employee sentiment. Conversely, negative correlations might indicate practices that are associated with less favorable employee attitudes.

The correlations among change management practices (CS, EI, TD, LB) and employee attitudes (RC, CC, OC, CAC) at Ethiopian Electric Power (EEP) provide insightful relationships. These correlations are interpreted below:

1. Communication Strategies (CS):

Readiness for Change (RC): There is a strong positive correlation between CS and RC ($r = .787, p < .001$). This indicates that effective communication strategies significantly enhance employees' readiness for change. Consistent with Kotter's (1996) assertion, clear and frequent communication reduces uncertainty and fosters a supportive environment for change. Armenakis, Harris, and Mossholder (1993) also emphasize the role of communication in preparing employees for change, stating that transparent communication helps in building trust and reducing resistance.

2. Employee Involvement (EI)

Commitment to Change (CC): There is a strong positive correlation between EI and CC ($r = .747, p < .001$), reinforcing that employee involvement fosters a sense of ownership and commitment to change. Rafferty, Jimmieson, and Armenakis (2013) highlight that involving employees in the change process increases their commitment by making them feel valued and heard. Additionally, Lawler (1992) and Beckhard and Pritchard (1988) emphasize that employee participation in decision-making processes significantly enhances their commitment to organizational change.

3. Training and Development (TD)

Openness to Change (OC): TD has a significant positive correlation with OC ($r = .742, p < .001$), indicating that adequate training promotes openness to change. Denison, Hart, and Kahn (2000) found that well-designed training programs increase employees' confidence and readiness to embrace new procedures and technologies. Burke and Longenecker (2004) also

suggest that training that is perceived as relevant and valuable by employees encourages a more positive attitude towards change and reduces resistance.

4. Leadership Behavior (LB)

Cynicism about Change (CAC): There is a strong negative correlation between Leadership Behavior (LB) and Cynicism about Change (CAC) ($r = -0.770, p < .001$). This suggests that effective leadership behaviors significantly reduce cynicism. This finding aligns with the interviews where employees expressed that consistent and transparent leadership support decreases their cynicism about organizational changes.

According to Kotter (1996), clear and consistent leadership is crucial for reducing resistance to change and fostering a supportive environment. Furthermore, Armenakis et al. (1993) emphasize that transformational leadership behaviors, which include providing support and communicating a clear vision, can effectively mitigate employee cynicism. Cameron and Quinn (2011) also highlight that strong leadership that emphasizes transparency and employee involvement is essential in cultivating a positive organizational culture, which in turn reduces cynicism and resistance to change. These studies collectively support the negative correlation observed between leadership behavior and cynicism about change.

In summary, the correlations indicate that effective communication strategies, employee involvement, and targeted training and development programs are crucial for enhancing employee readiness, commitment, and openness to change at EEP. Additionally, improving leadership behaviors, particularly in terms of transparency and support, can help reduce cynicism and build trust during organizational change initiatives.

4.4.2 REGRESSION ANALYSIS

The measures of the linear regressions analysis were coded, entered, and computed using the Statistical Package for Social Sciences (SPSS V 29.0) to investigate how particular change management techniques practices like Communication Strategies (CS), Employee Involvement (EI), Training and Development (TD), and Leadership Behavior (LB) affect employee attitudes. The independent variables in the model were:

- X1: Communication Strategy (such as Feedback Opportunities, etc.)
- X2: Employee Involvement (the degree to which staff members actively participate in the creation and execution of change, for example)

- X3: Training and Development (such as having access to tools and programs that give staff members the skills they need to adapt)
- X4: Leadership Behaviors (e.g., leaders' overt support for change and their actions as examples of desired change behaviors)

In the model, the dependent variable was:

- Y: Attitudes of the Employees (e.g., readiness to change, commitment to change, openness for change and cynicism about change,)

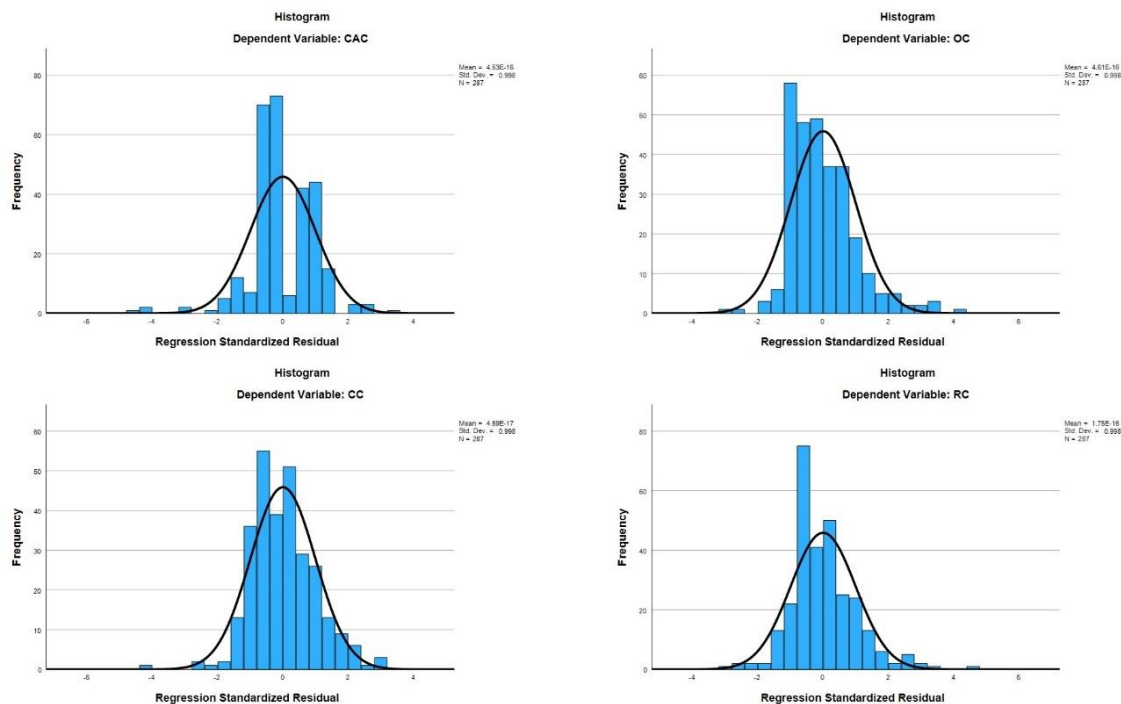
The following formula represents the standard linear regression model:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$ $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$. The predicted value of the dependent variable is denoted by Y in this equation, the intercept is represented by β_0 (the average value of Y when all independent variables are zero), the regression coefficients are denoted by β_1 to β_4 (which quantify the average change in Y for a one-unit increase in the corresponding independent variable, holding all other independent variables constant), and the error term (unexplained variance) is represented by e . The regression analysis demonstrated a strong correlation between different change management techniques and employee attitudes toward change, as determined by the formula above. The coefficient data sheds light on how different employee attitudes within EEP are affected by change management approaches.

4.4.3 MODEL FITNESS TEST

4.4.3.1 HISTOGRAM

The histogram depicted illustrates the distribution of the standardized residuals for the dependent variables, RC, CC, OC, and CAC. The visual representation indicates that the residuals approximate a normal distribution, as evidenced by the bell-shaped curve overlaying the histogram bars. This adherence to normality is crucial for validating the assumptions underlying linear regression models, specifically that the residuals should be normally distributed. According to Field (2013), normally distributed residuals ensure the reliability of the statistical inferences drawn from the regression analysis. In the context of this research, this suggests that the impact of change management practices on employee attitudes toward organizational change can be interpreted with confidence, as the residuals meet the assumption of normality. This finding aligns with previous literature, which emphasizes the importance of normal residual distribution in validating regression models (Osborne & Waters, 2002).

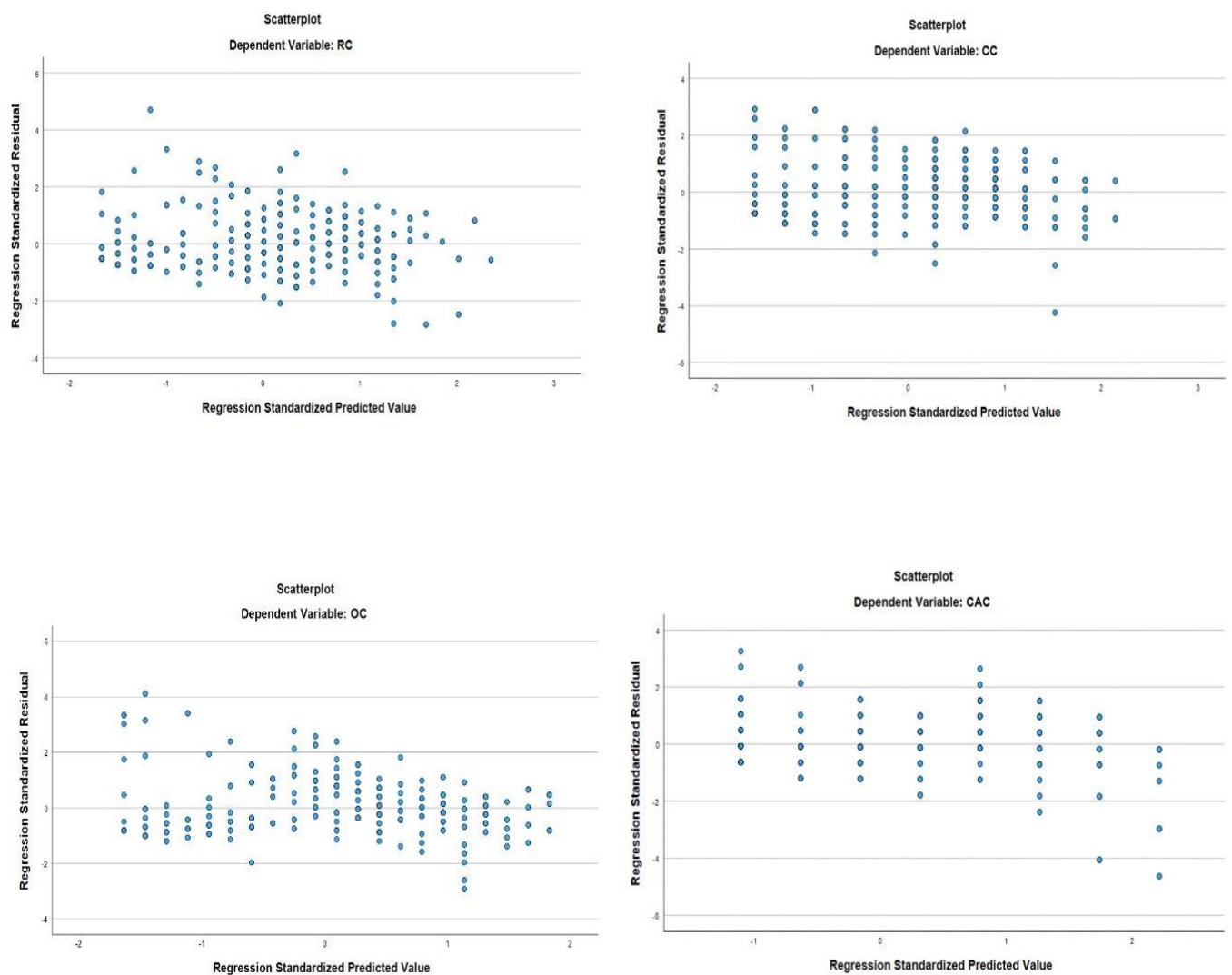


(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Figure 2: Histograms

4.4.3.2 HOMOSCEDASTICITY TEST

Scatterplots were used to assess homoscedasticity, the assumption of constant variance of residuals, for Readiness for Change (RC), Commitment to Change (CC), Openness to Change (OC), and Cynicism about Change (CAC). In all four scatterplots, the residuals are randomly dispersed around the horizontal axis (predicted values). This absence of any systematic patterns suggests homoscedasticity (Field, 2013). This finding strengthens the validity of the linear regression models applied to these variables, as homoscedasticity is a key assumption for reliable results.

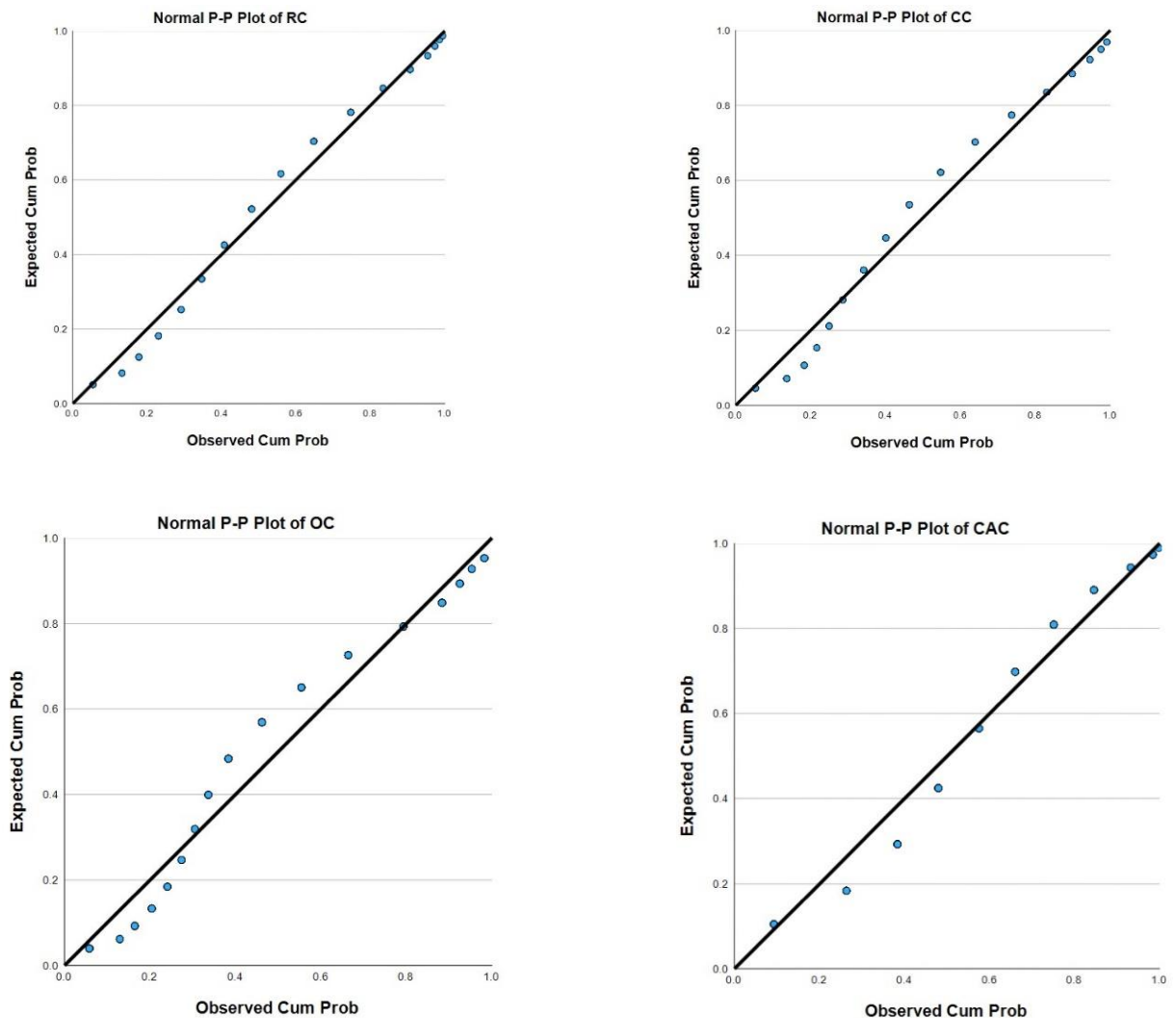


(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Figure 3: Homoscedasticity Test

4.4.3.3 PROBABILITY-PROBABILITY (P-P) PLOT TEST

P-P plots (probability-probability plots) were used to assess the normality of data for Readiness for Change (RC), Commitment to Change (CC), Openness to Change (OC), and Cynicism about Change (CAC). These plots compare the observed cumulative probabilities of the data with those expected under a normal distribution. In all four plots (RC, CC, OC, and CAC), the data points closely follow the diagonal line, indicating an approximately normal distribution for each variable. While minor deviations exist, they are not significant, suggesting a reasonable assumption of normality for statistical analyses (Field, 2013).

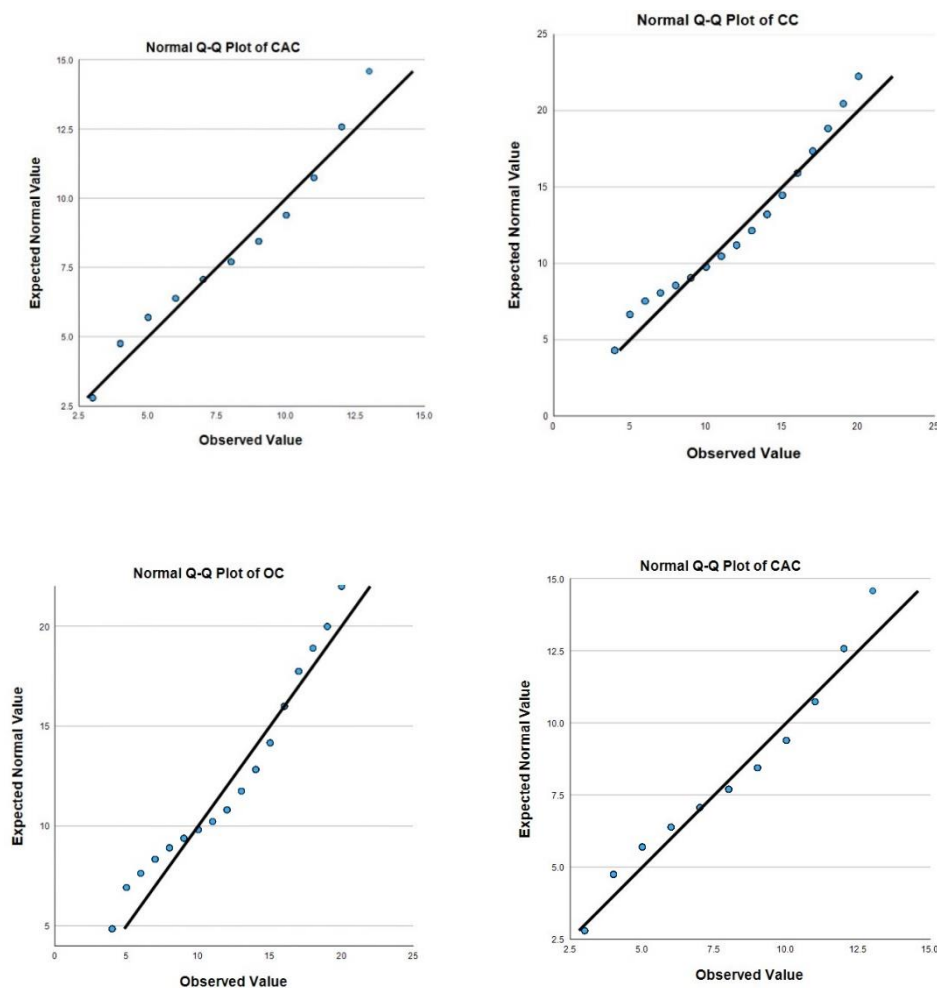


(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Figure 4: P-P Plot

4.4.3.4 QUANTILE-QUANTILE (Q-Q) PLOT

Normal Q-Q (Quantile-Quantile) plots were utilized to assess whether data for Readiness for Change (RC), Commitment to Change (CC), Openness to Change (OC), and Cynicism about Change (CAC) follow a normal distribution. Normality is a critical assumption for many statistical tests used to analyze relationships between variables (Field, 2013). Overall, the Q-Q plot analysis suggests that the data for employee attitudes towards change (RC, CC, OC, and CAC) are approximately normal, with minor deviations.



(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Figure 5: Q-Q Plots

4.5 THE REGRESSION COEFFICIENTS

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.035	0.433		4.704	<.001		
	CS	0.547	0.025	0.787	21.564	<.001	1	1
2	(Constant)	3.097	0.479		6.462	<.001		
	EI	1.047	0.055	0.749	19.09	<.001	1	1
3	(Constant)	3.526	0.499		7.066	<.001		
	TD	0.6	0.032	0.742	18.696	<.001	1	1
4	(Constant)	2.062	0.244		8.449	<.001		
	LB	1.03	0.051	0.77	20.376	<.001	1	1

(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Table 9: Coefficients

The coefficients for each independent variable (change management practices) and the related dependent variables (employee attitudes) are interpreted in this section. The following equation represents the standard linear regression model: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$
Where:

- The dependent variable's anticipated value (employee attitudes: readiness for change, commitment to change, openness to change, and cynicism about change) is represented by Y. The intercept, or average value of Y when all independent variables are zero, is represented by β_0 .
- The regression coefficients $\beta_1, \beta_2, \beta_3, \beta_4$ measure the average change in Y for an increase of one unit in the relevant independent variable (keeping all other independent variables constant).
- The independent variables (change management practices: communication techniques, employee involvement, training programs, and leadership behaviors) are represented by the

variables X1, X2, X3, and X4.

The error term (unexplained variance) is denoted by ee .

The regression coefficient summary table reveals significant relationships between various change management practices and employee attitudes at Ethiopian Electric Power (EEP). According to the analysis, the unstandardized coefficient for communication strategies is 0.547, indicating that a one-unit increase in the effectiveness of communication strategies is associated with a 0.547 unit increase in readiness for change. This supports Kotter (1996) and Armenakis et al. (1993), who emphasize the importance of clear and consistent communication in reducing uncertainty and fostering trust, thereby enhancing employees' readiness for change. The statistical significance ($p < 0.001$) underscores the critical role of effective communication in preparing employees for organizational change.

The coefficient for employee involvement is 1.047, suggesting that a one-unit increase in employee involvement is linked to a 1.047 unit increase in commitment to change. This strong positive relationship aligns with Beckhard & Pritchard (1988) and Rafferty et al. (2013), who argue that involving employees in the change process enhances their commitment and sense of ownership. The highly significant p-value ($p < 0.001$) indicates that employee involvement is a crucial factor in securing employees' dedication to change initiatives.

The coefficient for training and development is 0.6, meaning that a one-unit increase in the effectiveness of training programs is associated with a 0.6 unit increase in openness to change. This finding is consistent with Denison et al. (2000) and Wanous (1997), who highlight the role of training in equipping employees with the necessary skills to adapt, thus increasing their willingness to embrace change. The statistical significance ($p < 0.001$) further confirms the importance of comprehensive training programs in fostering a positive attitude towards change.

The coefficient for leadership behaviors is 1.03, indicating that a one-unit increase in effective leadership behaviors is associated with a 1.03 unit increase in cynicism about change. This substantial relationship supports Kotter (1996) and Cameron & Green (2015), who emphasize that inspiring and supportive leadership can significantly reduce employee cynicism by demonstrating commitment and support for the change. The highly significant p-value ($p < 0.001$) highlights the essential role of leadership in mitigating negative attitudes towards change.

4.7 ANOVA

The ANOVA (Analysis of Variance) results provide insights into the statistical significance of the regression models that explore the impact of change management practices on employee attitudes within the Ethiopian Electric Power (EEP) sector. The models evaluate how well each change management practice (independent variable) predicts different employee attitudes (dependent variables).

Model	Sum of Squares	df	Mean Square	F	Sig.
1 (Dependent Variable: RC)					
Regression	3036.31	1	3036.31	465.101	<.001
Residual	1860.561	285	6.528		
Total	4896.871	286			
2 (Dependent Variable: CC)					
Regression	3243.561	1	3243.561	360.684	<.001
Residual	2562.947	285	8.993		
Total	5806.509	286			
3 (Dependent Variable: OC)					
Regression	3428.849	1	3428.849	349.556	<.001
Residual	2795.611	285	9.809		
Total	6224.46	286			
4 (Dependent Variable: CAC)					
Regression	1348.044	1	1348.044	415.199	<-.001
Residual	925.322	285	3.247		
Total	2273.366	286			

(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Table 10: ANOVA

1. Readiness for Change (RC) and Communication Strategies (CS)

The first model examines the effect of communication strategies on readiness for change. The regression sum of squares (SS) is 3036.310 with 1 degree of freedom (df), and the mean square (MS) is 3036.310. The residual SS is 1860.561 with 285 df, and the MS is 6.528. The

F-value of 465.101 ($p < .001$) indicates that communication strategies significantly contribute to explaining the variance in readiness for change. This aligns with Kotter (1996) and Armenakis et al. (1993), who emphasize that clear, consistent communication reduces uncertainty and fosters a supportive environment conducive to change.

2. Commitment to Change (CC) and Employee Involvement (EI)

The impact of employee involvement on commitment to change is examined in the second model. Regression SS and MS are 3243.561 and 1 df, respectively. With 285 df, the residual SS is 2562.947, and the MS is 8.993. The variance in commitment to change is significantly explained by employee involvement, as indicated by the F-value of 360.684 ($p < .001$). This is corroborated by research by Lawler (1992) and Rafferty et al. (2013), which shows that including staff members in the change process increases their commitment to change projects and creates a sense of ownership.

3. Openness to Change (OC) and Training Programs (TD)

The third model assesses the influence of training programs on openness to change. The regression SS is 3428.849 with 1 df, and the MS is 3428.849. The residual SS is 2795.611 with 285 df, and the MS is 9.809. The F-value of 349.556 ($p < .001$) indicates that training programs significantly contribute to the variance in openness to change. This finding is consistent with Denison et al. (2000) and Burke & Longenecker (2004), who assert that relevant and tailored training enhances employees' willingness to embrace new procedures and adapt to changes.

4. Cynicism About Change (CAC) and Leadership Behaviors (LB)

The fourth model investigates the effect of leadership behaviors on cynicism about change. The regression SS is 1348.044 with 1 df, and the MS is 1348.044. The residual SS is 925.322 with 285 df, and the MS is 3.247. The F-value of 415.199 ($p < .001$) shows that leadership behaviors significantly explain the variance in cynicism about change. This finding is supported by Kotter (1996) and Armenakis et al. (1993), who emphasize that effective leadership, characterized by transparency and active engagement, is crucial in reducing cynicism and building trust during organizational change.

4.8 MODEL SUMMARY

Model	Dependent Variable	Predictors	Std. Error	R	R Square	Adjusted R Square	Durbin-Watson
1	RC	CS	0.025	0.787	0.62	0.619	1.765
		(Constant)	0.433				
2	CC	EI	0.055	0.747	0.559	0.557	1.673
		(Constant)	0.479				
3	OC	TD	0.032	0.742	0.551	0.549	1.608
		(Constant)	0.499				
4	CAC	LB	0.051	-0.77	0.593	0.592	1.87
		(Constant)	0.244				

(Source: own survey SPSS V 29.0 statistics analysis, 2024)

Table 11: Model Summary

The model summary for the study highlights the relationships between various change management practices (independent variables) and employee attitudes (dependent variables) at Ethiopian Electric Power (EEP). The models reveal how well each change management practice predicts specific aspects of employee attitudes, as indicated by the R, R Square, Adjusted R Square, and Durbin-Watson values.

1. Readiness for Change (RC) and Communication Strategies (CS)

The first model summary examines the impact of communication strategies on employees' readiness for change. The R value is .787, indicating a strong positive correlation between communication strategies and readiness for change. The R Square value is 0.620, suggesting that 62% of the variance in readiness for change can be explained by communication strategies. The Adjusted R Square value is 0.619, which slightly adjusts the R Square value to account for the number of predictors in the model. The Durbin-Watson value of 1.765 indicates that there is no significant autocorrelation in the residuals. This finding underscores the critical role of clear and consistent communication in fostering employees' readiness for change. Effective communication reduces uncertainty and builds trust, which are essential for successful change implementation (Kotter, 1996; Armenakis et al., 1993).

2. Commitment to Change (CC) and Employee Involvement (EI)

The second model summary explores the influence of employee involvement on commitment to change. The R value is .747, indicating a strong positive correlation between employee involvement and commitment to change. The R Square value is 0.559, meaning that 55.9% of the variance in commitment to change is explained by employee involvement. The Adjusted R Square value is 0.557, reflecting a minor adjustment for the number of predictors. The Durbin-Watson value of 1.673 suggests no significant autocorrelation in the residuals. This finding aligns with the research by Rafferty et al. (2013) and Lawler (1992), which highlights the importance of involving employees in the change process to foster a sense of ownership and commitment.

3. Openness to Change (OC) and Training Programs (TD)

The third model summary assesses the effect of training programs on openness to change. The R value is .742, showing a strong positive correlation between training programs and openness to change. The R Square value is 0.551, indicating that 55.1% of the variance in openness to change is explained by training programs. The Adjusted R Square value is 0.549, accounting for the number of predictors. The Durbin-Watson value of 1.608 indicates no significant autocorrelation in the residuals. This finding demonstrates the importance of providing relevant and tailored training to enhance employees' willingness to embrace new procedures (Denison et al., 2000; Burke & Longenecker, 2004).

4. Cynicism About Change (CAC) and Leadership Behaviors (LB)

The fourth model summary investigates the impact of leadership behaviors on cynicism about change. The R value is .770, indicating a strong positive correlation between leadership behaviors and cynicism about change. The R Square value is 0.593, suggesting that 59.3% of the variance in cynicism about change can be explained by leadership behaviors. The Adjusted R Square value is 0.592, slightly adjusting for the number of predictors. The Durbin-Watson value of 1.870 indicates no significant autocorrelation in the residuals. This finding aligns with Kotter (1996) and Armenakis et al. (1993) emphasis on the role of leadership in actively championing change, addressing concerns, and building trust through transparency. However, interview responses highlight a gap between leadership's intentions and employees' experiences, suggesting the need for more effective leadership communication and support to reduce cynicism.

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

CHAPTER FIVE: SUMMARY OF FINDINGS

This chapter summarizes results discovered throughout the study on the effect of change management practice on employees' attitude at EEP. The study achieved 91% response rate where 287 participants completed and returned the survey given to them. On the basis of the survey this chapter provides a brief summary of different topics. To mention few demographic results showed balanced gender representation, diverse age groups, and mixed tenure which offered inclusive view of the workforce. In addition to confirm the suitability of the regression model several model fitness tests like histograms, PP plots, and QQ plots, and homoscedasticity test were performed and validated the assumptions of normality.

Descriptive statistics disclose key insights into the effectiveness of change management practices at EEP. For communication strategies, mean scores ranged from 2.52 to 2.77, indicating a need for improvement in clarity and timeliness. Specifically, only 19.9% of employees felt clearly informed about organizational changes. For training programs, the mean score for adequacy in preparing employees was 2.72, while confidence in job performance post-training was slightly higher at 2.94. Employee involvement had a mean score of 2.73 for valuing input and 2.75 for empowerment, suggesting room for improvement in these areas too.

Regarding the dependent variables, the mean score for readiness for change was 2.71, indicating a neutral to slightly negative view among employees. However, only 20.2% felt safe expressing concerns about changes to their managers, and the same percentage believed their ideas and suggestions regarding the change would be heard and considered. Commitment to change had a mean score of 2.74, reflecting cautious optimism, while openness to change had a slightly higher mean score of 3.20, suggesting some degree of willingness to adapt. Cynicism about change was relatively high, with a mean score of 2.17, indicating significant skepticism towards past and current change initiatives.

The correlation analysis revealed strong positive relationships between change management practices and employee attitudes. For instance, communication strategies were strongly correlated with readiness for change ($r = 0.787$), indicating that effective communication significantly enhances employees' preparedness for change. Regression analysis further highlighted the predictive power of these practices. Specifically, communication strategies significantly predicted readiness for change ($B = 0.547, p < .001$), and employee involvement was a strong predictor of commitment to change ($B = 1.047, p < .001$).

The body of existing research supports these findings. The significance of unambiguous and uniform communication in mitigating uncertainty and cultivating a conducive atmosphere for change is underscored by Kotter (1996) and Armenakis et al. (1993). Employee ownership and commitment are increased when they are involved in the change process, as noted by Lawler (1992) and Rafferty et al. (2013). According to Denison et al. (2000) and Burke & Longenecker (2004), employees are more receptive to new procedures when they get training that is both pertinent and customized.

These conclusions were supported by interview data from the leadership team, which showed that although EEP leadership promotes openness and transparency, employees frequently encounter erratic and imprecise communication. Workers also indicated that more hands-on training sessions that specifically address the skills required for new procedures are needed.

Overall, the study emphasizes how important it is to have strong leadership traits, employee involvement, customized training programs, and effective communication when it comes to influencing employee attitudes and enabling successful organizational change at EEP. By filling in these gaps, EEP can improve readiness for change, employee commitment, and employee openness for change, as well as lower cynicism which will ultimately result in more successful change programs.

5. CONCLUSION

The findings from this study underscore the critical role of well-implemented change management practices in determining positive employee attitudes towards organizational change within EEP. Effective communication strategies enhance readiness for change by providing clarity and reducing uncertainty. Employee involvement boosts commitment to change by fostering a sense of ownership and participation. Comprehensive training programs increase openness to change by equipping employees with the necessary skills and reducing anxiety. Lastly, effective leadership behaviors reduce cynicism by addressing employee concerns and building trust.

Change management practices/strategy currently employed by Ethiopian Electric Power.

The change management practices at EEP follow a structured process that includes preparation, development of change plans, implementation, and measurement for continuous improvement. EEP employs a dual-model philosophy incorporating Kotter's 8-Step Change Model and the ADKAR model to address both operational and people aspects of change. Specific strategies include:

Communication Strategy: Utilizing direct mail, meetings, digital displays, posters, brochures, newsletters, websites, and workshops to inform employees.

Employee Involvement: Encouraging active participation through committees and change agent networks, and gathering feedback via emails, workshops, and meetings.

Training and Development: Offering end-user training, train-the-trainer (TOT) programs, and self-paced online learning modules.

Leadership Behaviors: Emphasizing transparent and empathetic communication through formal channels like newsletters and formal settings such as town hall meetings.

To what extent do specific change management practices, such as communication strategies, employee involvement, training initiatives, and leadership behaviors affected by employee readiness for change, commitment to change, openness to change, and cynicism about change?

Communication Strategies: Effective communication enhances readiness for change by providing clear and timely information, thereby reducing uncertainty and building trust.

Employee Involvement: Active involvement boosts commitment to change by fostering a sense of ownership and participation.

Training and Development: Comprehensive training programs increase openness to change by equipping employees with the necessary skills and reducing anxiety.

Leadership Behaviors: Supportive and transparent leadership reduces cynicism and builds trust, positively influencing employee attitudes towards change

5.1 Communication Strategies and Readiness for Change

The study revealed that communication strategies within EEP have a moderate impact on employees' readiness for change. Descriptive statistics from survey showed mean values for communication-related questions ranging from 2.52 to 2.77 indicating that employees generally feel neutral to slightly negative and positive about the effectiveness of communication strategies. For instance, the mean score of 2.68 for opportunities to provide feedback suggests that while some employees can share their suggestions during the change process, a significant number feel neutral or negative about this aspect. Similarly, a mean of 2.72 for being informed about the reasons and goals of organizational changes indicates a need for clearer and more effective communication.

The regression analysis further confirmed these findings, with communication strategies showing a strong positive correlation ($R = 0.787$) with readiness for change, explaining 62% of the variance. This suggests that effective communication significantly enhances employees' readiness for change by providing clear, consistent, and timely information, thereby reducing uncertainty and building trust. Leadership interviews highlighted a commitment to improving communication strategies and involving employees more in the change process. Leaders acknowledged the importance of transparency and frequent updates, aligning with Kotter (1996) and Armenakis et al. (1993) study, who emphasize the role of clear communication in facilitating readiness for change.

5.2 Employee Involvement and Commitment to Change

Employee involvement was found to have a significant influence on commitment to change. Descriptive statistics survey results showed mean values of employee involvement-related questions ranging from 2.65 to 2.75 suggesting that employees feel neutral to slightly negative that their input and contributions are valued. For instance, the mean score of 2.73 for valuing employee input and 2.75 for feeling empowered to contribute to change initiatives

indicate that while some employees feel valued and empowered, there is considerable room for improvement.

The regression analysis revealed a strong positive correlation ($R = 0.749$) between employee involvement and commitment to change, explaining 56.1% of the variance. This indicates that involving employees in the change process significantly boosts their commitment by fostering a sense of ownership and responsibility. Leadership interviews confirmed these findings, with leaders recognizing the need to empower employees more effectively and to improve the consideration of employee suggestions and concerns. Aligning with Lawler (1992) and Beckhard & Pritchard (1988), the study emphasizes the importance of employee involvement in fostering commitment to change.

5.3 Training and Development and Openness to Change

The study found that training and development opportunities have a moderate impact on openness to change. Descriptive statistics showed mean values for training-related questions ranging from 2.71 to 3.2 indicating that employees generally feel neutral to slightly positive about the training provided. For instance, the mean score of 2.88 for the adequacy of training opportunities suggests that while some employees feel supported, however others see room for improvement. Similarly, the mean of 2.72 for the adequacy of training programs in preparing employees for new skills indicates mixed feelings.

Regression analysis demonstrated a strong positive correlation ($R = 0.742$) between training and development and openness to change, explaining 55.1% of the variance. This suggests that comprehensive training programs significantly enhance employees' openness to change by equipping them with the necessary skills and knowledge to adapt, thereby reducing fear and building confidence. Leadership interviews highlighted the commitment to providing relevant training and development opportunities, with leaders recognizing the need for continuous training to ensure employees are well-prepared for changes. These findings align with Denison et al. (2000) and Wanous (1997), who emphasize the role of training in reducing anxiety and increasing adaptability.

5.4 Leadership Behaviors and Cynicism About Change

Leadership behaviors were found to have a significant impact on cynicism about change. Descriptive statistics showed mean values for leadership behaviors ranging from 2.17 to 2.24 indicating that employees generally feel neutral to negative about leadership's communication and motivational efforts during change initiatives. For instance, the mean score of 2.24 for

leadership actively communicating updates and addressing concerns, with 35.9% of employees strongly disagreeing, suggests significant dissatisfaction.

The regression analysis revealed a strong positive correlation ($R = 0.770$) between leadership behaviors and cynicism about change, explaining 59.4% of the variance. This indicates that effective leadership behaviors significantly reduce cynicism by addressing employee concerns, building trust, and demonstrating a genuine commitment to the change process. Leadership interviews confirmed these findings, with leaders recognizing the importance of actively championing change, motivating employees, and building trust through transparency. These findings align with Kotter (1996), who emphasizes the role of leadership in reducing cynicism and fostering a positive attitude towards change.

Challenges of Change Management Practice in EEP

Several challenges were identified in the change management practices at Ethiopian Electric Power (EEP). First, there are gaps in ensuring all employees receive clear, concise, and timely information, indicating inconsistent communication. Second, not all employees feel their input is valued or considered in decision-making processes, pointing to inadequate employee involvement. Third, some training programs are not comprehensive enough to fully prepare employees for new roles and technologies, highlighting the inadequacy of current training programs. Lastly, there is a need for more proactive and transparent leadership involvement in addressing employee concerns and building trust, underscoring the importance of leadership engagement.

Measures that should be taken to address those challenges

The study suggests several actions to deal with the issues raised in the analysis. Enhancing communication strategies would require EEP to communicate more clearly, promptly, and consistently. This entails making efficient use of several channels and making sure that communications are customized for various staff groups. By providing more venues for employee feedback and acknowledging their contributions, EEP can encourage more proactive engagement in change processes, which will raise employee involvement. To make training programs better, EEP should incorporate mentorship and hands-on training, as well as provide more thorough and ongoing training opportunities. Last but not least, in order to promote supportive leadership, EEP leaders ought to be pushed to be more open and understanding by holding more town halls and Q&A sessions to resolve issues and establish confidence.

5.6 RECOMMENDATION

The study's conclusions highlight how important it is to have effective change management procedures in place to see favorable employee attitudes regarding organizational change inside EEP. Good communication techniques reduce ambiguity and offer clarity, which improves readiness for change. Employee ownership and engagement are fostered by involvement, which increases commitment to change. Comprehensive training programs reduce anxiety and provide staff the tools they need to be more receptive to change. Last but not least, good leadership practices foster trust and resolve employee problems in order to lessen cynicism.

EEP can promote more positive employee attitudes and enable successful organizational changes by addressing employee concerns and coordinating change management approaches with best practices from the literature. In order to create a welcoming and encouraging work space for organizational change, the study emphasizes the significance of ongoing improvement in leadership, employee involvement, communication, and training.

R1: Enhancing Communication Strategies

A key component of successful change management is effective communication. Kotter (1996) highlights that by lowering uncertainty and fostering trust, clear, timely, and consistent communication improves employees' preparedness for change (Kotter, 1996; Armenakis et al., 1993). It is advised to use a variety of communication methods, including emails, meetings, newsletters, and digital displays, to guarantee thorough information distribution and accommodate a range of preferences (Schweiker & Leung, 2018). Messages that are customized for particular employee groups address individual needs and issues and boost relevance and engagement (Wanberg & Banas, 2000). The communication tactics used by EEP have a moderate level of efficacy, according to a descriptive study, with mean values ranging from 2.52 to 2.77.

While some employees are able to offer feedback, a substantial portion have unfavorable feelings, which suggests that better and more efficient communication is required. Clarity, timeliness, and consistency gaps draw attention to the need for more regular updates and improved justifications of the goals and advancements of change.

The employment of a diverse communication strategy, including direct mail, meetings, digital

displays, posters, brochures, newsletters, websites, and seminars, was acknowledged in interviews with the leadership team of EEP. To guarantee that every employee receives accurate, succinct, and clear information, adjustments must be made. In order to ensure that communication is both relevant and effective, leaders place a strong emphasis on customizing messages for various employee groups. Using influential people to deliver important messages fosters credibility and trust, both of which are necessary for effective change management.

R2: Increasing Employee Involvement:

Successful change management requires employee involvement because it promotes ownership and commitment (Beckhard & Pritchard, 1988). Employee expectations and organizational goals are aligned when employees actively participate in planning and implementation, which increases commitment and decreases resistance (Lawler, 1992; Rafferty et al., 2013). Platforms for receiving feedback are crucial for improving buy-in and streamlining change activities (Wanberg & Banas, 2000). According to EEP's descriptive data, employees' feelings toward their involvement indicate modest effectiveness. This shows that there are gaps in recognition and feedback opportunities, which emphasizes the need for more involvement in decision-making. In order to increase morale and engagement, EEP executives interviewed for this article stressed the value of active participation and recommended expanding the number of feedback platforms and acknowledging contributions. This method not only improves employee buy-in and lowers resistance, but it also refines change projects.

R3: Improving Training Programs

Effective change management requires tailored training and development programs. According to Denison et al. (2000), thorough and ongoing training programs are essential for providing staff members with the skills they need to adjust to new roles and technological advancements. Good training promotes receptivity to change, increases confidence, and lowers fear (Wanous, 1997). Programs that combine mentorship and hands-on training are especially beneficial because they improve learning and retention through real-world application and offer continuing support and direction (Salas et al., 2012; Kram, 1985). With mean scores ranging from 2.71 to 3.2, a descriptive analysis of EEP's existing training programs indicates moderate effectiveness. Workers perceive opportunities for improvement, especially in the areas of hands-on training and mentorship, but overall feel neutral to slightly

favorable about the training they received. Leaders of EEP interviews attest to the necessity of expanded training programs that prioritize hands-on, experiential learning and ongoing mentoring.

It is advised that EEP create mentorship programs, incorporate practical training sessions, and provide more extensive and ongoing training opportunities to meet these needs. This strategy will lessen anxiety, improve employee readiness for change, and promote a continual learning and development culture.

R4: Fostering Supportive Leadership

Supportive leadership is vital for effective change management. According to Kotter, 1996; Denison et al., (2000) transparent and empathetic leadership builds trust and reduces resistance to change. Empathy involves addressing employees' emotional needs, and creating an inclusive environment (Goleman, 1998), while transparency involves clear and honest communication (Clampitt et al., 2000). Increasing town halls and Q&A sessions fosters open dialogue and trust (Yukl, 2012; Heifetz & Linsky, 2002).

Descriptive analysis at EEP indicates a need for improved transparency and empathy in leadership, with employees feeling neutral to slightly negative about current support levels.

Interviews with leaders highlight the importance of more frequent town halls and Q&A sessions to enhance communication and trust. Leaders suggest creating safe spaces for employees to voice concerns and receive direct responses, which builds long-term trust and engagement.

5.7 SUGGESTING FOR FURTHER RESEARCH

To deepen the understanding of change management practices and their impact on employee attitudes within Ethiopian Electric Power (EEP) and beyond, the following areas are recommended for further research:

1. Broader Demographic

Future research on EEP or comparable companies should examine change management techniques in various contexts by taking a wider demographic into account.

2. Longitudinal Studies

It would be beneficial to carry out longitudinal research to look at how change management practices affect employee attitudes over time. This would shed light on how attitudes develop over time and how long-lasting change management practices are.

3. Specific Change Management Components

The impact of various leadership styles, such as transformational, transactional, and servant leadership, on employees' attitudes toward change could be investigated for better understanding.

4. Impact of Communication Tools

It may be beneficial to conduct research on the efficiency of different communication technologies, including emails, intranets, social media, and in-person meetings, in informing employees about changes and changing their opinions.

Future studies can offer a more thorough knowledge of the intricate dynamics of change management and its effect on employee attitudes by examining these areas. Organizations like EEP and others hoping to develop a healthy company culture and successfully execute change projects will find this knowledge to be quite helpful.

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Appendix 1: Survey

Introduction

This survey is a component of a research study for Addis Ababa University's Master of Business Leadership program. The project investigates the ways in which Ethiopian Electric Power (EEP) employees' attitudes are impacted by change management approaches. Successful change implementation depends on having a thorough understanding of employees' attitudes toward change. The purpose of this survey is to find out how EEP employees' perspectives are impacted by change management approaches. Completing the survey will only take ten to fifteen minutes.

Confidentiality

Your answers are private and will only be used for academic research.

Thank you

Your input will strengthen the understanding of organizational change management practice and further this research. Please contact Dawit Abebaw at abebawdawit72@gmail.com or 0912995875 if you have any questions concerning this survey. I am really grateful for your time.

Demographics (Optional)

Gender: Male ☐ Female ☐

Age

18-25 Years ☐

26-35 Years ☐

36-45 Years ☐

46-55 Years ☐

More than 55 Years ☐

Department: (e.g., Engineering, Finance, Customer Service, Transmission
Sub Station Construction, Performance & Reward, HR, ICT, Cyber Security)

Tenure at EEP:

Less than 1 Year ☐

1-4 Years ☐

5-8 Years ☐

9-12 Years ☐

More than 12 Years ☐

Instructions:

Please read each statement carefully and circle the answer that best reflects your level of agreement using the five-point Likert scale provided.

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Communication Strategies

No. Statement

- | | | |
|---|---|-----------|
| 1 | I have opportunities to provide feedback and suggestions during the change process. | 1 2 3 4 5 |
| 2 | I am clearly informed about the reasons for and goals of organizational changes. | 1 2 3 4 5 |
| 3 | The communication regarding changes is timely and frequent. | 1 2 3 4 5 |

	Information about changes is communicated through multiple	
4	channels (e.g., email, town halls, meetings).	1 2 3 4 5
	I find the information provided about organizational changes to	
5	be clear and easy to understand.	1 2 3 4 5
	Leadership is transparent and open about the challenges and	
6	opportunities associated with change.	1 2 3 4 5

Employee Involvement

No.	Statement	
	My input is valued and considered when making decisions about	
7	changes.	1 2 3 4 5
	I feel empowered to contribute to the success of the change	
8	initiative.	1 2 3 4 5
	My suggestions and concerns regarding the changes are valued	
9	and considered by management.	1 2 3 4 5

Training and Development

No.	Statement	
	Training and development opportunities are provided to help me	
10	adapt to the changes being implemented.	1 2 3 4 5
	The training programs offered adequately prepare me for the	
11	skills required under the new procedures.	1 2 3 4 5
	The training provided is relevant and equips me with the	
12	necessary skills to navigate the change.	1 2 3 4 5
	I feel confident in my ability to perform my job effectively after	
13	completing the change-related training.	1 2 3 4 5
	Additional training opportunities would be helpful in adapting to	
14	the changes.	1 2 3 4 5

Leadership Behaviors

No.	Statement	
	Leadership actively communicates updates and addresses	
15	concerns regarding change.	1 2 3 4 5
	Leadership actively champions the change and motivates	
16	employees to embrace it.	1 2 3 4 5

Part 2: Employee Attitudes Towards Change

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Readiness for Change

No.	Statement	
	I feel safe to express my concerns about the changes to my	
17	manager without fear of reprisal.	1 2 3 4 5
	I believe my ideas and suggestions regarding the change will be	
18	heard and considered.	1 2 3 4 5
	The reasons for the current organizational changes are very clear	
19	and understandable.	1 2 3 4 5
20	I am informed about the progress and goals of the changes.	1 2 3 4 5

Commitment to Change

No.	Statement	
	I believe the current changes are in line with the overall values	
21	and mission of EEP.	1 2 3 4 5
	I am motivated to contribute to the success of the changes	
22	because they will ultimately benefit EEP and its customers.	1 2 3 4 5
	I believe the current changes will be beneficial for EEP in terms	
23	of achieving its goals.	1 2 3 4 5
	I think the changes will ultimately improve my own work	
24	experience.	1 2 3 4 5

Openness to Change

No. Statement

25 I am eager to learn the new skills and procedures required under the changes. 1 2 3 4 5

26 I am confident in my ability to adapt to the new work environment resulting from the changes. 1 2 3 4 5

27 I feel worried about the current organizational changes. 1 2 3 4 5

28 I am confident in my ability to adapt to the new ways of working. 1 2 3 4 5

Cynicism About Change

No. Statement

29 In the past, organizational changes at EEP have been poorly planned and implemented. 1 2 3 4 5

30 I trust that leadership at EEP is genuinely committed to making these changes successful. 1 2 3 4 5

31 I believe management is transparent about the potential challenges associated with the changes. 1 2 3 4 5

Overall Perception

No. Question

32 Overall, how effective do you believe the current change management practices are at EEP?(1: Strongly Ineffective, 2: Somewhat Ineffective, 3: Neutral, 4: Somewhat Effective, 5: Strongly Effective) 1 2 3 4 5

Appendix 2: Interview Questions:

1. Can you walk me through the typical process followed at EEP when implementing organizational changes?
2. Do you have change management philosophy you follow? Can you explain what it is?
3. When planning a change initiative, how are different aspects of change management considered, such as communication, employee involvement, training, and leadership engagement?
4. Could you elaborate on the specific communication strategies used by EEP to inform employees about upcoming changes (e.g., meetings, emails, internal communication channels)?
5. In your experience, how are employees involved in the change process at EEP? Are there opportunities for them to provide feedback or suggestions?
6. What types of training and development opportunities are offered to employees when adapting to new procedures or technologies as a result of change initiatives?
7. Can you describe how leadership typically communicates and addresses employee concerns during times of change at EEP?