



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

DEPARTMENT OF PROJECT MANAGEMENT

**Assessment of Success Factors for Organizational Change Project
Implementation of City Government of Addis Ababa Organization and
Restructure Project Office**

By: Kahssay W/tekle Abraha

A Project Paper Submitted to Addis Ababa University School of Commerce in
Partial Fulfillment of the Requirements for the Degree of Master of Arts in Project
Management

Addis Ababa,

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Statement of Declaration

I, Kahssay W/tekle, have carried out independently a research work on the topic entitled “Assessment of success factors for organizational change project implementation. The case of city government of Addis Ababa Organization and Restructure project office” in partial fulfillment of the requirement for the Degree of Masters of art in Project Management with the guidance and support of the research advisor Dr. Solomon Markos.

This study is my own work that has not been submitted for any degree or Master program in this or any other institutions.

Kahssay W/tekle Abraha

Signature _____

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Addis Ababa, Ethiopia

Statement of Certification

This is to certify that Kahssay W/tekle has carried out this research work on the topic entitled “Assessment of success factors for organizational change project implementation. The case of city government of Addis Ababa Organization and Restructure project office” under my supervision. This work is original in nature and it is sufficient for submission for the partial fulfillment for the award of Degree of Masters of Art in Project and Management.

Dr. Solomon Markos

Signature _____

Date _____

ACRONYMS AND ABBREVIATIONS

AA	Addis Ababa
CGAAOSPO	City Government of Addis Ababa Organization and restructure Project Office
CSFs	Critical Success Factors
PBO	Project Based Organization
AAPSHRB	Addis Ababa Public Service and Human Resource Bureau
AACMA	Addis Ababa Cleansing Management Agency
AACB	Addis Ababa Construction Bureau

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ABSTRACT

The study sought to identify and assess the quality of organizational change project practices as well as the critical success factors for organizational change project implementation in city government of Addis Ababa organization and restructure project office. The study adopted a descriptive approach and utilized both qualitative and quantitative methods to collect data on organization change project implementation practices of CGAAOSPO. Purposive sampling was used in selecting the sample which comprised 37 target populations from different departments within the organization. Results from the study indicated that the critical factors that contribute to the success of an organizational change project include Clear and timely communication throughout the project, Establishment of a change and learning culture, and setting Clear change objective for project. Documentation and dissemination of critical success factors and best practices in organizational change project will improve the quality of organizational change project implementation in CGAAOSPO. The absence of a structured system of documentation of organizational change project implementation practices within the project office has resulted in a lack of empirical data. This research focused on the key factors and best practices that lead to the success of organizational change project implementation in CGAAOSPO.

Keywords: *organizational change project, critical success factors, CGAAOSPO*

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CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

It appears evident that managing and implementing change has become one of the most critical factors for successful management of business (salminen, 2000). The ability to change can be crucial for the business survival and its success, as well as being able to grasp the continuous changes and stay flexible (Rowden, 2001). When managing a fruitful change it is important to consider the soft sides of the implementation, as argued by Jorgensen et al. (2009). They continue to point out the fact that the soft values, which includes social and communication factors, is the most difficult to handle. Lautrentiu (2016) argues that it is important to make sure that both the top management and the individual employees feel included in the process of change in order for it to be successful.

The future of organizations may depend on the success of the change projects, on being able to utilize benefits from it. Change management and transformation has generated much academic interest in organization development theory (kotter, 1996). This study has provided valuable analyses of the successful change management in different organizational change situations.

There are certain themes that will affect the change readiness, both on the organizational, group and individual level. Vakola (2014) highlights that communication and information sharing tends to have a positive effect on the individual's readiness to change. Creating an alignment and engaging everyone in the organization is crucial according to Smith (2005) and Stanleigh (2008) who states that being unable to engage all the employees for an upcoming change can cause a change management crisis.

A successful change management strategy consists of three phases according to Altamony et al. (2016). These phases consist of: preparing to change, implementation of

change and measuring the impact on the user. Skipping steps within the change implementation can create an illusion of speed; Kotter (2007) argues that it never will produce a satisfying result. Big changes need to be supported by the head of the organization if they want to be successful.

As explained by Turner (2014) it can be a challenge to manage a well-planned implementation, as there are many factors to keep in mind. The structure of the organization can be significant when managing change, as structures can sometimes be more or less flexible. A temporary organization or a project based organization (PBO) tends to be more flexible and adaptable for managing changes (Turner, 2014).

Ethiopia is driven by its vision to become a middle- income country by 2025. The vision has been backed by prudent macro-economic policy and significant investments in infrastructure. As a result, the economy has experienced strong and broad-based growth over the past decade, averaging around 10% per year over the period 2003/04 to 2012/13 (ESDP V, 2015 in Getachew, 2016).

According to CGAAOSPO (2016) explanation the historic journey of the organizational change project implementation in Ethiopia specifically in Addis Ababa city administration is needed to understand how the city's development and organizational change project implementation has evolved from the beginning to today and it helps to reflecting the advantages and disadvantages of this transformation.

The city's first move to convert from traditional city to urbanism was taken in 1926 E.C by a newly formed municipal council. It was made possible to create a few layers of work. Then, after the first 20 years in the story, the governor of the city, with its legislative and legislative constituency, was headed for the first time by its own charter. Thus, Addis Ababa is the only city with a charter among several cities within the country. At this time, the city was divided into 8 districts, 10 woredas and 30 vice / sub-districts, but the city's administration and operation were largely cultural and traditional. At that time, there were 30 members of the Senate including 8 from the various city ministries

of the country and 22 from the 10 Woredas of the city. By that time, 27 percent of the country's population (9 million) lived in Addis Ababa (CGAAOSPO ,2016).

After the Emperor Haile Selassie Addis Ababa city, which was subsequently ruled by the Dergue, continued to be the center of economic, development and civilization of the State. However, the former powers of the city gradually decrease due to the influence of the ideology that Dergue followed. An administrative institution that had no significant implications for the governance of the city, for which the typical municipality services and organization change were not included in any of regulations of the state, and towns were also affiliated to other cities, which are holding both rural and urban area, in the country. At that time, the city administration was divided into four stages, consisting of 6 zones, 25 high and 286 kebeles. The largest number of government Service was provided by the central office and this was very difficult to serve and handle large number of customers (CGAAOSPO, 2016).

In the 1987 E.C the constitution which was given the city of Addis Ababa the right to govern itself fully. The Charter of Addis Ababa City Administration Proclamation No. 87/89 has set up Addis Ababa City Administration with three administrative divisions (center, woreda and kebeles). Although the city has its central bureaus, woreda and kebele administrations, it is divided into four administrative divisions (central, 6 Zone, 28 Woredas and 328 Kebeles (305 Urban and 23 Rural Kebeles) (CGAAOSPO, 2016).

Since 2004, a number of activities have been carried out that basically transformed the city's organizational change, which was mainly addressed through two key issues. These issues deal with the organizational change, operation and communication of the city's executive bodies, which include the revision of the Growth and Transformation Plan, the Land Development and Management Policy and the Executive Organs. Although the city has been divided into 3 levels of administration, it has been established that the city has a total of 87 offices in the town, including the administration of land and management policy that is responsible for the Mayor and Manager of Land Administration. In addition, there are less than 30 branches in every sub city and 21 offices in each

woreda. Overall, the city's organizational change, activities and policy changes at various levels of the administration have not been able to guide, carry, and achieve the city's development and economic growth, and cannot be used for longer periods. Instead, the institutions are developing Due to the impact of the activity and its residents' needs; it was not possible to bring lasting solutions through periodic Quick Wins. As a result, it has not fully and completely integrated its strategic focus of leadership and institutions (CGAAOSPO,2016).

According to CGAAOSPO (2017) by recognizing the rapid change and development with the view of creating enabling environment for good governance and ensuring the sustainability of this development, the city administration of Addis Ababa is embarking on organizing and restructuring its executive organs. To this end, the organization and restructure project office is established by regulation number 59/2006, to ensure the continuity and effectiveness of the development and good governance programs of the city administration.

The project office has a project general manager and deputy to be assigned by the mayor it also has five case teams under its core division of the organization and restructuring team. It has also a support division accountable to the general manager.

The Duties and responsibilities of the project office are:

- Examine and contact baseline on the existing structure taking in to account the goals and objectives of the city administration.
- Conduct and develop organization change project for all executive organs at all levels that can ensure proper integration as well as clearly demarcated power, duties and responsibilities.
- Develop legal framework and standard for the new organization change project that certify its legality, implementation and effectiveness.
- Develop staffing plan and implementation plan to execute the new organizational change project at all levels.

- Provide support and follow up for the implementation of the new organizational change project at all levels.

Now the project office began the implementation of the new organizational change project as a pilot program within two administrative offices. And providing follow up to these two particular offices.

1.2. Statement of the Problem

Organizational changes are triggered by internal and/or external factors and come in all shapes, forms, and sizes, affecting all organizations in all industries (Carnall, 2003).

Government sectors are the most potential bodies in the society due to their duties towards their people. Organizations are continuing to grow specially government bodies where the numbers of citizen keep growing. As being a government organization, it becomes so critical in providing optimal services and products that serve people needs. Reasoning that people of the society are among the stakeholders that share the resources with the government, therefore establishing any new services will consume people's money and resources (Ghanim, etal., 2013).

In the past ten years there were two re-structure changes in Addis Ababa city administration for the executives; now a day this organizational change could not handle and lead the rapid socio economic development change. According to the principle of organizational change they couldn't sustain and serve the public for a long time. Due to the challenge on organizations development and public needs the leaders follow little quick wins time to time try to find a solution. These quick wins lead the organization and leaders strategy focus in the wrong direction (CGAAOSPO, 2016).

The knowledge gaps which are identified by the researcher after taking a preliminary discussion with one of the team leader within the project office are: the level of understanding on organizational change project implementation is not identified by the project office, the success factors for the project office is not well identified and organized, and the previous researches done on the topic "organizational change project implementation" focuses on the failure factors only. In Addition, there is a

scarcity of research on implementing change especially in public sectors. Therefore, central aim of this project work is therefore, to assess the existing organizational change project implementation of public sector projects executed in city government of Addis Ababa organization and re-structure project office.

1.3. Basic research questions

To help meet the objectives given below, the following overarching questions guide the study;

1. What are the practices of organizational change project implementation in CGAAOSPO?
2. How does city government of Addis Ababa organization and restructure project office rank the identified critical success factors for organizational change project implementation?

1.4. General Objective of the study

This study attempts to identify the success factors those help to improve the implementation of organizational change project at city government of Addis Ababa organization and restructure project office.

Specific objectives

Based on the general objectives of the study, this study will have the following specific objectives

1. To identify and assess the quality of organizational change project implementation Practices of CGAAOSPO.
2. To rank the identified critical success factors for organizational change project implementation within city government of Addis Ababa organization and restructure project office.

1.5. Significance of the study

Despite the paradigm shift toward effective and efficient development of organizational change project implementation in various countries of the world, such an

implementation is not yet well developed in Ethiopia, in general, and in Addis Ababa city administration, in particular. Thus, this study is believed to fill the existing gaps for effective organizational change project implementation in public sectors of the country and has the following significance:

- The research findings would be serving as a useful source of information for project managers, development planners, practitioners, researchers and academician who are engaged in change management endeavors;
- The research findings would be serving as a useful mirror for public sectors to enhance development projects by filling identified organizational change project implementation gaps;
- The research findings would also be a useful source of information for researchers, graduate program students, public policy formulators and analysts while conducting studies on related topics.
- The research has also great methodological contribution for the upcoming post graduate students in that they can adapt the methodology employed in this study to their own researches.

1.6. Delimitation of the study

Delimitation of a research study explains how the scope of the study is focused on one specific area. Organizational change project can be seen from different perspectives. However, this research was limited to review the Assessment of success factors for organizational change project implementation. The case of city government of Addis Ababa organization and restructure project office.

Addis Ababa city administration is structured in 10 sub-cities and 117 woredas which totally consist of around 88 sector bureaus, commissions and agencies, etc at regional level. Though it is valuable to explain the existing organizational change project implementation and success factors that may affect the achievements of sectors implementing organizational change projects in the administration. This study is

delimited to the selected office which is start executing organizational change projects implementation.

The researcher has taken and summarized the critical success factors which are mentioned by different scholars in martinez etal. (2009) and D’Ortenzio, C.(2012) for the purpose of the study. Here the researcher only focuses on the critical success factors, which are identified by most of the scholars as common, are listed below:

- Clear, and timely communication throughout the project
- Setting clear Change objective
- organization image
- Conflict management
- Senior management support
- Efficient organization structure
- Participation and teamwork
- Role clarity
- Organization culture
- Adequate monitoring and feedback process

1.7. Limitations of the Study

The study has the following main limitations:

- It is based on limited data collected from limited number of samples.
- The study is limited only to single public project based organization and only two other organizations which are executing the organizational change project implementation.

1.8. Operational definitions

This section presents the definition of the key terms used in the study. The terms are defined within the context of the research paper.

Change: According to French and Bell (1999) “change means the new state of things is different from the old state of things”. Dalziel and Schoonover (1988) define change as a

planned or unplanned response of an organization to pressures which stem from variety of sources both inside and outside the organization. External forces may be, for example, regulators, competitors, customers, and technology, whereas internal pressure for change may come from obsolete services and products, new market opportunities, new strategic directions, and an increasingly diverse workforce (Lanning, 2001). Adler and Shenbar (1990) claim that every change requires changes and adaptation in human skills, procedures or processes, organizational structure, strategy and culture.

Change management: A definition of change management, as highlighted by Moran and Brightman (2000), is “the process of continually renewing an organization’s direction, structure, and capabilities to serve the ever-changing needs of external and internal customers”.

Expectation: Expectation in the context of this research is a belief about what might happen in the future based on the knowledge individuals have about success factors for organization change project implementation of the organizations as well as the knowledge they have in general.

Organizational change project: is a process of introducing new management, developing people with new competencies and values, or even changing the organization structure in order to achieve organizational effectiveness. (Turner, 2009)

Success factors and project success

There are two components of project success:

- 1. Success criteria:** The dependent variables by which we will judge the successful outcome of the project.
- 2. Success factors:** The independent variables which will influence the successful achievement of the success criteria.

CHAPTER TWO

LITERATURE REVIEW

2.1. Organization change

According to Turner (2009) definition Organization change is any substantive modification to some part of the organization". Change may be required for the organization as a whole or for some part of the organization; work force, departmentalization, span of control, machinery, technology etc.

Organizations change their structures and work environment to remain competitive in the domestic and world markets. The world is constantly changing and so are organizations. They continuously interact with the environment and adapt to environmental changes necessary for their survival and growth. Not only should enterprises adapt to the changes, they should also anticipate the changes and incorporate them in their plans and budgets. Changes are necessary if organizations want to: be adaptive to environmental conditions, Compete in the domestic and international markets, improve their performance, and enter into mergers and acquisitions explained by Turner (2009).

2.1.1. Features of Organizational Change:

As Turner (2009) described Change is characterized by the following features:

a. Change is moving from one state of balance to another:

Change involves moving from the existing state of balance to a new level of equilibrium. It disturbs the old equilibrium and develops a new equilibrium where new ways of working become part of the system.

b. Change affects In whole or parts of the organization:

It may involve change in some parts of the organization (technology, structure or people) or the organization as a whole. Even if change is introduced in part of the organization, it affects the entire organization. Change in one part, for example,

technology requires change in learning of people and may be structure to adopt that technology.

c. Change is pervasive:

The process of change is not restricted to one organization or one country. It is a worldwide phenomenon. The whole world, all countries, every organization, its members and all individuals change their pattern of working. However, the nature and magnitude of change is different for different organizations.

d. Change is responsive to environmental factors:

Change is affected by factors external and internal to the organizations.

e. Change is continuous process:

Change is not a one-time process. Organizations keep changing their policies to survive and grow in the competitive markets. While some changes are minor and get absorbed in the system through internal adjustments, major changes are introduced through change agents.

f. change is essential activity:

Change is not a force that organizations may or may not respond to. If organizations want to survive, change has to be accepted by them. They can, however, plan the change or react to change. The former approach to change is conducive to organizational development and growth.

g. Change is initiated by change agents:

Change agents can be internal or external to the organization. Internal change agents can be top executives of the organization. External agents are outside experts or advisors appointed by executives to initiate the change process.

2.2. Organizational change project

Organizational change project is a process of introducing new management, developing people with new competencies and values, or even changing the organization structure in order to achieve organizational effectiveness (Turner, 2009).

2.2.1. Organizational change project special features

The special features of organizational change project with other forms of projects by their management aspect.

According to PMBOK, 5TH edition the difference between project management and change management explained as follows:

Project management involves the use of people, processes and methodologies to plan, initiate, execute, monitor and close activities. It is designed to meet an organization's project goals, and hopefully overall strategic objectives.

Change management, similar to project management, involves people, processes, and tools to effectively help organizations manage all the changes that occur, whether as a result of project initiatives or other factors that might impact the business.

While project management and change management are two areas often work side-by-side and they have some similarities. However, these are different disciplines. A project manager works with a project team to plan, communicate and execute the actual development and implementation itself. A change manager will work with the same project management team to identify, communicate, and effectively manage all aspects relating to how any changes will ultimately impact all stakeholders.

2.2.2. Characteristics of Project Management

Project management should enable strategy and is a formalized and well documented discipline guided by a formal project management body of knowledge (PMBOK). There is a defined start end date for each project that includes tasks, milestones and final deliverables as well as formally identified processes and agreed to requirements and goals. Project management typically involves the implementation of a product or service.

2.2.3. Characteristics of change management

Change management, while increasingly becoming a highly recognized and documented area, doesn't involve a formalized set of guidelines and processes like PMBOK. There is no start and end date, and no set formal tasks or milestones. The change management processes can vary, despite goals. This discipline manages only the impact of changes that result of organizational and PM activities, and involves the implementation of strategies to deal with change (sustainability aspects).

2.3. Organization Change Process

In 1947 Lewin presented 'ice model' for change (Figure 1). The model included three basic phases for the change process: unfreezing, moving and refreezing. This is the upmost and most general level on how change can be described. Unfreezing means preparing organization to be ready for a change through making people aware of the need for a change and create will to change. Moving is the implementation of change in organization through selected mechanisms. Refreezing would mean stabilizing and sustaining the change in organization ensuring that the organization doesn't relapse into patterns of old behavior. The criticism towards this ice model is based on the simplicity of the model and on the other hand its straightforwardness. Unfreezing and refreezing rarely succeeds completely throughout the organization (Balogun & Hope Hailey, 2008 in Vainio S., 2012) .

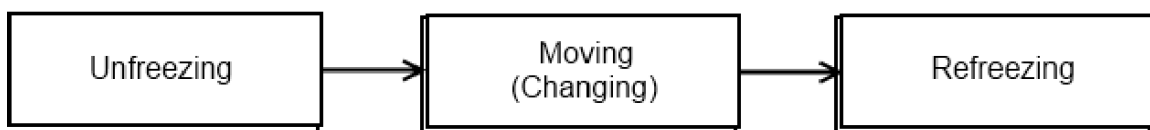


Figure 1: Ice model for change by lewin (adopted from Balogun and Hope Hailey, 2008 in vainio S., 2012)

2.3.1. Different Types of Change

Change events come in various forms. First of all, a change can be intrusive or non-intrusive, they can be seen as threats or not. Some changes only affect the environment and not the group while other changes can have a direct influence on the group itself, for example a new group manager. There can be big changes that alter everything or small changes that only concern a few people. Change event can also vary in

predictability and controllability. It is only possible for the group to choose the time for a change, when the change is both predictable and controllable. The advantages of these kinds of changes are that they can be done when the group is ready and has time. Changes that are unpredictable or uncontrollable possess potentially bigger challenges and difficulties for the organization (Poole & Van de Ven, 2004 Ohlson, 2007).

It seems likely that organizational changes can occur because of planned as well as unplanned events and therefore the theories of Huber (1991), Nonås (2005), Katz and Kahn (1987) and Poole and Van de Ven (2004) in Ohlson, 2007 seem to be more complete compared with the theory of Porras and Silvers (1991) in Ohlson (2007).

Planned vs. Unplanned Change

Planned changes normally are implemented by actors with knowledge about the change and where the change has been thought through before it is implemented. Planned change also always tries to improve the situation and the desired goal is often described before the change starts. On the other hand, unplanned change is not always driven by the will of humans and it does not always move the organization in a desirable direction. Other major contrasts between planned and unplanned change are the degree the change can be choreographed, scripted or controlled. Theories of planned change focus on how processes can be managed or controlled, while theories of unplanned change mean that change is a force that not always can be managed or controlled (Poole & Van de Ven, 2004 in Ohlson, 2007).

Episodic vs. Continuous Change

Changes can be categorized according to which tempo they have, episodic or continuous change. Episodic change is infrequent, discontinuous and intentional while continuous change is ongoing, evolving and cumulative. Episodic change occurs when the organization is moving from its equilibrium condition. It uses a distinct period of time to be completed and normally involves some sort of shift, like technology change or change in key personnel. Continuous change is an expression that groups together

ongoing, evolving and cumulative organizational changes. Normally, the change is described as situated and grounded in continuing updates of work processes. The idea of continuous change is that small continuous adjustments, which are implemented simultaneously across departments, can cumulate and create substantial change (Weick & Quinn, 1999 in Ohlson, 2007).

Episodic and continuous changes are treated differently. Episodic changes are often implemented during a short time period. They are often well planned, in detail from an initial to a final phase and are driven by change agents who are responsible for creating actual changes. On the other hand, while continuous changes often include only smaller adjustment and improvements in daily activities that can emerge quickly, change agents try to create an understanding for ongoing changes. One common way to achieve this understanding is by way of dialogues (Nonås, 2005 in Ohlson, 2007).

2.4. Organizational elements in change

Organizational aspects on change can be divided into two main categories. First of all organization comprises of hard and soft elements (McElroy, 1996 in Vainio ,2012). Hard side elements are routines and rituals, organizational structures, strategy, control systems and individual skills, whereas soft side elements would be stories, symbols, power structures, values, staff and leadership style (Balogun & Hope Hailey , 2008 in Vainio ,2012). These elements are interconnected and that is why paying attention to all of these, not just a few of them is advisable in the case of change. On the other hand it is extremely difficult to change just one or a few of these without affecting the other factors. Failure in strategy execution can be seen deriving from ignoring some of these factors (Waterman et al., 1980 in Vainio S, 2012).

Hard elements of an organization

The routine behaviors and rituals that are expressed outside and inside an organization make up common things that are done in an organization on a daily basis. This can be a source of distinctive organizational competence and it can ease the working of an organization. However, if these taken-for-granted routines aren't the ones that support organization's success, these routines can be very difficult to change. Rituals of organizational life are certain activities or special events through which important aspects are emphasized and reinforced in an organization. These rituals can be, among other things, training programs, interview panels, promotion and assessment procedures and sales conferences. When it comes to change, the following questions regarding routine behavior and rituals should be asked: Which routines are emphasized? Which would look odd if changed? What behavior do routines encourage? What are the key rituals? What core beliefs do they reflect? What do training programs emphasize? How easy are rituals and routines to change? (Johnson et al. , 2005 in Vainio S. ,2012)

Soft elements of an organization

The stories that are told inside an organization and to outsiders by members of an organization embed organizational history and highlights important events and personalities. Simply put, stories are devices for telling what is important and special in an organization. Symbols, that are represented as logos, titles, offices, cars or type of the language and terminology, just to name a few, represent the nature of an organization. If an organization is excessively formal, then this may reflect some difficulties in changing strategies since the system is hierarchical or deferential (Johnson et al. , 2005 in Vainio S. ,2012) .

2.5. Critical success factors for change projects

As mentioned by martinez et al. (2009) and D'Ortenzio, C.(2012) strategic change projects are considered to fall into the category or type that is referred to as "change projects".

Table 1: summary of literature reviews on critical success factors (CSF)

No	Critical success factors	McElroy (1996)	Clarke (1999)	Cicmil (1999)	Kenny (2003)	Jørgensen et al. (2008)	Viseras et al. (2005)	Forsman (2008)
1	Clear change objective for the project	√	√	√				√
2	Clarity of employee role	√		√		√		√
3	Motivated, competent and suitable staff/team	√		√	√		√	
4	Establishment of a change and learning culture	√			√	√		
5	Clear and timely communication throughout the project		√	√	√	√		
6	Tasks and milestones clearly defined		√		√		√	
7	Efficient organization structure		√		√			√
8	Good organization image			√			√	√
9	Senior management support				√		√	√
10	Effective conflict management					√	√	√
11	Timely monitoring and feedback				√		√	√
12	Successful leadership			√		√		√

Source: adopted from martinez et al. (2009)

For the purpose of the study the researcher will focus and review the literature for those critical success factors, which are mentioned by a number of scholars as common. The CSFs are explained below as follows.

Factor # 1: Communication

Communication is ominously voted as a crucial success element by the academics and the professionals alike. The under-communication is often present wherever there is a failure of a change initiative. One way communication will not suffice, constructing a two way communication channel is necessary. Communication is more than words, deeds count as well. There is a strong link between a favorable feedback to the change and a diligent communication. The internal communication within the organization is the crucial factor contributing to the project success. In essence, it is too costly to overlook the strong connection existing between what people say and what gets done; if change is not explained to all concerned, it will not materialize (Mika, M. UQO).

Factor # 2: Coalition / support

Commitment and support of the executive staff (directors, directors general, deputy ministers, etc.) are the essential elements of successful change implementation. A powerful guiding coalition begins with a powerful person in the organization. Otherwise,

the change is not possible. The more people in position of power who believe in the new vision, the stronger the chances are for the success. Strong coalition in form of a forceful team of members who strongly believe in change and its benefits to the organization is necessary. A healthy support necessitates establishing partnerships with the key stakeholders and the upper management, whose responsibility is the deploying of resources to the most productive areas and the ensuring of the sponsor support. A mismanagement of efforts by applying them to least efficient areas constitutes a fast track to failure and is often a sign of weak support network. The commitment to change of an entire group is significant to the success of the project, especially in a situation where differing vested interests between individuals do not align with new change vision. The support of the whole group is necessary, but the support of each team member (especially the most powerful) to the rest of the group is crucial (Jones et al., 2004).

Factor # 3: change objective/mission.

The initial step of any project is to define the goals of the undertaking. In case of project management, the ultimate goal is the change. A change project is a novelty in public sector, and federal employees mind find it difficult to justify the use of money and people for this purpose. A public sector change manager needs to have clear, realistic, specific change objectives. The objectives must also be tangible, comprehensible, perceived by others as necessary and justify the use of public money explained by Mika, M. (UQO).

Factor # 4: Company image

According to D'Ortenzio, C.(2012) Company image is a significant factor in building a loyal customer base, community approval of the organization, and being recognized as an 'employer of first choice' by both existing employees and potential recruits. Employees in the organization can have a significant impact on how the organization is perceived and can help build and maintain the organization's image.

Factor # 5: Organizational Structure

Organizational structure is an enterprise environmental factor, which can affect the availability of resources and influence how projects are conducted. Structure is often an

overlooked component of a failure .The government, operating as a top down organization, is characterized by the bureaucratic systems and the inflexible work practices. The thriving organizations of the future must develop an organizational agility that permits: "flatter, more focused organizations stressing synergies; entrepreneurial enclaves pushing new stream businesses for the future; and strategic alliances or stakeholder partnership stretching capacity by combining the strength of several organizations" PMI® (2013).

Factor # 6: Organizational Culture

Organizational culture is the basic pattern of shared beliefs, behaviors, and assumptions acquired or learned over time by members of an organization. It occurs in both conscious ways (i.e., stated goals, statements of institutional philosophy, policy and procedure manuals) and unconscious ways (i.e., informal ground rules, unofficial guidelines, "the way things are done around here.") Although not always readily apparent, culture is a very powerful force in guiding organizational members' day-to-day behavior. Culture serves as a predictable guide to appropriate behavior for members of the organization. It often serves as a powerful means for defining, justifying, and reinforcing its operations. As such, it is resistant to change and requires significant time and resources to be modified. Integration of a specific change into the institution's ongoing activities may not be effective because the culture that has been effective in supporting the institution's past success may not support the changes needed for the institution to achieve success in the future. It's not that change initiatives are ignored as much as that they just don't make sense to people when viewed from the old cultural perspectives. Whenever there is a discrepancy between culture and change, culture always wins (Mecca, T.2004).

Factor # 7: Conflict management

Conflict in an organization can be a major source of creativity and initiative, or a destructive force preventing people from realizing their full potential D'Ortenzio, C.(2012).

Factor # 8: adequate monitoring and feedback process

Monitoring and feedback is essential upon conclusion of each milestone in the project. Monitoring allows the manager to be fully in charge, and oversee any corrective measures, should the need arise. These mechanisms assure a quality project along the way. The mechanisms for monitoring and providing feedback will be different in public and private sector, but their significance in both is immense. In public sector, transparency is at premium. Each project lives in a crystal ball, and change projects especially are viewed under a microscope, since they are novelty and inspire heated emotions among public servants (Mika, M. UQO).

Factor # 9: participation and Teamwork

Organizations that foster a spirit of participation and teamwork create an environment in which diverse views and opinions can be accommodated and blended to engender a sense of unity. In other words, none of us is as smart as all of us D'Ortenzio, C.(2012). The project team includes the project manager and the group of individuals who act together in performing the work of the project to achieve its objectives. The project team includes the project manager, project management staff, and other team members who carry out the work but who are not necessarily involved with management of the project. This team is comprised of individuals from different groups with specific subject matter knowledge or with a specific skill set to carry out the work of the project. The structure and characteristics of a project team can vary widely, but one constant is the project manager's role as the leader of the team, regardless of what authority the project manager may have over its members (PMI®, 2013).

Factor # 10: Role clarity

Role clarity requires knowing who does what (solo or shared), where and when, how much and how often. Roles need to be clearly defined, and people need to have the appropriate responsibility and authority to make decisions, solve problems and take action D'Ortenzio, C.(2012).

2.6. Project Success

“Success” is not a clear-cut concept. Rather, it is an ephemeral one. No consensus exists as to what the formal definition is, neither in academic nor professional cycles. Equally, there is no consensus as to what technique and measures lead to the much desired success (Mika, UQO). Since projects are temporary in nature, the success of the project should be measured in terms of completing the project within the constraints of scope, time, cost, quality, Resources, and risk as approved between the project managers and senior management. To ensure realization of benefits for the undertaken project, a test period (such as soft launch in services) can be part of the total project time before handing it over to the permanent operations. Project success should be referred to the last baselines approved by the authorized stakeholders. The project manager is responsible and accountable for setting realistic and achievable boundaries for the project and to accomplish the project within the approved baselines (PMI®, 2013).

2.7. Implementation of Change

The temporal dynamics of change and the way change is implemented within the organization can be divided into four dualities: negative versus positive, continuous versus episodic, proactive versus reactive and open versus closed. Dualities are polar opposites that often work against one other. Negative dimension occurs when it is negative aspects that lead to a change, like various problems, whereas positive dimension focuses on the positive reasons for organizational change, such as developing a positive future vision. Continuous versus episodic process represent two different temporal patterns of change initiatives. The episodic approach argues that a change is experienced and implemented as an occasional interruption from the normal state, while continuous approach assumes that change is an ongoing modification of work and groups pattern. The third pair is proactive versus reactive change. Proactive indicates that it is changes that are implemented before a problem occurs while a reactive change is a response to a problem. Finally, open versus closed focus on how widely the change is spread in the organization. Is there any part of the change or reason for the change

that is secret or is everything conveyed to everybody? (Seo, Putnam & Bartunk, 2004 in Ohlson, 2007)

What is the right strategy to manage implementations of change? There are four different ways of managing dualities: selection, separation, integration and transcendence. Selection includes denial where the opposite part is ignored. This is the most typical way of managing dualities. Separation implies that both sides receive credit, but they are separated by different levels of analyzing or temporal processes. For example, an organization can use one model at the individual level and another model at the organizational level. Integration combines the dualities by neutralization; which means a compromise or splitting the difference. The fourth approach, transcendence refers to managing dualities by transforming them into a new perspective so that the original tension among them no longer exists. For example, the tension between cooperation and competition in a conflict situation, become reframed when parties transcend their differences and uncover a new definition of the dispute (Seo, Putnam & Bartunk, 2004 in Ohlson, 2007) .

2.7.1. Risks at the Stage of Implementation

The stage of implementation is characterized by the realization of numerous “business-risks”, which appeared on the previous stages of the project, as well as the risks appearing during the process of implementation - “technical” and “organizational” risks (O’Leary, 2000 in Pecherskayaa. etal., 2016). In the opinion of many researchers, organizational risks are more difficult for management than technical risks (O’Leary, 2000; Skok & Legge, 2002; Aladwani, 2001; Poston & Grabski, 2001, Kumar, Maheshwari & Kumar, 2003 in Pecherskayaa. etal., 2016).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Design and approach

Burns and Grove (1993) state that designing a study helps researchers to plan and implement the study in a way that will help them obtain the intended results, thus increasing the chances of obtaining information that could be associated with the real situation. The design in this research was mixed method given equal value for qualitative and quantitative data. So, this research was followed mixed approach.

The quantitative approach was used to collect and analyze any numerical data obtained from the sample subjects. The qualitative type was used to examine and reflect on those three selected sectors, which they were already began the implementation of the new organizational change project, by the city government of Addis Ababa administration organization and restructure project office officer's perceptions and expectations on success factors for organizational change project implementation. The design was descriptive. This is because the study attempts to describe what exists in organizational change projects implementation. In relation to this, Burns and Grove (1993) stated that a descriptive study describes and interprets what is. It is concerned with conditions or relationships that exists, opinions that are held, processes that are going on, effects that are evident, or trends that are developing. Under such circumstances descriptive survey method was appropriated, and hence, employed for this study.

3.2. Data Sources

Two types of data sources were used for the study.

3.2.1. Primary Data Sources

Primary data were gathered from the project office top managers and responsible personnel (directors, consultants and experts who are working directly in organizational change) to assess the success factors for organization change project implementation.

Project experts are believed to have better information about the success factors of organizational change project implementations by virtue of their roles in their respective project. The primary sources include beneficiaries, selected sectors (CGAAOSPO, AAPSHRB, AACMA and AACB) managers and employees, as they were practically implementing the organizational change projects they were expected to provide information about organization change project implementation.

3.2.2. Secondary Data Sources

Relevant documents (summary reports and blue prints) available at city government of Addis Ababa administration organization and restructure project office were consulted.

3.3. Methods of Data Collection

Quantitative research as a formal is systematic process that describes and tests relationships and examines causes among variables Burns and Grove (1993). However, qualitative methods seek to explore phenomena and instruments used in more flexible ways whereby semi- structured methods such as in-depth interviews and focus groups are utilized (Price, 2009). For this study, both quantitative and qualitative approaches were adopted. Quantitative approach for open ended questions within the questioner and texts within the interview questions also qualitative approach is for statistics driven questions within the questioner. Therefore, information was collected through an interview and questionnaires distributed to the respondents by the researcher.

3.4. Target Population

According to Castillo (2009) target population defines as, referring to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. For this research, the target populations were manager, directors, team leaders, consultants and employees of CGAAOSOP except support staff and employee of those three purposively selected sectors (who are already began implementation of organization change project) working as manager and organization change expert from each organization. The total numbers of these groups of employees in the organizations are 37 (31 from CGAAOSPO and 6 from three purposively selected organizations). From

this target population four (one from CGAAOSPO and one from each purposively selected organizations) of them are expected to have interview. The interviewees are managers and directors. These people are expected to have knowledge about organization change project implementation either through career structure and training given or due to the responsibility and accountability they assumed.

3.5. Research Instrument Development

The main data gathering instruments in this study were questionnaire and interview, as well as document reviews. Both questionnaire and interview questions were taken from researches whose validity and reliability tested and conducted successful researches. Besides, modification was done to customize to the context of this research through pilot testing to improve the validity of the questionnaire and discussing with experienced researchers in and outside the organization under consideration and research advisor. Therefore, both questionnaire and interview were designed and their validity using a pilot study and reliability using cronbach's alpha test were tested by the researcher.

According to Kothari, (2004), sound measurement must meet the tests of validity, reliability and practicality. In fact, these are the three major considerations one should use in evaluating a measurement tool. Validity refers to the extent to which a test measures what we actually wish to measure. Reliability has to do with the accuracy and precision of a measurement procedure. The instrument for organization change project implementation beneficiary's questionnaire was taken pilot test for reliability to ensure internal consistency. The questionnaire was adopted from D'Ortenzio, C.(2012) and Mika, M. UQO. The interview was also adopted from Martinez, D. and Van bohemem , J.(2009), D'Ortenzio, C.(2012) and Vainio, S.(2012).

The questionnaires within the selected office respondents (28 from CGAAOSPO and 3 from three purposively selected organizations), the interview sessions with officials (one from CGAAOSPO and one from each purposively selected organization) and document

analysis (Base line study summary report and Re structure and organization road map) were held by the researcher himself.

3.6. Data analysis method

There are a variety of specific data analysis method, some of which include data mining, text analytics, business intelligence, and data visualizations (Price, 2009). The quantitative data obtained through the use of the survey. In this study the questionnaire was analyzed using the statistical package for the social sciences (SPSS, Version 21) computer program. Descriptive statistics were used to report means, and frequency counts for each item. Percentages were also used to analyze the views of the respondents. On the Likert scale from 1 to 5; and 3 is a neutral opinion. Each of the 10 critical factors has indicators (Appendix 1). Participants had to rate each statement on a scale of 1 to 5; 1 meaning strong disagreement and 5 strong agreements, 3 is neutral. Also, the participants were asked to mark the symbol \surd on the space provided, and not circle it on the drawn scale. This method is purposely employ to encourage the participants to give more thought to each statement, before assigning a symbol to it. For the purpose of analysis the researcher sum up strongly disagree and disagree together and the sum was taken as negative responses and also strongly agree and agree are calculated and taken as positive responses.

Ethical consideration

The researcher was taken into account the ethical obligations to the professionals in the industry whose input from the research questionnaire was kept confidential and was only used for academic purposes. Respondents to the questionnaire were had the right not to answer questions that they feel not appropriate without any intimidation. Respondents were given assurance about not to identify their identity of their responses. No ethical issues were identified in this research.

3.7. Organization of the Study

This paper comprised five chapters in which the first part illustrates the study backgrounds, statements of the problem, basic research questions, objectives, significance, scope, limitation and operational definition of the study and the second chapter deals with review of related literature and the third chapter describes research design and methodology of the study and the analysis use, results and discussion discuss in the fourth chapter, finally the last chapter deals with the conclusion and recommendations.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1. Respondents' Response Rate

Thirty three (33) questionnaires were administered out of which 32 were completed. This represented a 96.9 % response rate. Four interviews were planned and four of them were completed. This represented a 100 % response rate. Refer to Table 2. The analysis of data, using the Statistical Package for Social Sciences (SPSS), utilized both quantitative and qualitative methods, with cross-tabulations being carried out to clarify the relationships between the variables considered as critical success factors.

Table 2: distribution and response rate of administered questionnaire and interview

Mechanisms of data collection	Administered	completed	Response rate (%)
Questionnaire	33	32	96.9
Interview	4	4	100
Total	37	36	97.3

As indicated clearly on table 2 above the response rate is 97.3%. Cronbach Alpha Reliability Statistics were used to check the consistency of the data collection. Since 0.94 was the result for cronbach's alpha we can say that the collected data were consistence.

4.2. Respondents' Demographics

Out of 32 participants 11 (34.4 %) were female and 21(65.6%) were male respondents. Among the thirty two respondents, eight (25%) of them are team leaders, sixteen (50%) are technical experts, seven (21.9%) are consultants while the remaining one is director. 25% of them have less than one year, 12.5% have between one and two years, 34.4% have two to five years Experience in the project office while the remaining 28.1% have more than five years experience in the project office. There are 16(50%) MSc/MA

holders and 16(50%) BSc holders. From the educational background of the respondents, fourteen fields of studies were identified. Among these one of the respondents has project planning and management educational background. The summary of the demographic information of the respondents is given in the table below.

Table 3: Demography of Respondents

Constructs	Responses	frequency	percentage
Sex	Female	11	34.4
	Male	21	65.6
Total		32	100
Job position	Team leader	8	25
	Technical expert	16	50
	Consultant	7	21.9
	Director	1	3.1
Total		32	100
Year of experience	Less than 1 year	8	25
	1 to 2 years	4	12.5
	2 to 5 years	11	34.4
	More than 5 years	9	28.1
Total		32	100
Level of education	BSC/BA	16	50
	MSC/MA	16	50
Total		32	100

4.3. Data analysis and results

The data analysis and results of the study are discussed below in line with the research objectives.

The first objective of the study was to identify and assess the quality of organizational change project implementation Practices of CGAAOSPO. This was achieved by comparing organization change project practices commonly used by the selected project

office to those practices believed to correlate to effective organizational change and project success as outlined in the literature. {Research Question 1: What are the practices of organizational change project implementation in CGAAOSPO?} The organizational change project practices adopted by CGAAOSPO to ensure change quality and project success were similar to those utilized by martinez etal. (2009) and D’Ortenzio, C.(2012) , as indicated in the literature review. These were found to be: Clear, Open, Honest and timely communication throughout the project, Senior management support, Clear change objective for the project , Good organization image , Efficient organization structure , Effective conflict management , Timely monitoring and feedback, Motivated, competent and suitable staff/team and Clarity of employee role.

4.3.1.1. Clear, and timely communication throughout the project

COMMUNICATION	SD(1)		D(2)		N(3)		A(4)		SA(5)		positive response
	no	%	no	%	no	%	no	%	no	%	%
The organization has a clearly defined vision and strategy and changes are continually communicated with all stakeholders.	1	3.1	1	3.1	2	6.3	13	40.6	15	46.9	87.5
Priorities are set and continually communicated regarding change projects and other competing initiatives.	1	3.1	1	3.1	6	18.8	15	46.9	9	28.1	75
The organization uses multiple communication methods to keep stakeholders informed.	1	3.1	3	9.4	6	18.8	13	40.6	9	28.1	68.7
The organization’s messaging about change projects is clear, concise and consistent.	1	3.1	3	9.4	4	12.5	14	43.8	10	31.3	75.1
Mechanisms are in place to identify lapses in effective communication.	2	6.3	2	6.3	9	28.1	14	43.8	4	12.5	56.3

Table 4: responses given for practices under the term communication

From the above table, under the key term communication 28(87.5%) of the respondents have a positive response that the organization has a clearly defined vision and strategy and changes are continually communicated with all stakeholders, 24(75%) of the total population positively give their responses that within the organization Priorities are set and continually communicated regarding change projects and other competing initiatives also the same number of respondents reply positively that The organization’s messaging about change projects is clear, concise and consistent, 68.7% of the respondents indicated that there is a practice of using multiple communication methods to keep stakeholders informed within the organization and 56.3% of the respondents give positive responses that the project office has Mechanisms in place to identify lapses in effective communication.

strongly disagree(1)		disagree(2)		neutral(3)		agree(4)		strongly agree(5)		positive response
No	%	no	%	No	%	no	%	no	%	%
1	3.7	2	6.3	5	16.9	14	43.4	9	29.6	72.52

Summary response on practice of communication

Results from the study indicated that 14 (43.4 %) of the respondents agreed that the project team and the major stakeholders were communicate clearly and timely throughout the project, 9 (29.6 %) of them strongly agreed, 5(16.9 %) were not sure, 2 (6.3%) disagreed, while 1 (3.7%) strongly disagreed. These results the organization has good practice of applying Clear, and timely communication throughout the project.

4.3.1.2. Senior management support

no	SENIOR MANAGER'S SUPPORT	SD(1)		D(2)		N(3)		A(4)		SA(5)		positive response
		no	%	no	%	no	%	no	%	no	%	%
1	Change initiatives within the organization have an executive manager identified.	0	0	4	12.5	7	21.9	14	43.8	5	15.6	59.4
2	The executive manager has the necessary authority over the people, processes and systems to authorize and fund change initiatives.	0	0	6	18.8	6	18.8	13	40.6	7	21.9	62.5
3	The executive manager can build awareness of the need for change (why the change is happening).	3	9.4	3	9.4	4	12.5	18	56.3	4	12.5	68.8
4	The executive manager will actively and visibly participate with the project team throughout the entire change process.	0	0	6	18.8	11	34.4	9	28.1	5	15.6	43.7
5	The executive sponsor will resolve issues and make decisions relating to the change project schedule, scope and resources.	2	6.3	5	15.6	10	31.3	10	31.3	5	15.6	46.9

Table 5: responses given for practices under the term senior management support

From table 6 above 22(68.8%) of the respondents were response positively that the executive manager can build awareness of the need for change, 20(62.5%) of the respondents were given positive response that the executive manager has the necessary authority over the people, processes and systems to authorize and fund change initiatives, 19(59.4%) of the respondents were given positive response that Change initiatives within the organization have identified by executive manager, 15(46.9%) of the respondents were response positively that the executive manager were resolved issues and made decisions relating to the change project schedule, scope and resources and 14(43.7%) of the respondents were given positive response that the executive manager were actively and visibly participated

with the project team throughout the entire change process. The positive responses which are resulted below 50% shows there were gaps on executive manager resolving issues and making decisions relating to the change project schedule, scope and resources and on actively and visibly participating with the project team throughout the entire change process.

strongly disagree(1)		disagree(2)		neutral(3)		agree(4)		strongly agree(5)		positive response
no	%	no	%	no	%	no	%	no	%	%
1	3.2	5	15.3	8	24.2	13	40.8	5	16.6	56.26

Summary response on practice of senior management support

In terms of top management support for projects, 13 (40.8%) of the respondents agreed that top management supported projects, 5 (16.6%) strongly agreed, 8 (24.2%) were not sure, 5 (15.3%) of them disagreed, and 1 (3.2%) of them strongly disagreed. These results reflect 18(56.3%) of the respondents agreed that the project office practice top management support for projects. This is in line with the interview and questioners responses which Decisions are not made timely by the pertinent authorities, Lack of skill and have poor commitment of leadership and Change resistance attitude by senior managers.

4.3.1.3. Clear change objective for the project

no	CHANGE OBJECTIVE	SD(1)		D(2)		N(3)		A(4)		SA(5)		positive response
		no	%	no	%	no	%	no	%	no	%	%
1	Basic goals of the change project are clear to me	0	0	3	10	4	13.3	16	53	7	23.3	76.6
2	When the change project is achieved, the results will benefit the department.	1	3.2	3	9.7	8	25.8	10	32	9	29	61.3
3	I can identify the beneficial consequences of the project.	1	3.1	3	9.4	4	12.5	16	50	8	25	75
4	Managers and colleagues share the basic goals of the change project.	1	3.2	3	9.7	5	16.1	15	48	7	22.6	71
5	Upper management (project authority) shares same basic goals of change project.	1	3.1	5	15.6	6	18.8	15	47	5	15.6	62.5
6	All the managers involved or affected by the project foresee the same beneficial consequences.	2	6.5	8	25.8	7	22.6	12	39	2	6.5	45.2
7	Change project multiple goals are not contradictory; they basically can all be achieved.	0	0	3	9.4	12	37.5	15	47	2	6.3	53.2
8	Change project goals have been explained to all people affected by the project.	1	3.1	7	21.9	6	18.8	15	47	3	9.4	56.3
9	Change objectives of this project are in line with the general goals of the department	0	0	5	15.6	3	9.4	16	50	8	25	75

Table 6: responses given for practices under the term change objective

From table 8 above 23(76.6%) of the respondents were response positively that basic goals of the change project are clear to them, 24(75%) of the respondents were response positively that change objectives of this project are in line with the general goals of the department, the same number, 24(75%), of the respondents were response positively that they can identify the beneficial consequences of the project, 22 (71%) of the respondents were given positive response that managers and colleagues share the basic goals of the change project, 20(62.5%) of the respondents were given positive response that upper management (project authority) shares same basic goals of change project, 19 (61.3%) of the respondents were response positively that when the change project is achieved, the results will benefit the department, 18 (56.3%) of the respondents were response positively that change project goals have been explained to all people affected by the project, 17 (53.2%) of the respondents were response positively that change project multiple goals are not contradictory; they basically can all be achieved, and 14 (45.2%) of the respondents were given positive response that all the managers involved or affected by the project foresee the same beneficial consequences. The final result shows there is a gap on predicting the project same beneficial consequences.

strongly disagree(1)		disagree(2)		neutral(3)		agree(4)		strongly agree(5)		positive response
no	%	No	%	no	%	no	%	no	%	%
1	2.5	4	14.8	6	18.4	14	45.9	6	18.4	64.3

Summary of responses on practice of change objective

The data analysis showed that 14 (45.9%) of the respondents agreed that the project office practiced Clear change objective for the project, 6 (18.4%) strongly agreed, 6 (18.4%) of respondents were not sure, 4 (14.8%) disagreed, and 1 (2.5%) strongly disagreed. These results reflect 20(64.3%) of the respondents positively agreed that the project office practices Clear change objective for the project. which indicates that there is a gap on practicing Clear change objective for the project.

4.3.1.4. *Good organizational image*

no	ORGANIZATION IMAGE	SD(1)		D(2)		N(3)		A(4)		SA(5)		positive response %
		no	%	no	%	no	%	no	%	no	%	
1	You are happy to recommend this organization to others as a good place to work.	5	15.6	10	31.3	7	21.9	6	18.8	4	12.5	31.3
2	You believed that the organization was well known for its product and service quality.	3	9.4	12	37.5	6	18.8	5	15.6	6	18.8	34.4
3	You are confident that the company was being recommended favorably to others.	3	9.4	11	34.4	7	21.9	7	21.9	4	12.5	34.4
4	The organization was seen to compare well with its competitors, with employees confident that the company performed at least equal to or better than others in the sector.	3	9.4	10	31.3	7	21.9	8	25	4	12.5	37.5
5	People who earned respect outside the organization progressed professionally in the organization, and that working conditions at this organization were improving all the time.	4	12.5	13	40.6	5	15.6	6	18.8	4	12.5	31.3
6	You felt that the organization was seen to be contributing to the community in a worthwhile manner.	4	12.5	6	18.8	8	25	9	28.1	5	15.6	43.7

Table 7: responses given for practices under the term organization image

From the above table 10, 14(43.7%) of the respondents were given positive response that they felt that the organization was seen to be contributing to the community in a worthwhile manner, 12(37.5%) of the respondents were given positive response that the organization was seen to compare well with its competitors, 11(34.4%) of the respondents were response positively that they were confident that the company was being recommended favorably to others, 11(34.4%) of the respondents were given positive

response that they believed that the organization was well known for its product and service quality. 10(31.3%) of the respondents were response positively that people who earned respect outside the organization progressed professionally in the organization, and that working conditions at this organization were improving all the time, 10(31.3%) of the respondents were given positive response that they were happy to recommend this organization to others as a good place to work. All the responses were under 50%. These results show there were gaps on practicing to have good company image.

strongly disagree(1)		disagree(2)		neutral(3)		agree(4)		strongly agree(5)		positive response
no	%	no	%	no	%	no	%	no	%	%
4	12.5	10	32.3	7	21.1	7	21.1	5	14.4	35

Summary of responses on practice of organization image

Further analysis showed that 7 (21.1%) of the respondents agreed to the view that the parent organization had good organizational image to handle projects. 5 (14.4%) of the respondents strongly agreed, while 7 (21.1%) of the respondents were not sure. 10 (32.3%) of respondents disagreed on the availability of good organizational image. These results reflect 12(35%) of the respondents have positive image on their organization. This is supported by the responses those are: the project office were not good place to work, the organization was not well known for its product and service quality and the project office not better than others in the sector.

4.3.1.5. Efficient organization structure

no	EFFICIENT ORGANIZATION STRUCTURE	SD(1)		D(2)		N(3)		A(4)		SA(5)		positive response
		no	%	no	%	no	%	no	%	no	%	%
1	The organization structure is not positively permit necessary decisions to be made close to the point of action.	6	18.8	11	34.4	6	18.8	8	25	1	3.1	28.1
2	The organization structure allows for some coordination, or integrates effort, but limited management action in various ways and reduces the overall organization effectiveness and efficiency.	3	9.4	7	21.9	6	18.8	14	43.8	2	6.3	50.1

Table 8: responses given for practices under the term organization structure

From table 12 above, 16(50.1%) of the respondents were given positive response that the organization structure allows for some coordination, or integrates effort, but limited management action in various ways and reduces the overall organization effectiveness and efficiency and 9(28.1%) of the respondents were given positive response that the organization structure is not positively permit necessary decisions to be made close to the point of action. The result shows special attention is needed on permitting necessary decision making practices within the organization.

strongly disagree(1)		disagree(2)		neutral(3)		agree(4)		strongly agree(5)		positive response
no	%	no	%	no	%	no	%	no	%	%
5	14.4	9	28.1	6	18.8	11	34.4	2	4.7	39.1

Summary of responses on practicing of organization structure

The study showed that 11 (34.4%) of the respondents agreed that there was Efficient organization structure to handle the project, 2 (4.7%) strongly agreed, 6 (18.8%) were not sure, 9(28.1%) disagreed and 5(14.4%) of respondents strongly disagreed. These results reflect 13(39.1%) of the respondents positively agreed that the project office handling projects by the existing organization structure. This is in line with the responses given by the respondents that the organization structure is

not positively permit necessary decisions to be made close to the point of action and the organization structure not allows for some coordination, or integrates effort.

4.3.1.6. *Establishment of a change and learning culture*

no	ORGANIZATIONAL CULTURE	SD(1)		D(2)		N(3)		A(4)		SA(5)		positive response
		no	%	no	%	no	%	no	%	no	%	%
1	The culture within your organization relating to change is Forward looking.	2	6.3	4	12.5	5	15.6	11	34.4	10	31.3	65.7
2	The culture within your organization relating to change is Responsive	2	6.3	5	15.6	2	6.3	15	46.9	8	25	71.9
3	The culture within your organization relating to change is Involving	2	6.3	6	18.8	4	12.5	9	28.1	11	34.4	62.5

Table 9: responses given for practices under the term organization culture

From table 14 above, 23 (71.9%) of the respondents were response positively that the culture within their organization relating to change is Responsive, 21 (65.7%) of the respondents were response positively that the culture is Forward looking and 20(62.5%) of the respondents were response positively that the culture is Involving.

strongly disagree(1)		disagree(2)		neutral(3)		agree(4)		strongly agree(5)		positive response
no	%	no	%	no	%	no	%	no	%	%
1	3.1	5	15.6	4	11.4	12	36.5	10	30.2	66.7

Summary of responses on practicing of organization culture

The data showed that 12 (36.5%) of the respondents agreed that there was establishment of a change and learning culture among project teams, clients and parent organizations; 10 (30.2%) of them strongly agreed, 4 (11.4%) were not sure, 5 (15.6%) disagreed, while 1 (3.1%) of the respondents strongly disagreed. Even though 22(66.7%) of the respondents have positive responses towards the establishment of a change and learning culture among project, the negative and the

neutral responses in line with the interview responses show the project office need tasks on making the organization forward looking and involving.

4.3.1.7. *Effective conflict management*

no	CONFLICT MANAGEMENT	SD(1)		D(2)		N(3)		A(4)		SA(5)		presponse
		no	%	no	%	no	%	no	%	No	%	%
1	There were levels of unproductive conflict between groups in the organization.	7	21.9	9	28.1	6	18.8	8	25	2	6.3	31.3
2	Conflict Management, did on occasions, cause dissatisfaction and frustration more often than was desirable, leading to inadequate overall performance on various occasions.	2	6.3	9	28.1	5	15.6	12	37.5	4	12.5	50
3	Problems between groups were not as openly faced as required.	4	12.5	11	34.4	5	15.6	11	34.4	1	3.1	37.5
4	There were no real attempts by management to resolve conflicts between groups.	5	16.1	9	29	3	9.7	11	35.5	3	9.4	44.9

Table 10: responses given for practices under the term conflict management

From table 16 above, 16(50%) of the respondents were response positively that conflict Management cause dissatisfaction and frustration more often than was desirable, leading to inadequate overall performance on various occasions, 14(44.9%) of the respondents were given positive response that there were no real attempts by management to resolve conflicts between groups,12(37.5%) of the respondents were response positively that Problems between groups were not as openly faced as required and 10(31.3%) of the respondents were given positive response that there were levels of unproductive conflict between groups in the organization.

strongly disagree(1)		disagree(2)		neutral(3)		agree(4)		strongly agree(5)		positive response
No	%	no	%	No	%	no	%	no	%	%
4	12.5	9	28.1	5	15.6	11	33.4	3	9.4	42.8

Summary of responses on practicing of conflict management

Eleven (11) i.e. 33.4% of the respondents agreed that the practicing of Effective conflict management plans, systems or procedures for projects were in place in their organization; 3 (9.4%) strongly agreed, 5 (15.6%) were not sure, 9 (28.1 %) disagreed and 4(12.5%) strongly disagreed. The result shows there is low on Effective conflict management. This is supported by the respondents that there were no real attempts by management to resolve conflicts between groups and Problems between groups were not as openly faced as required. These are also supported by the interviews given by the interviewees.

4.3.1.8. Timely monitoring and feedback

no	MONITORING AND FEEDBACK	SD(1)		D(2)		N(3)		A(4)		SA(5)		positive response
		no	%	no	%	no	%	no	%	no	%	%
1	Project's progress is regularly compared to the schedule.	4	12.5	9	28.1	5	15.6	10	31.3	4	12.5	43.8
2	Results of the review are communicated to all team members.	2	6.5	9	29	2	6.5	11	35.5	7	22.6	58.1
3	When budget or schedule needs revisions, team members' input is solicited.	2	6.3	11	34.4	6	18.8	8	25	5	15.6	40.6
4	Revisions to budget/schedule are communicated to all members.	4	12.5	13	40.6	5	15.6	8	25	2	6.3	31.3
5	Revisions to budget/schedule are communicated to upper management.	0	0	5	16.1	7	22.6	15	48.4	4	12.9	61.3
6	All team members know if the management is satisfied with their work.	2	6.3	12	37.5	4	12.5	6	18.8	8	25	43.8
7	Manager monitors all important aspects of the project	2	6.5	7	22.6	3	9.7	15	48.4	4	12.5	60.9
8	Revisions to budget/schedule are communicated to clients/major stakeholders	2	6.3	7	21.9	12	37.5	8	25	3	9.4	34.4
9	Regular meetings are conducted to monitor progress and improve feedback	1	3.1	7	21.9	5	15.6	15	46.9	4	12.5	59.4
10	All team members are kept informed of the status of the project.	2	6.3	6	18.8	7	21.9	13	40.6	4	12.5	53.1

Table 11: responses given for practices under monitoring and feedback

From table 18 above, 19(61.3%) of the respondents were response positively that revisions to budget/schedule were communicated to upper management. 19(60.9%) of the respondents were given positive response that manager monitors all important aspects of the project, 19(59.4%) of the respondents were response positively that Regular meetings were conducted to monitor progress and improve feedback, 18(58.1%) of the respondents were given positive response that results of the review were communicated to all team members, 17(53.1%) of the respondents were response positively that all team members are kept informed of the status of the project,14(43.8%) of the respondents were given positive response that all team members know if the management is satisfied with their work, 14(43.8%) of the respondents were given positive response that Project’s progress is regularly compared to the schedule, 13(40.6%) of the respondents were response positively that when budget or schedule needs revisions, team members’ input is solicited. 11(34.4%) of the respondents were given positive response that revisions to budget/schedule are communicated to clients/major stakeholders, and 10(31.3%) of the respondents were response positively that revisions to budget/schedule are communicated to all members.

strongly disagree(1)		disagree(2)		neutral(3)		agree(4)		strongly agree(5)		positive response
No	%	no	%	No	%	no	%	no	%	%
2	6.3	8	25	6	18.7	11	34.4	5	15.6	50

Summary of responses on practicing of monitoring and feedback

Data from the study showed that 34.4% of the respondents agreed that project beneficiaries were practicing timely monitoring and feedback for the project output; 15.6% strongly agreed; 25 % disagreed, whilst 6.3 % of them strongly disagreed. six (6) of the respondents representing 18.7% indicated that they were not sure whether project beneficiaries were practicing timely monitoring and feedback for the project output or not. The few numbers of positive respondents, 16(50%) on monitoring and feedback were supported by points: the Project’s progress is not regularly compared to the schedule, there is no formal mechanism

that team members to know whether management is satisfied with their work or not, revisions to budget/schedule are not enough communicated to clients/major stakeholders and team members are not kept informed of the status of the project are in line with the given response by the interviewees.

4.3.1.9. *Motivated, competent and suitable staff/team*

no	PARTICIPATION AND TEAMWORK	SD(1)		D(2)		N(3)		A(4)		SA(5)		positive respons
		no	%	no	%	no	%	no	%	no	%	%
1	Project team includes personnel with adequate technical, soft and change skills.	0	0	6	18.8	7	21.9	15	46.9	4	12.5	59.4
2	Adequate technical/ change management training (and time for training) is available.	3	9.4	5	15.6	7	21.9	12	37.5	5	15.6	53.1
3	Team members are committed to project's success.	1	3.1	3	9.4	7	21.9	10	31.3	11	34.4	65.7
4	Team members understand how they will be evaluated.	2	6.3	1	3.1	8	25	13	40.6	8	25	65.6
5	There is a list of internal or external consultants that can be brought in if crisis develop	2	6.3	6	18.8	12	37.5	10	31.3	2	6.3	37.6
6	The lines of authority and communication are well defined	2	6.3	4	12.5	7	21.9	11	34.4	8	25	59.4
7	There are enough human resources to complete the change project.	4	12.5	8	25	12	37.5	5	15.6	3	9.4	25
8	Job descriptions for team members have been written, distributed and are understood.	2	6.3	3	9.4	6	18.8	17	53.1	4	12.5	65.6
9	Team is adequately motivated.	4	12.5	9	28.1	8	25	7	21.9	4	12.5	34.4
10	All members understand their role on the team.	1	3.1	7	21.9	5	15.6	14	43.8	5	15.6	59.4

Table 12: responses given for practices under participation and team

From the above table, 21(65.7%) of the respondents were given positive response that team members were committed to project's success,21(65.6)% of the respondents were response positively that team members understand how they will be evaluated, 21(65.6%) of the respondents were given positive response that job descriptions for team members have been written, distributed and were understood. With the same numbers of the respondents ,19(59.4%) were response

positively that project team includes personnel with adequate technical, soft and change skills, all members understand their role on the team, and the lines of authority and communication are well defined, 17(53.1%) of the respondents were given positive response that adequate technical/ change management training (and time for training) is available, 12(37.6%) of the respondents were response positively that there is a list of internal or external consultants that can be brought in if crisis develop, 11(34.4%) of the respondents were given positive response that team was adequately motivated, and finally 8(25%)of the respondents were response positively that there were enough human resources to complete the change project.

strongly disagree(1)		disagree(2)		neutral(3)		agree(4)		strongly agree(5)		positive response
No	%	no	%	No	%	no	%	no	%	%
2	6.3	5	15.6	8	25	11	34.4	6	18.7	53.1

Summary of responses on practicing of participation and teamwork

The study showed that 11 (34.4%) of the respondents agreed that there was Motivated, competent and suitable staff/team to handle the project, 6 (18.7%) strongly agreed, 8(25%) were not sure, 5(15.6%) disagreed and 2(6.3%) of respondents strongly disagreed. These results reflect 17(53.1%) of the respondents positively agreed that the project office handling the project by motivated, competent and suitable staff/team. This is supported by the interview responses and the respondents that in the organization there were no enough human resources to complete the change project and team was not adequately motivated.

4.3.1.10. Clarity of employee role.

From the table 22 below, 16(43.8%) of the respondents were given positive response that there was a greater focus on how well employees co-operating across groups and units in the organization, 16(43.8%) of the respondents were given positive response that the role of the employees fit in the organization and those employees generally aware of the inter-relationship between their own job and the jobs of

others to support effective teamwork, 10(31.3%) of the respondents were given positive response that employees did not have the scope to act independently or interdependently as needed in the organization. 8(25%) of the respondents were given positive response that not all employees in all areas of the organization accepting their responsibility for outcomes.

no	ROLE CLARITY	SD(1)		D(2)		N(3)		A(4)		SA(5)		positive response
		no	%	no	%	no	%	no	%	no	%	%
1	The role of the employees fit in the organization and those employees generally aware of the inter-relationship between their own job and the jobs of others to support effective teamwork.	1	3.1	8	25	9	28.1	9	28.1	5	16	43.8
2	Not all employees in all areas of the organization accepting their responsibility for outcomes.	1	3.1	13	40.6	10	31.3	8	25	0	0	25
3	There is a greater focus on how well employees co-operating across groups and units in the organization.	2	6.3	7	21.9	9	28.1	12	37.5	2	6.3	43.8
4	Employees did not have the scope to act independently or interdependently as needed in the organization.	2	6.3	13	40.6	7	21.9	8	25	2	6.3	31.3

Table 13: responses given for practices under role clarity

strongly disagree(1)		disagree(2)		neutral(3)		agree(4)		strongly agree(5)		positive response
no	%	no	%	No	%	no	%	no	%	%
2	6.3	10	31.2	9	28.1	9	28.1	2	6.3	35.4

Summary of responses on practicing of role clarity

Results from the study indicated that 9 (28.1 %) of the respondents agreed that there is Clarity of employee role throughout the project, 2 (6.3 %) of them strongly agreed, 9 (28.1 %) were not sure, 10 (31.2%) disagreed, while 2 (6.3%) strongly

disagreed. Since the general positive response result is 11 (35.4%) this means that the project office performs with low clarity of employee role.

Table 14: frequency and percentage of positive response on practices of the project office

Practical key points	frequency	percentage
COMMUNICATION	24	75
SENIOR MANAGER'S SUPPORT	18	53.3
CHANGE OBJECTIVE	21	65.7
COMPANY IMAGE	12	37.5
EFFICIENT ORGANIZATION STRUCTURE	13	40.7
ORGANIZATIONAL CULTURE	22	68.7
CONFLICT MANAGEMENT	14	43.8
MONITORING AND FEEDBACK	16	50
PARTICIPATION AND TEAMWORK	17	53.1
ROLE CLARITY	11	34.4

From table 14 above, to summarize the first objective, on quality of organization change project Practices in CGAAOSPO is that issues like setting clear change objectives 21(65.7%), having good organizational culture 22(68.7%) and communication 24 (75%) are practicing in a better way respectively within the project office. in contrary issues like applying efficient organization structure 13(40.6%), constructing good organization image 12(37.5%) and providing role clarity to the employee 11(34.4%) are practicing in a lower performance rate respectively.

The second objective of the study was to identify the critical success factors of organizational change project implementation in CGAAOSPO. These factors were grouped into the factors that facilitate project success as discussed below. Respondents' selections were based on what they considered to be 'most important' factors.

Research Question 2: How does city government of Addis Ababa organization and restructure project office rank the identified critical success factors for organizational change project implementation?

Table 15: Rank of critical success factors for organizational change projects

critical success factors	Mean	rank
COMMUNICATION	3.88	1
SENIOR MANAGER'S SUPPORT	3.52	4
CHANGE OBJECTIVE	3.63	3
COMPANY IMAGE	2.94	8
EFFICIENT ORGANIZATION STRUCTURE	2.88	10
ORGANIZATIONAL CULTURE	3.69	2
CONFLICT MANAGEMENT	2.91	9
MONITORING AND FEEDBACK	3.23	6
PARTICIPATION AND TEAMWORK	3.40	5
ROLE CLARITY	3.02	7

Respondents' selections were based on what they considered to be 'most important' factors. As it is indicated on the above table the average scored value of setting a clear and timely communication is 3.88 which is the highest mean value among the other success factors, the remaining critical success factors organizational culture score 3.69, change objective score 3.63, senior manager's support score 3.52, participation and teamwork scores 3.40, monitoring and feedback score 3.23, role clarity score 3.02, company image score 2.94, conflict management score 2.91 and efficient organization structure score 2.88 which is the lowest of all the success factors in their order of the success for organizational change project implementation. The data showed that in ranking the Critical Success Factors, the respondents ranked Clear and timely communication throughout the project, Establishment of a change and learning culture, and Clear change objective for project as the three most important critical success factors for successful organizational change project implementation, while Good organization image, Effective conflict management, and Efficient organization structure were ranked as the three least important critical success factors.

Table 16 below presents a ranking by respondents of factors generated from a thematic clustering of the change project critical success factors. The table shows that

Commitment which was ranked first encapsulated issues like Top management support and commitment; Adequate resources for the project; Commitment to give timely and quick decision to ensure quality; and Commitment to client/beneficiary satisfaction, fair salary payment to the employee. Coordination, which was ranked second, was comprised of factors like Teamwork; motivation of employee; Good leadership; Monitoring and Feedback; and Client involvement. Competency, ranked third, addressed issues like Competency and experience of the project personnel and leader; Clear job evaluation system; change awareness to the leaders and employees; on job training and appropriate technology for the project. Communication, ranked fourth, addressed issues like Clarity of project objectives and strategic plan; Communicate change positively, adequately; Effective consultation with project stakeholders, Good reporting system; clearly separate technical work and political issue. Thus, according to the respondents, adhering to these critical success factors would greatly improve the quality and success rates of organization change project in CGAAOSPO.

Table 16: improving quality of organization change project implementation practices

Factor	Ranking
<p>Commitment: Top management support and commitment; Adequate resources for the project; Commitment to give timely and quick decision to ensure quality; and Commitment to client/beneficiary satisfaction, fair salary payment to the employee</p>	1
<p>Coordination: Teamwork; motivation of employee; Good leadership; Monitoring and Feedback; and Client involvement.</p>	2
<p>Competency: Competency and experience of the project personnel and leader; Clear job evaluation system ; change awareness to the leaders and employees; on job training and appropriate technology for the project</p>	3
<p>Communication: Clarity of project objectives and strategic plan ; Communicate change positively, adequately; Effective consultation with project stakeholders, Good reporting system; Clearly separate technical work and political issue</p>	4

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Under this last chapter, summary, conclusions drawn and recommendations forwarded were dealt with.

5.1. Summary

This study has assessed the success factors for organizational change project implementation of the city government of Addis Ababa organization and restructures project office. The study revealed that; the practices of ten critical success factors for organization change implementation and ranking of the identified success factors within CGAAOSPO.

According to the practice of communication the organization has good practice of applying Clear, and timely communication throughout the project. The respondents agreed that the project office practice top management support for projects the study responses show which decisions are not made timely by the pertinent authorities, Lack of skill and have poor commitment of leadership and Change resistance attitude by senior managers.

The results on practice of change objective shows 20(64.3%) of the respondents positively agreed that the project office practices Clear change objective for the project. which indicates that there is a gap on practicing Clear change objective for the project.

The results reflect 12(35%) of the respondents positively agreed that there is positive image on their organization. This result shows there are gaps that the project office were not good place to work, the organization was not well known for its product and service quality and the project office not better than others in the sector.

These results reflect 13(39.1%) of the respondents positively agreed that the project office handling projects by the existing organization structure. This is in line with the responses given by the respondents that the organization structure is not positively

permit necessary decisions to be made close to the point of action and the organization structure not allows for some coordination, or integrates effort.

On the practice of organization culture within the project office 22(66.7%) of the respondents have positive responses towards the establishment of a change and learning culture among project, the negative and the neutral responses in line with the interview responses show the project office need tasks on making the organization forward looking and involving.

The practice in applying Effective conflict management is low. This is supported by the respondents that there were no real attempts by management to resolve conflicts between groups and Problems between groups were not as openly faced as required. These are also supported by the interviews given by the interviewees.

In practicing effective monitoring and feedback the result shows 16(50%) respondents were supported by points: the Project's progress is not regularly compared to the schedule, there is no formal mechanism that team members to know whether management is satisfied with their work or not, revisions to budget/schedule are not enough communicated to clients/major stakeholders and team members are not kept informed of the status of the project are in line with the given response by the interviewees.

The results in practicing participation and teamwork reflect 17(53.1%) of the respondents positively agreed that the project office handling the project by motivated, competent and suitable staff/team. The gap supported by the interview responses and the respondents that in the organization there were no enough human resources to complete the change project and team was not adequately motivated.

In practicing of role clarity since the general positive response result is 11 (35.4%) this means that the project office performs with low clarity of employee role.

Based on ranking of critical success factors for organizational change projects respondents' selections were based on what they considered to be 'most important' factors. As it is indicated on the average scored value of setting a clear and timely

communication is 3.88 which is the highest mean value among the other success factors, the remaining critical success factors organizational culture score 3.69, change objective score 3.63, senior manager's support score 3.52, participation and teamwork scores 3.40, monitoring and feedback score 3.23, role clarity score 3.02, company image score 2.94, conflict management score 2.91 and efficient organization structure score 2.88 which is the lowest of all the success factors in their order of the success for organizational change project implementation.

5.2. Conclusion

Successful change is usually messy and full of surprises. Success is a complex concept, but the simple truth about is that in order to achieve it, public sector managers must face up to difficult and critical human issues when dwelling on plans and processes, which do not talk back and to not respond emotionally on their own. The critical success factors viewed under the lens of "soft" side of change management are of keen interest to the theorists and practitioners alike (PMI, 2004). The purpose of the study was to assess the success for organization change project practices by determining the factors that facilitate project success. So the findings of the study discussed below as per the objectives:

Practical implementation of the organizational change factors

The quality of organizational change project Practices in CGAAOSPO is that issues like setting clear change objectives, having good organizational culture and clear and timely communication are practicing in a better way within the project office. In contrary issues like applying efficient organization structure, constructing good organization image and providing role clarity to the employee are practicing in a lower performance rate.

Ranking of critical success factors within the project office

By determining the factors that facilitate organizational change project success, such as Clear and timely communication throughout the project, Establishment of a change and learning culture, and Clear change objective for project are identified as the most critical success factors for organizational change project implementation in CGAAOSPO. The

study also indicated that attention must be paid to the four critical success factors: commitment, coordination, competency, and communication in order to improve project quality.

5.3. Recommendation

Indeed the complexities of organizational change project implementation present some challenges for the success of project in CGAAOSPO. This study therefore recommends that at every phase of the project life cycle, the critical success factors should be addressed along with the four Cs (commitment, coordination, competency, and communication), with probably more dynamism than in other situations where there is better organizational change project implementation experience.

The following are the recommendation given to specific stakeholders in order to maximize the potential efforts of the project office to apply the critical success factors for organizational change project implementation.

To the city government of Addis Ababa

- First of all ensuring the existence of strong leadership that can lead the change implementation. To realize effective and successful change, organizations need both management and leadership.
- The decision regarding the project work should be quick and timely
- The project office should get enough support from the public service, the mayor office and council. Commitment and support of the executive staff (directors, directors general, deputy ministers, etc.) are the essential elements of successful change implementation.
- Apply performance based payment system

To the project office

- Build a strong change implementation team. Organizations that foster a spirit of participation and teamwork create an environment in which diverse views and opinions can be accommodated and blended to engender a sense of unity.

- Creating awareness about change to the leaders and employees. Creating awareness to the stakeholders of the organization may minimize the resistance to change.
- Implement employee's Motivation system. One secret for success in organization is motivated and enthusiastic employee. With such a diverse workforce, it is a challenge for managers to motivate employees toward common organizational goal.
- Develop good performance evaluation system. Evaluation looks at the relevance, effectiveness, efficiency and sustainability to the performance of the employees within the organization.
- Give adequate and timely feedback Monitoring and feedback is essential upon conclusion of each milestone in the project.
- Give on job training to the employee. Insufficient training causes users' misunderstanding of the changes in the company's business processes, which a new system brings.

Finally the project office should give special attention to those success factors which are practicing in a lower performance rate within the organization by applying efficient organization structure, by constructing good organization image and by providing role clarity to the employees respectively.

To the employee

Employee should be ready to:

- Improve Change resistance attitude. Change resistance affects all the stakeholders on some level. All of them will need to go through some learning, and preferably grow into acceptance of the project outcome.
- Participate and perform organizational change as a team. Organizations that foster a spirit of participation and teamwork create an environment in which diverse views and opinions can be accommodated and blended to engender a sense of unity.
- Cooperate with leaders for one goal.

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Appendix 1:- questionnaire

Addis Ababa university school of commerce department of project management

This questionnaire is prepared to gather the necessary information for the study aimed to assess success factors for organization change project implementation in case of Addis Ababa city government organization and re-structure project office. Thank you for volunteering your time to help me advance research in regards to organization change project implementation in the public sector. Please think of a change project you are currently engaged in / have recently been involved in and then consider carefully the statements found on following 4 pages including this. The information you provide will be used only for academic purpose (only for the study under consideration) and will be kept confidential; hence, please don't hesitate to provide the necessary information to the best of your knowledge about the subject matter.

You don't need to write your name.

(In case you need any clarification on the questions please contact me on +251912141520)

Part I General Question (Please put √ in the box next to your choice)

1. What is your position in the project work /the organization?

Project manager Team leader Technical expert consultant director

Other (please specify): _____

2. Your Gender

Female Male

3. Number of years you have been working in this organization

Less than 1year 1 to 2 years 2-5years more than 5 years

4. The highest level of education you have completed

Diploma BSC/BA MSC/MA PHD

5. Your educational background (the field you have studied) _____

Assessment Scoring

1. Average Score is calculated at each pillar of Organizational Change project success factors Assessment.
2. For each question, in the column to the right mark the symbol “√” **that** best represents your organization’s ability to manage change. Responses are interpreted as follows:
1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4, =Agree (A), 5=Strongly Agree (SA)

Part II These are critical success factors for organization change project implementation. This will help to rank the critical success factors in their order of hierarchy towards the success of organizational change project implementation.

No	critical success factors	SD	D	N	A	SA
1	COMMUNICATION					
1.1	The organization has a clearly defined vision and strategy and changes are continually communicated with all stakeholders.					
1.2	Priorities are set and continually communicated regarding change projects and other competing initiatives.					
1.3	The organization uses multiple communication methods to keep stakeholders informed.					
1.4	The organization’s messaging about change projects is clear, concise and consistent.					
1.5	Mechanisms are in place to identify lapses (a decline from previously high standards) in effective communication.					
2	SENIOR MANAGER’S SUPPORT					
2.1	Change initiatives within the organization have an executive manager identified.					
2.2	The executive manager has the necessary authority over the people, processes and systems to authorize and fund change initiatives.					
2.3	The executive manager can build awareness of the need for change (why the change is happening).					
2.4	The executive manager will actively and visibly participate with the project team throughout the entire change process.					
2.5	The executive manager will resolve issues and make decisions relating to the change project schedule, scope and resources.					
3	CHANGE OBJECTIVE					
3.1	Basic goals of the change project are clear to me					
3.2	When the change project is achieved, the results will benefit the department.					
3.3	I can identify the beneficial consequences of the project.					
3.4	Managers and colleagues share the basic goals of the change project.					
3.5	Upper management (project authority) shares same basic goals of change project.					
3.6	All the managers involved or affected by the project foresee the same beneficial consequences.					
3.7	Change project multiple goals are not contradictory; they basically can all be achieved.					
3.8	Change project goals have been explained to all people affected by the project.					
3.9	Change objectives of this project are in line with the general goals of the department					

4	COMPANY/ORGANIZATION IMAGE					
4.1	You are happy to recommend this organization to others as a good place to work.					
4.2	You believed that the organization was well known for its product and service quality.					
4.3	You are confident that the company was being recommended favorably to others.					
4.4	The organization was seen to compare well with its competitors, with employees confident that the company performed at least equal to or better than others in the sector.					
4.5	People who earned respect outside the organization progressed professionally in the organization, and that working conditions at this organization were improving all the time.					
4.6	You felt that the organization was seen to be contributing to the community in a worthwhile manner.					
5	EFFICIENT ORGANIZATION STRUCTURE					
5.1	The organization structure is not positively permit necessary decisions to be made close to the point of action.					
5.2	The organization structure allows for some coordination, or integrates effort, but limited management action in various ways and reduces the overall organization effectiveness and efficiency.					
6	ORGANIZATIONAL CULTURE					
6.1	The culture within your organization relating to change is Forward looking.					
6.2	The culture within your organization relating to change is Responsive					
6.3	The culture within your organization relating to change is Involving					
7	CONFLICT MANAGEMENT					
7.1	There were levels of unproductive conflict between groups in the organization.					
7.2	Conflict Management, did on occasions, cause dissatisfaction and frustration more often than was desirable, leading to inadequate overall performance on various occasions.					
7.3	Problems between groups were not as openly faced as required.					
7.4	There were no real attempts by management to resolve conflicts between groups.					
8	MONITORING AND FEEDBACK					
8.1	Project's progress is regularly compared to the schedule.					
8.2	Results of the review are communicated to all team members.					
8.3	When budget or schedule needs revisions, team members' input is solicited.					
8.4	Revisions to budget/schedule are communicated to all members.					
8.5	Revisions to budget/schedule are communicated to upper management.					
8.6	All team members know if the management is satisfied with their work.					
8.7	Manager monitors all important aspects of the project (i.e., budget, human resources, equipment utilization; schedule, project image, team morale, public relations/internal relations, team training and development, innovation and research, information systems).					
8.8	Revisions to budget/schedule are communicated to clients/major stakeholders					
8.9	Regular meetings are conducted to monitor progress and improve feedback					
8.10	All team members are kept informed of the status of the project.					
9	PARTICIPATION AND TEAMWORK					
9.1	Project team includes personnel with adequate technical, soft and change skills.					
9.2	Adequate technical/ change management training (and time for training) is available.					
9.3	Team members are committed to project's success.					
9.4	Team members understand how they will be evaluated.					

9.5	There is a list of internal or external consultants that can be brought in if crisis develop						
9.6	The lines of authority and communication are well defined						
9.7	There are enough human resources to complete the change project.						
9.8	Job descriptions for team members have been written, distributed and are understood.						
9.9	Team is adequately motivated.						
9.10	All members understand their role on the team.						
10	ROLE CLARITY						
10.1	The role of the employees fit in the organization and those employees generally aware of the inter-relationship between their own job and the jobs of others to support effective teamwork.						
10.2	Not all employees in all areas of the organization accepting their responsibility for outcomes.						
10.3	There is a greater focus on how well employees co-operating across groups and units in the organization.						
10.4	Employees did not have the scope to act independently or interdependently as needed in the organization.						

Additional Questions

i. Mention if there are additional success factors which have helped change projects to be successful within your organization?

ii. In your experience, what has limited the success of change projects within your organization?

iii. What do you recommend to improve the critical success factors of your Organization change project implementation?

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Thank you so mach

Appendix 2:- Interview Guide
Questions Presented to CGAAOSPO Executives

Addis Ababa University

School of Commerce

Department of Project Management

Master of Project Management Program

Date of Interview: _____

Introduction: Good morning/afternoon

Purpose: This interview is being conducted as part of my research Assessment of success factors for organizational change project implementation of city government of Addis Ababa Organization and Restructure project office.

Part I General questions on the company which inform the Strategic change project questions:

- ✓ Can you briefly tell us something about the internal company structure, working practices and culture of the organization? e.g. relation and distance with the employees.
- ✓ What were employees' expected roles in the change process with regard to the change initiatives being implemented in the organization?
- ✓ To what extent were organization employees afforded opportunities to contribute their expectations prior to, during and after the change process?
- ✓ What were the contributing success factors to public sector reform and organizational change initiatives within the organization?
- ✓ Could you elaborate a bit more on the implementation and process of these projects?
- ✓ Were you in charge of leading the strategic change? Or did you delegate it? And/or did you employ any external parties?
- ✓ Based on your experience, do you think that change was successfully implemented in this project?

