Addis Ababa University

College of Business and Economics

School of Commerce

The Status and Prospect of Change Management in Engineering Firms in Ethiopia: The Case of Stadia Engineering Works Consultant PLC

By

Sintayehu Hunde

A project work submitted to Addis Ababa University, School of Commerce, in Partial Fulfillment of the Requirements for the Degree of Master of Business Leadership

Advisor

Bahran Asrat (PhD)

June, 2023

Addis Ababa, Ethiopia

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Approved by Board of Examiner

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External Examiner:	_____	_____	_____
Internal Examiner:	_____	_____	_____
Advisor:	_____	_____	_____

DECLARATION

I, **Sintayehu Hunde**, hereby declare that the study entitled "**The Status and Prospect of Change Management in Engineering Firms in Ethiopia: The Case of Stadia Engineering Works Consultant PLC**" is my original work and has not been presented in Addis Ababa University or any other University. I have carried out the study independently with the guidance and support of the research advisor **Bahran Asrat (PhD)**. All other contributors or sources used for the study have been duly acknowledged.

Sintayehu Hunde _____ _____

Signature **Date**

Confirmation by advisor

Bahran Asrat (PhD) _____ _____

Signature **Date**

STATEMENT OF CERTIFICATION

This is to certify that Sintayehu Hunde Abebe's project work on the topic entitled "The Status and Prospect of Change Management in Engineering Firms in Ethiopia: The Case of Stadia Engineering Works Consultant PLC" is his original work and suitable for submission for the award of Master's Degree in Business Leadership. The project paper is submitted for examination with my approval as a university advisor.

_____

Bahran Asrat (PhD)

(Advisor)

June 2023

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First of all, I would like to say **Praise be to God for His Praise endures for Ever**! Secondly, I would like to express my heartfelt appreciation and thanks to my advisor, **Dr. Bahran Asrat** for his due attention to this work and all his understanding and support in my challenges.

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ACRONYMS

ABC: Activity Based Costing

AI: Appreciative Inquiry

APAQC: American Productivity and Quality Centre

ASQ: American Society for Quality

BSC: Balanced Score Card

EQA: Ethiopian Quality Awards

EI: Employee Involvement

FGD: Focus Group Discussion

ISO: International Standards Organization

ISSSP: International Society of Six Sigma Professionals

OD: Organizational Development

QMS: Quality Management System

TQM: Total Quality Management

SD: Standard Deviations

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Abstract

Companies are in an external environment that is always changing and creating pressure on them. STADIA Engineering Works Consultant Plc is an Ethiopian based company established in 2010 and it is stated that the company has been actively offering a full range of tailored consulting solutions on consultancy services in road and bridge sector. Observing some gaps in human development and due to the current turbulent change factors it became necessary to study the status and prospectus of change management in Stadia so that the prevailing situation is identified, and proper change management design is set in.

Accordingly, in order to study the status and prospective of change management in Stadia, descriptive case study was made using questionnaire survey as a data collection instrument. The questionnaire was prepared adopting from Peggy Simonsen (Peggy Simonsen, 1997) works based on Development Culture of Peggy Simonsen, the 5Ps Strategic Change Model and Employee Involvement, EI. It was intended to measure whether the company is in a position to provide an environment to grow/change, whether the work force is properly managed, and whether the workforce is aware of the need to take the initiative for personal change and development. The evaluation criteria established by Peggy Simonsen (Peggy Simonsen, 1997) based on Performance and Development Index is adopted for the assessment. As a means of further verification and consolidation, physical observation of company documents and processes were made and also focus group discussion was made with the top management of the company.

Descriptive generalization was made analyzing the data using Excel packages, descriptive statistics, and Cronbach alpha. The analysis results indicated that Stadia Engineering Works Consultant is on the average at a moderate level of rating in its change management and/or organizational development. The company is specifically at super rated range in the areas of organizational system, organizational process and/or information flow but at a relatively weaker level, though still in the moderate range, in relation to human development(inspirational trainings, coaching). It is recommended that Stadia adopt intensive trainings, and research and development.

Key words: change management, organizational development, development culture, 5Ps strategic change model, employee involvement, performance and development index.

Chapter One: Introduction

1.1 Background

Organizations are in an external environment that is always changing. Some changes are quite big to call for transformational changes while some other changes should be addressed evolutionarily through continuous and incremental change approach. Changes in internal environment are also reasons for organizational change. If organizations are to survive in today's highly competitive/aggressive business world, they must adopt a robust change management tool that works both for transformational and continuous changes.

As explained by Cummings & Worley, there are interventions that enable organizations to change themselves continually without interruptions (Cummings & Worley, 2015). These changes are observed in a number of growing organizations facing highly turbulent environments. This is specially reflected in organizations such as firms in high technology, entertainment and fashion, and biotechnology industries, in which change factors are continuous and timing is critical. Such continuous changes are inevitable. As a result continuous change management is important because change factors of the rapid technological changes create vigorous and unpredictable competitive pressures. Under such circumstances, standard sources of competitive advantage—strategic positioning and core competencies—erode quickly and provide only temporary advantage. Thus, a business organization needs dynamic capabilities built into the organization that enables it to renew forms of competitive advantage constantly to adapt to a rapidly shifting environment.

As stated by Pryor et al (Pryor et al, 2008) change management models and researches are still relevant and underway but the problem is not with the relevance but with the speed at which such challenges are emerging and the subsequent complications with which organizational leaders, organizational development experts and researchers are required to deal. It is indicated that these days change is constant and organizational leaders who anticipate change and react rapidly are successful. The once who anticipate and invent the future are better successful because those who invent the future are the leaders in their industry. On the other hand those who adapt to change are followers. Still others are the organizations that do not survive.

Pryor et al (Pryor et al, 2008) quoting Pryor et al, 2007 emphasize about reinventing the future through making use of a special type of model. They claim that the most profitable change management is reinvention of the future, not responding to the present. Accordingly, they insist that organizational leaders should adopt a dynamic strategic management model that enables their respective organizations to be in a state of continuous entrepreneurial reinvention. They propose usage of the "5 Ps Model" which is based on its five elements, namely purpose, principles, processes, people and performance. This is considered to be a systems model. All the five elements of the model are required to be aligned for the model to be most effective. There is also another model such as the "development culture" approach of Peggy Simonsen (Peggy Simonsen, 1997). It is about organizational systems, management contribution and employee self- development in connection with organizational change and growth. Thus it can be used to assess/ manage organizational change/development.

As stated by Cummings & Worley, Employee Involvement, EI is still another approach to be used to assess the status of change management in organizations. Employee Involvement seeks to increase members/employee input into decisions that affect organization performance and employee well-being. It can be described/ characterized in terms of four key elements that promote worker involvement, namely power (authority) sharing, timely access to relevant information, requisite skills and knowledge, and rewards.

Currently several factors are prevailing demanding for effective change management in organizations. For example, the corona pandemic (Covid 19) which begun in 2019 is one of the recent striking global factors requiring fundamental changes in how organizations are to be led/managed. With Covid 19 pandemic, avoiding physical contacts/movements and working from home has already become a typical situation and is somehow common practice now. It has already been very mandatory to look for transformational changes on how to manage our business and daily life under such a completely different scenario than what we were used to.

Other factors such as the change in governance in our country, Ethiopia, and lack of peace and stability, aggressive acts from some global forces, global climate change and the drought in some parts of the horn, including Ethiopia, global nuclear weapons, war proliferation, and

increased global polarity are some of the factors making change management and organizational development a matter of urgency in our time. Also, the pace and situation of global economic change, and technological development make change management an inevitable feature of organizational life. However, it is important to note that changes that happen to an organization should be distinguished from change that is planned by its members.

An evaluative study made to assess the change management/effect of business process reengineering/ on the management of human resources in Addis Ababa City Administration suggested that the business process reengineering lacked appropriate provision for benefiting the human resource and focused only on operational speed. It is indicated that, among other things, employee participation during reengineering was weak. The evaluative study indicated that employee satisfaction was found to be low (Ignatius M and Neguse D, 2011).

The study findings by Daniel Kitaw and Fasika Bete (2003) indicate that in Ethiopia, the quality management system, considered as one typical change management tool, are criticized for emphasizing control and conformism, at the expense of flexibility and innovation/convenience. The authors indicate that among other factors cultural factor is the most significant inhibitor of quality policy implementation in Ethiopia and quality concepts have been diffused unevenly across major functional areas.

STADIA Engineering Works Consultant Plc is established in September 2010, as indicated in the company brochure, and it is stated that the company has been actively offering a full range of tailored consulting solutions on consultancy services in road and bridge sector. It is stated that it has now diversified its scope of service to consulting on buildings and water works too. STADIA is now a Grade I engineering consultant with more than 300 employees most of whom are professionals. STADIA is based in Ethiopia, and have a strong motivation to work on regional, national and international projects.

The founding members of the company assume positions of top management (department heads and above including the general manager position). They are professional shareholders who established the company some twelve years ago after acquiring ample work experience in high way engineering, construction materials and construction contract administration both

locally and internationally. It is stated that from the very beginning, they have been ambitious about establishing a system based company that would grow to be a competent international engineering consultancy institute. They began the practice of change management by avoiding department based functions/activities and replacing it by a process based activity, which is based on end to end process of beginning and completion of tasks. As a means of further expanding the change management/organizational development, they began developing the system for ISO quality management requirements and passing through a long time (about five years) and through deliberative involvement of employees as a typical stakeholder the company has now obtained certification for fulfilling the requirements of ISO 9001:2015 quality management system.

1.2 Statement of the Problem

It is stated that STADIA has been certified for ISO 9001:2015 quality management system, as their typical tool for change management. At Stadia they claim the quality management procedures adopted are very effective and are updated regularly to match new requirements. The goal of the company is supposed to provide its clients with optimum service by utilizing a partnership approach to help customers in the most efficient and effective way. The vision of the company is stated to be a competent International Engineering Works Consultancy Institution whereas its mission is to provide high quality and cost effective Engineering Works Consultancy Services in time by keeping strong team spirit, innovation and dynamism. It is stated that even the current performance of the company is at nearly the same/stable level as it was before the corona and other disturbing incidences. This situation may be creating a misleading effect with regards to the genuine status of the company regarding its readiness to establish the necessary/ dynamic system that may support the sustainability of the company.

In this regards, Pryor et al, quoting Wischnevsky (2004) warns that organizational leaders are more likely to act if they perceive a gap between the actual level of performance compared to an internal or external benchmark or if there are changes that require their action. Otherwise there is a possibility of neglecting some important aspect of the organization that may need implementation of appropriate change. Furthermore, some preliminary survey made at Stadia indicated that there may be some gap in human development in the company.

Moreover, even though it is the initiative of the top management of STADIA to enter into quality management system, as a tool of change management, but it has been through a tough debate over whether such quality management guru is at all important at STADIA. Thus, it remains natural to question the extent to which the change management is being handled at STADIA properly understanding the quality management philosophy, and the ISO standard procedures as a change management/organizational development tool. This situation, added to the current global turbulence caused by effects of corona virus pandemic, war and unrest in Ethiopia, drought in the Horn of Africa, and subsequent construction sector business decline made it necessary to test the status and prospective of change management in Stadia so that the prevailing situation is identified, proper change management design is set in, appropriate solution implemented and organizational performance of STADIA saved from deterioration. In order to carry out this task, questionnaire survey is to be made to evaluate the organizational system development, to study management contribution towards system and employee development and also the self-development initiative of the employees. This is to be triangulated with both findings of focus group discussion and the physical observations.

1.3 Research Questions

The following basic questions were used to guide the researcher in the process of carrying out the inquiry.

1. What is the organizational process through which change is being managed at STADIA Engineering Works Consultant?
2. What is the status of system development and employee involvement in STADIA?
3. Do they have the right approach/model for their change management at STADIA?
4. What would be their prospective future status?

1.4 Research Objective

The general objective of the study was to assess the status of change management and its future prospective in STADIA Engineering Works Consultant.

The specific Objectives were

1. To study the organizational process through which change management was being managed in STADIA Engineering Works Consultant.
2. To study the status of organizational system, manager's contribution to employee development and employee self- development initiatives in STADIA Engineering Works Consultant.
3. To analyze the change management system in STADIA in contrast to some selected change management models.

1.5 Research Significance

This study would be significant in creating deep understanding of the various change management concepts/models through the effort of contrasting the concepts/models and the practically prevailing organizational change management efforts. The outcome of the study would help the company to critically evaluate its change management approach and hence take the necessary timely corrective measures. It would help to identify and clarify the gaps in organizational change management process, especially in connection with the change management tools. It would be a starting point for further studies in organizational change management of STADIA. The study would cast light on some additional approaches through which change management/organizational development is to be studied.

1.6 Scope

Effective change management and organizational development is dependent on many factors. Thus, it is naturally expected that the scope of such a study would be very wide. The scope of this study is narrowed by focusing on assessing the organizational system/process development, contribution of management in organizational system development and employee development, and also assessing the initiative for self-development of the employees. Financial and marketing aspects are not covered in this study. Among versatile change management models, only some change management models/approaches are used to make the assessment. Moreover it is a case study of a single company with the main focus on

the head quarter and its projects in Addis Ababa. It is done with qualitative analysis with only limited mix of quantitative approach.

1.7 Limitation

Stadia engineering works consultant performs construction projects supervision in various parts of the country. But this study is limited to the head office and the projects located in Addis Ababa. Moreover, a confidence limit of 90% is used in defining the sample size; it would have been better if the confidence limit was made 95% and the sample size increased. Financial and marketing aspects are not included in this study and this can be considered as additional limitation.

1.8 Organization of the Study

Among the versatile change management theories/models, three models/approaches were selected based on their responsiveness to the current change triggering factors. They are Peggy Simonsen's Development Culture approach, the 5Ps Strategic Change Model, and the Employee Involvement.

Questionnaire was adopted based on the requirements of the study/assessment. Case study research design was implemented and purposive sampling method was used to select respondents. The reliability of data was checked using Cronbach's alpha. Data was then collected using hard copy questionnaire as data collection instrument. The gathered data was analyzed using descriptive statistical analysis with the intention of analytic generalization. Based on the analysis of responses to the questionnaire surveyed, the status of change management was rated against the Performance and Development Index quoted by Peggy Simonsen. The findings of the questionnaire survey were further triangulated with the findings of focus group discussion and findings of physical observations. Findings and results were used to draw conclusions. Recommendations were given based on the conclusions and results of the study. Discussions, Conclusions and recommendations were made objectively based on the results and findings of the study.

Chapter Two: Literature Review

2.1 Introduction

Cummings and Worley (Cummings & Worley, 2015) introduce their discussion of change management/organizational development by reminding us of the crisis that the world is already in and by warning us (back in 2015) of the possibility of occurrence of critical pandemic disease in the near future. In fact, we have now already faced corona pandemic (Covid 19) in 2019. Subsequently, it has been very mandatory to look for transformational changes on how to manage our business and daily life under a completely different scenario than what we were used to. With Covid 19 pandemic, avoiding physical contacts and working from home has already become a typical situation and is somehow common practice now.

The other factors such as the change in governance in our country, Ethiopia, and lack of peace and stability, aggressive acts from some global forces, global climate change and the drought in some parts of the horn, including Ethiopia, global nuclear weapons, war proliferation, and increased global polarity, etc., are some of the factors making change management and organizational development (both local and international) a matter of urgency in our time.

Cummings and Worley indicate that the pace of global economic and technological development makes change an inevitable feature of organizational life. However, they make the contrast that change that happens to an organization can be distinguished from change that is planned by its members. They express a planned change as organizational development (Cummings & Worley, 2015). They further clarify change management as a process that uses a broad range of behavioral science knowledge and practices. Cummings and Worley contrast transformational and continuous changes as follows; transformational changes are wider, episodic changes that change the fundamental ways of operations of an organization. whereas continuous changes are those changes that are incremental in nature and that are evolutionary instead of revolutionary.

One way of implementing transformation change is through culture change intervention (Singh & Ramdeo, 2020) and (Cummings & Worley, 2015). It is not enough to have strong

organizational culture for enhancing competitiveness and sustaining operations that ensure survival of companies. An adaptive culture, which facilitates culture change, encourages continuous adaptation to the external environment (Singh & Ramdeo, 2020) is preferred. But culture change is challenging. Singh & Ramdeo explain organizational interventions explaining the concepts of self-designing organizations and learning organizations (Singh & Ramdeo, 2020).

Janićijević (Janićijević, 2012) hypothesized the relationship between organizational change strategy and organizational culture. Accordingly, in organizations where the culture is associated with authoritarian and/or hierarchical, short-timed transformational changes can be implemented while in organizations that have an egalitarian power distribution, continuous changes can relatively easily be implemented. As explained by Singh & Ramdeo, continuous change is also defined as the extension and inevitable component of transformational change (Singh & Ramdeo, 2020). Continuous change is an ongoing, continual process where the organization actively engages in revising its strategy, structure, and approaches (Singh & Ramdeo, 2020). They further explain that continuous change is an extension of transformational change and continuity implies change and change implies continuity. Such an understanding of change will make the selection of the type of change to be implemented obsolete. Because it is possible to understand from the explanation that organizations are always in both transformational change and continuous change one followed by the other.

2.2 Theoretical Review

2.2.1 Common Change Management Theories/Models

Pryor et al (Pryor et al, 2008) states that change management models and researches are still relevant for the twenty-first century. As stated by these authors, the issue is not concerning the relevance but the challenge is the volume and speed at which change entailing factors are emerging and the subsequent complications with which organizational leaders, organizational development experts and researchers are required to deal. As explained by these authors, these days change is constant and organizational leaders who anticipate change and react rapidly and responsibly are successful. Anticipating and inventing the future makes even more successful

because those who invent the future are the leaders in the competition. Those who adapt to change simply become followers. Still others become non-surviving organizations.

However, change management is not an easy venture. Rizescu A and Tileaga C explain that it involves the continuous adjustment to the external conditions of organizations in the operating environment, in parallel with the need for growth of domestic stability, with the dilemma of change-stability (Rizescu A and Tileaga C, 2016).

Cummings & Worley, (Cummings & Worley, 2015), explain that all organizational development methods rely on some theory about planned change. As it can be understood from these theories, the planned change shall be applied in step by step process passing through different stages. It is a time-based process of applying organization development methods to help organization members manage changes.

According to Cummings & Worley(Cummings & Worley, 2015), the major theories of organization change that have received considerable attention can be categorized and summarized into four categories; they are Lewin's change model, the action research model, the positive model, and the general model of planned change that integrates the earlier models. As explained by Cummings and Worley (Cummings and Worley, 2015), Lewin viewed the change process as consisting of three steps. These three steps are termed as unfreezing, moving, and refreezing.

As discussed by Cummings and Worley, the second type of change model is the classic action research model which focuses on planned change. Also, Pryor et al summarize the action research model (Pryor et al, 2008) as a combination of changing not only attitudes and behavior, but also testing the change method being utilized. It is said that action research is traditionally aimed both at helping specific organizations implement planned change. As indicated by Cumming and Worley (Cumming and Worley, 2015) and also summarized by Pryor et al (Pryor et al, 2008), there are eight main steps of the action research model.

The third model of change is described as the positive model. The positive model is different from Lewin's model and the action research in that the latter models are primarily deficit

based; it is indicated that Lewin's model and the action research focus on the organization's limitations and shortcomings and on how to solve the shortcomings for the better functioning. As explained by Cumming and Worley (Cumming and Worley, 2015), the positive model focuses on what the organization is better at. It helps members understand their organization when it is working at its best and builds off those capabilities to achieve even better results.

Organizational development authorities indicate that the positive model has been used through a process called appreciative inquiry (AI). Drawing heavily on appreciative inquiry, the positive model of planned change involves five phases, namely initiating the inquiry, inquiring into best practices, discovering the themes, envisioning a preferred future, designing and delivering ways to create the future.

Cummings and Worley (Cummings and Worley, 2015) discuss the General Model of Planned Change as the fourth model of planned change. The general model/framework describes four basic activities that organizational development practitioners and organization members jointly carry out in organization development. These basic activities are entering and contracting whereby initial data is gathered to understand the problems, diagnosing stage whereby the client system is carefully studied, planning and implementing change at which intervention scheme is designed, and evaluating and institutionalizing the change at which feedback is given.

In contrast to the four categorization of the typical change management models/theories summarized above, there are also other authors categorizing the change management models in different ways. Some of such categorizations are based on separately grouping the versatile modifications of Lewin's model and the action research model. One such an approach of categorization is the change management models / theories presented by Pryor et al (Pryor et al, 2008). They are indicated as follows:

1. Action Research Model/Theory (Collier, 1945; Lewin, 1946; French, 1969; Schein, 1980); as explained by Pryor et al (Pryor et al, 2008), the process of action research is first to diagnose the need for change (unfreezing), then to introduce an intervention (moving) and finally to

evaluate and stabilize change (refreezing). It can be clearly seen that each of these steps in the process is consistent with the three stages in Lewin's Model.

2. Lewin's Three-Step Model (Lewin, 1945); as already explained, in Lewin's Model, there is a stipulation for the three distinct steps in change management, namely unfreezing the present, moving from the present and freezing.

3. Schein's Extension of Lewin's Change Model (Schein, 1980); as explained by Pryor et al (Pryor et al, 2008) Schein (1992, 1985, 1980) discusses the three steps of Lewin's Change Model as three stages of change. They are unfreezing an organization through dissatisfaction with the status quo, moving it from the status quo to a future state through "cognitive restructuring" and finally freezing/stabilizing the changes.

4. The Lippit, Watson and Westley model of planned change which expanded Lewin's Three-Step Model to a Five-Phase Model (Lippit, Watson, and Westley 1958); this approch includes five phases instead of three steps. The five steps are described as follows: after unfreezing, phase two is added to establish a change relationship and after refreezing, phase five is added to achieve a terminal relationship.

5. Kotter's Strategic Eight-Step Model (Kotter, 1996); Kotter's eight step approach to change management is as follows: in the first place existing mistrust/doubt is studied. Then, it is advised to enlist the help of others instead of trying and battling the resistance of people to change. The third step is about creating plan of action. The fourth step is about convincing about the change. The fifth step is inspiring people. Step six about rewarding people. Step seven is about observing actions. By this step, it is expected that resistance is already diminishing. Step eight is about narrating the success.

6. Mento, Jones and Dirmdofer's Twelve-Step Model (Mento, Jones and Dirmdofer's 2002); this approach recommends twelve steps to lead the transformational change.

7. Jick's Ten-Step Model (Jick, 2003; Jick, 2001); Jick's model (2003) which can be used like a procedure to guide and initiate change or to evaluate change that is already taking place in an organization.

8. Shield's five-step model (Schield, 1999). It is explained that Shield's model builds on the idea that when change fails, it is because of lack of sufficient attention to the human and cultural aspects of business.

2.2.2 Critical View of the Common Theories/Models

As noted in various steps of the models and critically analyzed by Pryor et al, in the first place the change models and theories discussed above share many similar characteristics (Pryor et al, 2008). In all the models, it is possible to identify the demand for establishing a reason and need for change. As a matter of mandate, it is required that this step begins with the leaders of the organization. However, companies face challenges in this regard because of their limitation in having the right organizational leaders. The right leaders are those leaders who can create an atmosphere where people are inspired to go beyond the minimum expectations. Pryor et al, quoting Wischnevsky (2004), indicate the limitations in this connection mentioning the temptation of organizational leaders to act only if they perceive gaps.

Secondly, the models incorporate the development of an anticipated business result/achievement and movement from the status quo to a future state. Envisioning is one of the most important steps of a change process.

The other issue considered by some of the models is regarding the concept of changing processes. It is about the processes that empower people in the organization. This step includes evaluating the current systems, processes and capabilities to facilitate change. Pryor et al, quoting Farrell et al 2005, indicate that organizational learning and the ability of a company to create and exploit knowledge and information leads to successful organizational performance.

It is indicated that all of the models incorporate the idea of reinforcing and creating small improvements to encourage additional change. Most organizations have a model for improvement. The Plan-Do-Check -Act Cycle of Deming is indicated as one of the most common example.

Some significant differences in the models are also discussed as well. With the exception of Shield's (1999), it is indicated that all change models identified a step where the support for the change is completed. It is explained that the change plan should not be created in some high level office. It should not be forced upon the staff who will implement the changes either. As stated by Collins (Collins, 2001), involving people in the planning and change management process is more empowering. Each model except Shield's (1999) addresses the importance of communication in order to gain support for the change.

Sheild discusses about communication in the cultural model although not in the steps of her change model. It is indicated that Mento's model (2002) is the only one which includes a step for monitoring and measuring change as it is implemented. As indicated by Collins (Collins, 2001) the most successful organizations should have disciplined people, disciplined thought and disciplined actions. Jick's (2003) and Mento's (2002) models incorporate a step that discusses leadership behavior and supporting strong leadership characteristics. Kotter (1996) and Shields (1999) focus more on the cultivation of the team members implementing the change.

In addition to the common change management models discussed above there are some recently emerging change management models/approaches that are worth discussing and utilizing in evaluating the status of change managements. They are discussed as follows.

2.2.3 Development Culture Approach

As a matter of discussing some of the recent change management models/approaches, we review Peggy Simonsen's (Peggy Simonsen, 1997), development culture model. This model can be considered as one of the models/approaches that can be used to manage organizational change. It emphasizes the need for developing organizational system. It is also indicated that it is important to particularly train and coach employees intimately and focus on human development in general with clearly defined and shared strategic direction (shared vision and mission statement) and career development.

As explained by Peggy Simonsen, (Peggy Simonsen, 1997) organizational productivity /performance should be at its peak in order to respond to the demands of global competition. It is emphasized that people power should not be wasted but rather properly managed. In connection with same, organizations are supposed to be lean, and everyone in the company must add value. Bureaucracy is supposed to be slow and deadly whereas autocracy is rejected for not rewarding intelligence and skills of even the high level professionals.

On the other hand, it is indicated that work is changing so fast that job descriptions are getting obsolete almost as quickly as they are written. The possibility that an employee is hired to do a specific job and nothing else is considered long gone. Old systems of hierarchy, titles, etc are considered contradictory to realities of today. Entrepreneurial people doing whatever needs to be done to make the business a success are the ones required. Thus, many companies are expecting employees to act like owners.

Accordingly, how developmental an organizational culture is one of the influential factors affecting the change management/organizational development. Peggy Simonsen, quoting Edgar Shein defines organizational culture as the pattern of assumptions that the group has invented and evolved in learning to cope with both its problems of survival in the external environment and problems with how to manage itself as a group. Peggy Simonsen further states that culture can be simply expressed as the way we do things under a certain environment (Peggy Simonsen, 1997). Culture is a composite of organizational values and as such is not easy to change. Nevertheless, organizational culture changes with the redesign and change implementation for survival. Peggy Simonsen further explains that those who succeed are the ones that can read the trends, quickly adapt to new demands, and contribute a positive value through a change /developmental culture.

2.2.4 The 5Ps Strategic Change Model

Pryor et al (Pryor et al, 2008) quoting Pryor et al, 2007 discuss about reinventing the future through a special type of model. They claim that the most profitable change is reinvention of the future, not responding to the present. Accordingly, they insist that organizational leaders should adopt a dynamic strategic management model that enables their respective

organizations to be in a state of continuous entrepreneurial reinvention. They indicate that this can happen only if organizational leaders follow a certain kind of strategic management model which they assume it a systems model in which all elements in the system are continuously realigned as reinvention occurs. They call it “the 5 P’s Model”.

The five elements of this model are: purpose, principles, processes, people and performance. This is supposed to be a systems model and all the five elements of the model must be aligned for the model to be most effective. There are also sub-elements of the 5 P’s Model.

2.2.5 Employee Involvement Approach

As stated by Cummings and Worley (Cummings and Worley, 2015) faced with competitive demands for lower costs, higher performance, and greater flexibility, organizations are increasingly turning to employee involvement (EI) to enhance the participation, commitment, and productivity of their members. It is an approach where by decision making is moved downward in the organization, closer to where the actual work takes place. It is anticipated that this increased employee involvement can lead to quicker, more responsive decisions, continuous performance improvements, and greater employee flexibility, commitment, and satisfaction. Employee involvement is a broad term that has been variously referred to as “empowerment,” and “quality of work life.” It covers diverse approaches to gaining greater participation in relevant workplace decisions.

Njuguna E.N and Muathe S.M.A (Njuguna E.N and Muathe S.M.A, 2016) quoting the study by Kotter, 2008 indicate that organizations which adopted the organizational changes had higher financial performance than the organizations which had not adopted changes. There has also been increased individual commitment to change by employees. Also the expected promotions and rewards as a result of change have increased the individual expectations on organizational changes where at all the times the performance of employees is enhanced.

As stated by Cummings and Worley (Cummings and Worley, 2015) employee involvement is the expression used to describe a set of practices and philosophies that started with the quality-of-work-life movement in the late 1950s. In the context of their definition, employee

involvement is about enhancing members input into decisions that affect organization performance and employee well-being. It can be described in terms of four key elements that promote worker involvement, namely power (authority) sharing, timely access to relevant information, requisite skills and knowledge, and rewards.

It is possible to discuss about employee interventions in change management in three major categories that vary in the magnitudes of power sharing, information flow, knowledge and skills, and rewards. As a matter of introduction we consider here Parallel Structures slightly and Quality Management System in more detail.

2.2.5.1 Parallel Structure

A parallel structure refers to involving employees in resolving ill-defined, complex problems. Also known as "collateral structures," parallel structures work side by side with the formal company structure. It is stated that they provide members with an alternative setting in which to address problems and to propose innovative solutions free from formal organization structure and culture. For example, it is suggested that members may attend periodic out of office meetings to see new ways to improve quality in their work area.

Parallel structures are known to facilitate problem solving and change by providing time and resources for members to think, talk, and act in completely new ways like the cooperative union–management projects and quality circles. Consequently, norms and procedures for working in parallel structures tend to be different from those of the formal organization.

2.2.5.2 Quality Management System, QMS

As a typical example of the QMS, total quality management (TQM) is considered to be a more comprehensive approach to employee involvement than parallel structures. Also, the total quality management (TQM) is known as "business excellence," "continuous process improvement," "continuous quality," "lean," and "Six Sigma," TQM grew out of a manufacturing emphasis on quality control and represents a long-term effort to orient all of an organization's activities around the concept of quality.

Daniel Kitaw and Fasika Bete (2003), in their survey study of efforts and problems of quality management in Ethiopian manufacturing industries state that many countries and companies across the world have started to realize the benefits of quality management in general and total quality management in particular.

According to Cummings and Worley, quality is achieved when organizational processes reliably produce products and services that meet or exceed customer expectations. As indicated by these authors, although it is possible to implement TQM without employee involvement, member participation in the change process increases the likelihood of sustaining the results.

Daniel Kitaw and Fasika Bete (2003) have tried to clarify the concept of quality by compiling various definitions of quality. One of the typical such definitions given, quoting Gitlow et al 1989, is that quality is the extent to which the customer or users believe the product or service surpasses .their needs and expectations. They describe TQM as a management philosophy for achieving highest standards in customer satisfaction and quality of work at lowest cost through employee participation. It emphasizes meeting external and internal customers' needs and expectations and the importance of doing things right first time.

When comparing TQM to ISO 9000, Daniel Kitaw and Fasika Bete (2003) state that while the ISO 9000 is Quality System~ Management Standard, the TQM is a philosophy of perpetual improvement. They explain that ISO sets up a system to deploy a policy and verifiable objectives. Accordingly, an ISO implementation is a basis for a TQM implementation. They further indicate that where there is an ISO system, about 75 percent of the steps are in place for a TQM. They further indicate the way by stating that the requirements for TQM can be considered ISO plus.

Regarding the connection between the ISO 9000 and the TQM implementation order, these authors state that it is possible for any company to be certified to ISO 9000 without TQM, or a company can have TQM without ISO 9000. Nevertheless, they indicate that there are four theories existing regarding linking TQM and ISO 9000. They list these theories as step theory, driver theory, foundation theory and element theory. According to step theory ISO 9000 is the

stepping stone towards TQM. As per the driver theory, implementation of ISO 9000 triggers implementation of TQM. According to the foundation theory, ISO 9000 is the foundation/platform upon which TQM can flourish. According to element theory, ISO 9000 is part or element of TQM.

Organizational change management authors explain that the principles underlying TQM can be understood by examining the careers of W. Edwards Deming and Joseph M. Juran. Deming, known for his statistical and sampling expertise, is mentioned to be to have conducted a census of the Japanese population. It is indicated that during his discussions with Japanese officials and managers, he advocated a disciplined approach of "plan–do–check–adjust" to identify and improve manufacturing processes that affected product quality. It is known that with such an approach, the Japanese could produce world-class-quality products and restore their country economically.

TQM typically is implemented in five major steps. These steps are gaining senior management commitment, training members in quality methods, starting quality-improvement projects, measuring progress, rewarding accomplishment**.** With the exception of gaining senior management commitment, most of the steps can occur somewhat concurrently. Note that these steps are somewhat similar to the four elements of employee involvement discussed above as power, information, skill and knowledge, and rewards.

As per the provision of the Quality Management Systems Guide for ISO certification revised for 2014, there are eight principles of quality management. As a preamble to the principles, ISO 9000 technical committee working on the ISO standards tagged the following;

"A quality management principle is a comprehensive and fundamental rule / belief, for leading and operating an organization, aimed at continually improving performance over the long term by focusing on customers while addressing the needs of all other stake holders".

Quality standard is expressed as a document that provides requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose. The eight Quality Management Principles are

customer focus, leadership, involving people, process approach, systems approach to management, continual improvement, factual approach to decision making, and mutually beneficial supplier relationships. These eight principles are modified to seven principles in ISO 9001:2015 by combining process approach and system approach. These seven principles are customer focus, leadership, engagement of people, process approach, improvement, evidence based decision making, and relationship management. They are described as foundation of ISO 9001:2015. ISO 9001:2015 is flexible in various regards. These basic principles, as discussed in ISO 9001:2015 too, are similar with the provisions of versatile change management models.

The continuous improvement plan, CIP, is a quality improvement plan, designed to review specific situations and identify strategies for enhancing or improving all related factors, carried out through plan- do-check- act/adjust, and attributed to Edwards Deming.

2.3 Empirical Review

2.3.1 Change Management in General

As explained by Cummings and Worley, (Cummings and Worley, 2015) planned change is applied in situations involving gradual change. Organizations in the 1960s and 1970s were concerned mainly with fine-tuning their bureaucratic structures by resolving many of the social problems that emerged with increasing size and formalization. It is indicated that in those situations, planned change involved a relatively bounded set of problem-solving activities.

There are various cases of organizational development practices in which efforts are made to solve specific problems. One of such a case is that of Pakistan Telecommunication Company limited (PTCL). As indicated by Hashim, (Hashim, 2017) Pakistan Telecommunication Company limited (PTCL) was established in 1991, when they took over the operation from the Pakistan telephone and telegraph department. PTCL as one of the leading communication companies of the country and with its head office at Islamabad is made to run by the partnership of the ETISALAT (Dubai base company) and Government of Pakistan, ETISALAT having 26% shares in the company.

The privatization process started in 1991, but it was completely laid down in July 2006, by the government and the management is handed over to ETISALAT. Even though it was decided in 1991 to privatize, but due to severe resistance from the side of employees it took a long time to realize the privatization and install a new/changed management. The author indicates that the performance of the PTCL when the company was the sole property of the government was not good due to wide spread corruption and low working condition of the employees. Emergence of new competitors in the market was an issue and then the government decided to privatize or make a change in the management of the company. And finally the changes took place in July 2006.

Then, the management was handed over to professionals and they developed strategies for changing the management system to cope with the prevailing challenges like latest technology and social services. Product and service quality were improved. Furthermore the company was down sized by laying off huge number of non-expert and uneducated employees. The external policies were also changed.

Hashim further explains that after implementation of the change management strategies, PTCL rebuilt its reputation. The quality of the product improved, new technologies for the betterment of the customer services have been adopted, and employees have been trained and developed. Furthermore, it is indicated that total quality management techniques is adopted to maintain the product and service quality. It is stated that the company share/capital has also increased.

As explained by Cummings and Worley, planned change efforts have traditionally been applied in North American and European settings. However, these efforts are now increasingly applied outside of these regions. Developed in Western societies, organizational development reflects the underlying values and assumptions of these cultural settings, including equality, involvement, and short-term time horizons. Under these conditions, it works quite well.

In other settings, a different set of cultural values and assumptions may be operating and this may make the implementation of change management/organizational development problematic. In contrast to Western societies, for example, the cultures of most Asian countries are more hierarchical and status conscious, less open to discussing personal issues, and have a

longer time horizon for results. These cultural differences can make organization development (planned change) more difficult to implement, especially for North American or European practitioners working in non-western companies; they may simply be unaware of the cultural norms and values that permeate the society.

The cultural values that guide organizational development practice in the United States, for example, include a tolerance for ambiguity, equality among people, individuality, and achievement motives. An organizational development process that encourages openness among individuals, high levels of participation, and actions that promote increased effectiveness is viewed favorably. The organizational development practitioner is also assumed to hold these values and to model them in the conduct of planned change. Many reported cases of organizational development involve western-based organizations using practitioners trained in the traditional model and raised and experienced in western society.

Even under the same cultural and technological backgrounds local variations are seen to create some difficulties. The case of Microsoft Canada which is a subsidiary of the Microsoft Corporation is a nice example. Microsoft Canada is engaged in the marketing, sales, and service of the full range of software products, including the Windows operating systems and Microsoft Office, enterprise solutions, and the Xbox video game console. It provided consulting support to clients as a small service organization, working with the partners.

As explained by Cummings and Worley, prior to 2001 Microsoft Canada had been part of the North American subsidiary. Under this structure, the large U.S. market was clearly the focus of attention for Microsoft's server, desktop, and other software products. However, the President of Microsoft Canada argued that the Canadian market was different and underdeveloped, and thus claimed the need for a specialized strategy.

Subsequently, the president and his team designed and implemented a new strategic planning. The strategic planning director implemented a series of workshops involving the Canadian Leadership Team (CLT). This team was composed of a broad cross section of the company, including representatives from the legal staff and human resources. The strategic analysis

phase consisted of preliminary work by several members of the Canadian Leadership Team, in addition to the specific departmental or process based analysis.

Subsequently, the vision and values exercise produced important insights about what the Canadian organization stood for, its uniqueness compared to other marketing subsidiaries within the Microsoft organization, and its strengths in competing as a Canadian organization. The values also informed discussions about future goals and the strategy for achieving them. Importantly, the Canadian leadership realized that customer loyalty would and should become a driving force for the organization. A consensus began to emerge that the right and proper strategy for Microsoft Canada was to argue for a slower growth rate in revenues in the short term, invest in customer satisfaction and loyalty, and then leverage that loyalty for a more secure stream of revenues in the future, and ultimately it resulted in remarkable success.

2.3.2 Employee Involvement

Njuguna E.N and Muathe S.M.A, quoting Cummings and Worley 2005, indicate that regardless of the speed, organizational change is the movement of an organization from the existing plateau toward a desired future state in order to increase organizational efficiency and effectiveness where the key drivers remain the employees.

As explained by Cummings and Worley, organizations such as General Mills, The Hartford, and Intel have enhanced worker involvement through enriched forms of work; others, such as Verizon, Deutsche Telekom, Wells Fargo, and Boeing, have increased participation by forming employee involvement teams that develop suggestions for improving productivity and quality.

As explained by Ignatius M and Neguse D (Ignatius M and Neguse D,2011), an evaluative study was made to assess the effect of business process reengineering on the management of human resources in Addis Ababa City Administration. The business process was redesigned and implemented for the purpose of organizing the business processes through shifting from functional /departmental structure to process-centered organizing practices. The evaluative study suggested that the business process reengineering lacked appropriate provision for benefiting the human resource and focused only on operational speed. It is indicated that,

among other things, employee participation during reengineering was weak. The front line employees did not get sufficient information and proper performance evaluation was not undertaken. The evaluative study indicated that employee satisfaction was found to be low because there is no incentive system.

2.3.3 Quality Management System

Daniel Kitaw and Fasika Bete (2003) indicate that globally many companies in the developed world have implemented TQM as a way of maximizing customer satisfaction, gaining better product quality, and obtaining higher productivity. As per their explanation, companies in developing countries want to do same but they do not know how to implement the TQM.

The TQM is often associated with the implementation of employee intervention too. Also, researchers have associated the TQM positively with performance outcomes, such as productivity, customer service, product/service quality, and profitability, as well as with human outcomes, such as employee satisfaction and quality of work life. Other TQM studies have shown that as organizations enact process improvements, they may need to make supporting changes in reward systems and work design.

As explained by Cummings and Worley, Deming Prize is established to honor annually the best in quality manufacturing. The Union of Japanese Scientists and Engineers created the prize considering Deming's quality management work as the idea that helped to rejuvenate the Japanese economy. The other work considered in this regard is Juran's publication of the Quality Control Handbook in 1951. The quality control hand book identified two sources of quality problems: avoidable and unavoidable costs. It is indicated that avoidable costs included hours spent reworking defective products whereas unavoidable costs included work associated with inspection and other preventive measures. He suggested and supported that an organization should focus on avoidable costs that could be found in any process, not just in manufacturing, indicating that focusing on unavoidable costs to maintain quality is missing an important opportunity of doing other tasks.

Ng Kim-Soon (2012), quoting Smith 1998, states that the emphasis on cost, quality and time has generated strategic initiative such as the use of activity based costing (ABC) on TQM initiative. Accordingly it is indicated that activity based costing is perfectly suited to TQM because it encourages management to analyze activities and determine their value to the customer. Again Ng Kim-Soon (2012), quoting Shepard 1995, indicates that an economics of quality approach can be integrated with activity based costing for strategic cost effectiveness. It is further indicated that many companies found activity based costing (ABC) aligned well with TQM processes.

When discussing the Ethiopian context, the efforts and progress in change management/organizational development are somehow related to quality management. As explained by Daniel Kitaw and Fasika Bete (2003), during the socialist regime the majority of the companies had no clear quality vision and mission, and their management lacked the initiative to steer quality activities through corporate strategies and policies. The authors indicate that the efforts made to restart the quality transformation in Ethiopia after mid 1990s also faced many challenges and difficulties. They attribute this to the challenges of the risk – avoidance culture among Ethiopian enterprises. The authors further indicate that reigniting the confidence of the enterprises regarding better reward and recognition that could be achieved through quality management practices was not simple.

Daniel Kitaw and Fasika Bete (2003), based on their survey study on the manufacturing industry of Ethiopia, revealed that some of the manufacturing companies understood the importance of involvement of top level management in quality improvement and they actively practice it; they give their witness that TQM philosophy and ISO 9000 QMS have been adopted in manufacturing; some manufacturing industries that are especially export oriented in the 1990s have endeavored to attain ISO 9000 certification to penetrate the international markets. As a result, the awareness and adoption of ISO 9000 increased significantly at that time. In the process of lSO 9000 implementation, however, barriers, difficulties, and problems arose.

Despite the empirical evidences supporting a substantial improvement in performance in South East Asian countries following implementation of quality management systems, as indicated

by Ng Kim-Soon (2012), but the survey findings by Daniel Kitaw and Fasika Bete (2003), indicate that in Ethiopia, the quality management systems are criticized for emphasizing control and conformism, at the expense of flexibility and innovation/convenience. The authors indicate that cultural factor is the single most important inhibitor of quality policy implementation in Ethiopia and quality concepts have been diffused unevenly across major functional areas. As explained by these authors, quality efforts in Ethiopia were initiated by top-down approach at different times, especially by higher officials. Most works and efforts in quality movements didn't involve the prime actors and most of the initiatives were unsuccessful; even some of the implemented works are reported to have failed as a result of reshufflings of higher officials. The level of awareness and understanding of TQM and ISO 9000 is very low. The researchers state that there is a miss-match between what the stakeholders think of TQM/ ISO 9000 and what TQM/ISO 9000 in reality is.

Birhanu Beshah and Daniel Kitaw(2014) made study on Quality Management Practice in Ethiopia. The time frame of this study mostly covers the duration from 2007 to 2010 G.C. The research is done with the aim of diagnosing quality management practice in Ethiopia, in general, to identify the root causes of quality problems in the country. In the study paper, it is indicated that, at national level, the Government of Ethiopia has considered quality as a development infrastructure since 1940s. In the efforts made after the 1990s, international partners such as United Nations Industrial Development Organization (UNIDO), Engineering Capacity Building Program (ECBP) and the Japan International Cooperation Agency (JICA) played considerable roles. The researchers remark that despite the efforts made, the deployment of the quality concept in practice is found to be questionable.

As indicated by these authors, recognizing the need for implementation and integration of quality concepts in the operations of Ethiopian manufacturing and service industries, the Addis Ababa University (AAU) and Walta Information Center (WIC) had initiated the Ethiopian Quality Awards (EQA) in 2007, based on criteria adopted from international quality award organizations and the ISO 9000:2000 Quality Management System. These authors, themselves somehow serving in the 2009 quality award process, and through analyses of the EQA self-assessment report evaluation, conclude that quality management practices in Ethiopia is found

to be low in all the tenets. But the researchers have not indicated any clear root cause of the quality problem as they intended to.

2.4 Conceptual Framework

The conceptual framework of this study is designed as follows. It is indicated in the company quality document that the company is arranged to give clients the best possible service by developing the organization constantly to keep abreast of technological developments. The vision of the company is stated to be a competent International Engineering Works Consultancy Institution whereas its mission is to provide high quality and cost effective Engineering Works Consultancy Services. It is supposed that the goal of the company is to provide its clients with optimum service by utilizing a partnership approach to help customers in the most efficient and effective way. It is claimed that the quality assurance procedures adopted are very effective and are updated regularly to match new requirements, focusing on co-operation, synergetic innovation, professionalism and dynamism in the business mix.

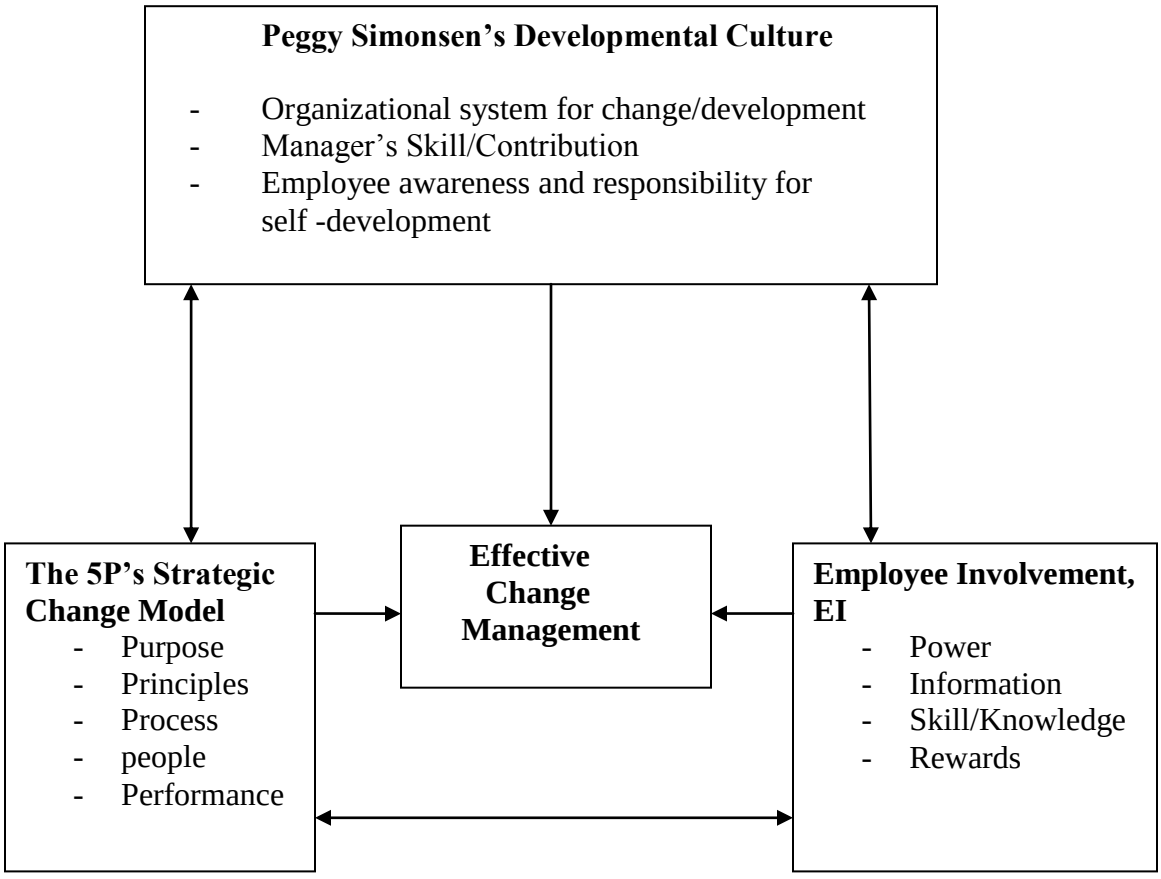
Realizations of all the above mentioned points need proper strategic modeling /orientation in general and proper employee involvement in particular. The conceptual framing of the research is, therefore, designed to assess the status of change management of Stadia based on Performance and Development Index, making use of Pegy Simonsen's Development Culture Approach, the 5P's Strategic Model of Pryor et al, and in connection with Employee Involvement, EI. Accordingly, the following three propositions are made:

Proposition 1. Stadia Engineering Works Consultant change management model is abreast with Pegy Simonsen's Developmental Culture, the 5Ps Strategic Change Model and EI and thus would grow very fast and sustainably

Proposition 2. Stadia Engineering Works Consultant change management model is limited in matching with Pegy Simonsen's Developmental Culture, the 5Ps Strategic Change Model and EI but will continue growing with some challenges of suitability.

Proposition 3. Stadia Engineering Works Consultant change management model is not abreast with Pegy Simonsen's Developmental Culture, the 5Ps Strategic Change Model and EI but weak and thus the company's growth will decrease and sustainability will be questionable.

Figure 2.4.1 Conceptual Framework



Chapter Three: Research Design and Methodology

3.1 Introduction

The research approach, research design, study variables, target population, sampling technique, sample size, data collection instrument, method of data collection and data analysis and presentation tools are discussed below as what is to be used to perform this research.

3.2 Research Design

The general map of how a research is going to be performed would be structured in its research design. Research design illustrates almost all the basic activities that are essential to carry out a research. It is the logic that links the data to be collected/ the conclusion to be drawn to the initial questions of the study (Yin R.K, 2003). It is a logical plan in getting from here to there, where here means the initial set of plan and there means some set of conclusions. The research design provides an operational frame within which facts will be collected, processed through analyzing procedures and valuable research output is produced.

As the purpose of this study was to study the status of organizational change management and future prospective in an engineering works consulting firm the strategy of the research design was supposed to be descriptive. Data was collected at one point in time making the study cross sectional. The study structure is made case study in investigating the organizational change management case of STADIA Engineering Works Consultant. Mixed research approach, namely qualitative and quantitative approach was used in gathering the relevant data and analyzing it to carry out the investigation.

3.3 Types and Sources of Data

The primary data was collected through structured questionnaire from the staff working in the company at Addis Ababa, head office and projects. Focus group discussion was made with the top management of the company and with some external experts who participated in the change management process of the organization. Observation of change implementation procedure and quality management system document (manual and standards) was made.

3.4 Target Population

STADIA Engineering Works Consultant Plc is established in September 2010 and it has been actively offering a full range of tailored consulting solutions on consultancy services in road and bridge sector. It is indicated that STADIA is now a Grade I engineering consultants based in Ethiopia, and has a strong motivation to work on regional, national and international projects. The company has already begun engagement in international projects in Uganda, East Africa.

As explained by the general manager, the company is arranged to give clients the best possible service by developing the organization constantly to keep abreast of technological developments. It is supposed that the goal of the company is to provide its clients with optimum service by utilizing a partnership approach to help customers in the most efficient and effective way. The company has got about three hundred employees most of whom are highly qualified professionals with the level of training ranging from PhD to technical school diploma, as quoted in the company document.

3.5 Sampling Frame

As specified earlier, the target population of this study are Construction Engineering professionals of an engineering works consulting firm. The professionals/employees of the company are grouped into three categories as top level management (department heads and above), middle level management/workers (section heads, team leaders, etc) and lower level workers (work leaders, executors, etc).

3.6 Sample size

The Taro Yamane's formula (Yamane, 1964) is used to select the appropriate sample size of the firm. Accordingly the appropriate sample size is estimated by Yuamane's formula as

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

Where;

n = is the sample size

N= is the population

1= is a constant

e= is the estimated standard error.

Adopting 90% confidence limit, the estimated standard error, e becomes 10% and with estimated population of 300 employees, the sample size, n has been determined to be:

$$n = 300 / (1 + 300x0.1x0.1) = 75 \text{ samples} \quad .$$

3.7 Data Collection Method

The aim of this study was to investigate the status of change management and it's prospective in STADIA Engineering Works Consultants with the intention of identifying the sustainability and future growth and transformation of the company.

As explained by Peggy Simonsen, (Peggy Simonsen, 1997) global competition requires that productivity /performance to be at its peak and that people power should not be wasted. Accordingly, in order to survey/study whether the company is in a position to provide an environment to grow/change and improve performance, whether the work force is energized, motivated, and whether the workforce is committed is to be evaluated by statements adopted from development culture of Peggy Simonsen. The responses to the statements are to be interpreted against the ranges of Performance and Development Index adopted from Peggy Simonsen (Peggy Simonsen, 1997). It is noted that the concepts of the 5Ps strategic change model and employee involvement are conversant with the concepts of development culture. The statements describing the status of the company were used with a measurement scale involving closed ended statements with five point Likert Scale.

3.8 Data Collection Procedure

Pilot survey was made to have a preliminary understanding of the prevailing situation. Then appropriate questionnaire were distributed and feedback obtained from employees selected through purposive sampling technique. The purposive sampling technique was used in order to facilitate participation of people with the relevant experience and engagement in the company. Focus Group Discussion was made with members of top management regarding the strategic

orientation of the company and employee involvement. Observation of procedural documents, manuals, and tags was also made to identify the status of implementation of the change management tool, which is the quality management system as per ISO 9001:2015.

3.9 Data Content

The primary data was collected from construction/engineering professionals working in Stadia Engineering Works Consultant. Questionnaire was used for gathering information from the respondents about organizational system that supports change and/or organizational development. Questionnaire further incorporated enquiry about manager's skill/contribution for system and employee development, and employees need/ awareness of the responsibility for self-development. The questionnaire is adopted from Peggy Simonsen's (Peggy Simonsen, 1997) Development Culture designed to measure whether an organization is in a position to provide an environment to grow/change and improve performance, whether the work force is properly managed, energized, motivated, and committed and whether the workforce is aware of the need to take the initiative for personal change and development. The measurement scales involved closed ended statements with five scale ranging from 1. "not true of my organization", 2. "slightly true of my organization" 3. "somewhat true of my organization" 4. "true to of my organization" and 5. "very true of my organization". Focus group discussion was also conducted to verify the information obtained through the questionnaire. Moreover, physical observation of company document, standards and procedure manuals was made to further verify the responses of the participants.

3.10 Validity and Reliability

Validity concerns whether an instrument can accurately measure, while reliability pertains to the consistency in measurement. Validity and reliability of the measures need to be assessed before using the instrument of data collection, especially when statistical inferences are the method of analysis. The objective of reliability is to assess that if another researcher followed the same procedure as described by the earlier and conducted the same case study all over again the later researcher shall arrive on the same findings and conclusions, provided that the data may not change much with time. As explained by Yin, (Yin R.K (2003) in order to

strengthen construct validity of case study research, one can use multiple sources of data (evidence) in a manner encouraging convergent lines of enquiry. Accordingly, multiple sources of data (questionnaire, FGD, physical observation) were used in this work to strengthen validity. One of the methods used in testing the reliability is the Cronbach alpha method which tests the internal consistency. The Alpha coefficients for the dimensions/elements and the overall scale calculated as a reliability indicator were presented in the following table. Cronbach's alpha values of 0.7 and above is considered to be acceptable. The alpha values in this study were obtained to be 0.7 and above and thus it confirmed that there is an acceptable internal consistency within the questioners used to evaluate the processes.

Table 3.10.1 Cronbach Alpha Results of Reliability Analysis for the Questionnaire

Model/Approach	Subgroup/Sub-item	N	Cronbach α value
Development Culture	Organizational System	7	0.7
	Manager's Contribution	7	0.8
	Employee Self Dev't	7	0.7
5Ps Strategic Change Model	Purpose	4	0.7
	Principle	4	0.7
	Process	4	0.8
	People	4	0.7
	Performance	4	0.8
Employee Involvement	Power Sharing	5	0.7
	Information Flow	5	0.7
	Skill/Knowledge	5	0.7
	Rewards	5	0.7

3.11 Research Ethical Consideration

There are a set of principles that guide research ethical considerations in research designs and practices. Ethical consideration in research should up hold fairness, honesty, openness,

disclosure of methods and the purpose for which the research is being carried out (Polit & Beck, 2008).

The first step taken while conducting this research was getting permission from the company. The participant took part in the research process based on their willingness for taking part in the study. Concerning confidentiality, the questionnaire was filled anonymously and in addition care was taken not to disclose personal information. The participants were treated respectfully during conducting the study.

To refrain from confirmation bias, which occurs when an individual looks for and uses the information to support their own ideas or beliefs, care was taken to maintain objectivity as much as possible.

3.12 Method of Data Analysis

The researcher analyzed and interpreted the data by using excel package, descriptive statistics, the mean and standard deviation, Cronbach alpha but typically used qualitative analytic generalization instead of statistical inferences. Then the case was further verified/consolidated (qualitatively) making use of focus group discussion and physical observation.

Chapter Four: Data Presentation, Analysis & Interpretation

4.1 Introduction

In this unit the data collected about the status of Change Management in Stadia Engineering Works Consultant is analyzed and interpreted. As it is a descriptive case study research with a mixed quantitative and qualitative analysis, analytic generalization is followed instead of statistical (inferential) generalization, as explained by Yin (Yin R.K, 2003). The unit comprises different topics such as: introduction, response rate, descriptive analysis of the questionnaire and the focus group discussion (interview) in connection with the conceptual framework of the research. The analysis is carried out in connection with development culture approach, the 5P's Strategic Change Model (purpose, principles, process, people, performance) and employee involvement, EI (power, information, skill/knowledge rewards).

4.2 Response Rate of the Respondents

Out of 75 questionnaires distributed to the professionals in Stadia Engineering Works Consultant, 60 of the questionnaires were collected and thus the response rate turns out to be 80%, of which 3 questionnaires were not filled with due consideration and found to be out – lieers and thus not considered for final analysis. Thus, the sample size used in the questionnaire analysis is 57 in number.

Table 4.2.1 Response Rate of Respondents

Target population	Total questionnaire distributed	Questionnaire returned	Out-liers	Response Rate
300	75	60	3	80%

Source: Own survey January, 2023

4.3 Characteristics of the Respondents

In the first part of the questionnaire, personal information was requested to understand some general profile of the respondents regarding their level of training, the total number of years of work experience and the number of years of work experience in Stadia. Accordingly, it is learned that most of the participants in the questionnaire are bachelor's degree holders. The minimum level of training expressed by the respondents is diploma/12+2 whereas the maximum is masters degree. Thus, it is assumed that, under normal circumstances, the respondents can read and understand the questionnaire and respond appropriately.

Table 4.3.1 Characteristics of the Respondents

General Profile			
		Frequency	Percentage
Level of Training	Diploma	7	12.3%
	Bachelor Degree	45	78.9%
	Post Graduate	5	8.8%
	Other		-
	Total	57	100%
Total Experience	Less than 5 years	27	47.4%
	5 to 10 years	22	38.6%
	10 to 20 years	5	8.8%
	More than 20 years	3	5.3%
	Total	57	100%
Experience in STADIA	Less than 5 years	47	82.5%
	5 to 10 years	10	17.5%
	10 to 20 years	-	-
	More than 20 years	-	-
	Total	57	100%

Source: Own survey January, 2023

The professional area of training is predominantly in civil engineering with some mix of construction management professionals. Also, there are accountants and management professionals in the mix. The minimum number of years of work experience in Stadia has been recorded as one year whereas the maximum total work experience is 26 years. It has been assumed that one year is enough to understand the processes taking place in the company and the organization system, and thus the response to the questionnaire accepted. From the general observation, it was possible to see that the proportion of male and female staff in the company is nearly equal and the questionnaire distribution has been conducted in a similar proportion. As much as possible care was taken to avoid respondents' biased understanding about the questionnaire.

4.4 Descriptive Analysis of the Questionnaire Data

4.4.1 Introduction

In order to study the status of change management and its future prospective in Stadia Engineering Works Consultant, the employees of the company were asked to give their level of agreement with statements describing the company on the five point Likert Scale. The statements are in regards to issues related to organizational systems that support change and growth/development, management contribution to employee development, and employee needs and awareness of responsibility for their own development. The questionnaire is adopted from Peggy Simonsen's (Peggy Simonsen, 1997) designed to measure whether an organization is in a position to provide an environment to grow/change and improve performance, whether the work force is properly managed, energized, motivated, and committed and whether the workforce is aware of the need to take the initiative for personal change and development. The total number of questions used is 21 and they can be further regrouped into subgroups depending on the specific need of the analysis criteria to be used.

The measurement scales involved closed ended statements with five scale ranging from 1. "not true of my organization", 2. "slightly true of my organization" 3. "somewhat true of my organization" 4. "true of my organization" and 5. "very true of my organization". The responses are analyzed making use of descriptive statistics with mean and standard deviation.

The results, thus analyzed and tabulated, are used to evaluate the status and prospective of change management/organizational development in the Stadia Engineering Works Consultant, based on the evaluation criterion established by Peggy Simonsen's (Peggy Simonsen, 1997) based on Performance and Development Index. According to these criteria, out of the 5 points scale, an average score of 3.9 and above indicates that the company is super rating being a great place to work at. It is only important to maintain the status/developmental environment by offering new trainings and career development services. Out of the 5 points scale, an average score of 2 to 3.9 indicates a moderate status/rating whereby it needs a serious look at the areas where problems exist. It is indicated that appropriate intervention can emphasize the change/organizational development and improve performance before it deteriorates. It is further advised to create a long term plan while initiating a short term action. An average score of less than 2 (again out of the 5 points scale) is considered low rating. Under such a circumstance, it is advised to take immediate action. It is required to make efforts in all areas to improve performance and the growth/ development environment in the company with respect to systems, manager's skills, and employee responsibility and initiative for self-development. It is indicated that ignoring problems will make things worse and may create organizational failure.

4.4.2 Peggy Simonsen's Development Culture Approach

One approach to use the questionnaire is to group the questions into three subgroups, based on Peggy Simonsen's approach. Out of the total questionnaire, seven of the questions are typically related to organizational systems that support change and growth/organizational development for improved performance. The other seven questions are typically related to immediate managers skill and contribution to the development of systems and employees. The remaining seven are related to employees' needs and awareness of responsibility for self-development. Tabular summary for Organizational Systems is as indicated below.

Table 4.4.2.1 Organizational System

No	Description/Statement	Mean	SD
1	Our organization values managers who develop their employees.	3.93	0.68
4	We have systems (job posting, position descriptions, procedures, etc) and open communication so employees can gain information about opportunities and performance in the organization.	4.09	0.74
7	Managers' and employees' responsibilities for performance and development are clearly identified and stated	3.98	0.61
10	Our organization provides access to career assessment/personal development and planning tools for employees	3.60	0.82
13	We prefer to grow people internally rather than to hire from outside	4.00	0.93
16	Our organization provides training and development for managers and employees	3.79	0.86
19	We have "bench strength"- i.e employees prepared to move into key positions in the organization.	3.35	0.88
	Organizational System Summary	3.82	0.79

As it can be seen from the summary table, the mean score of organizational system readiness of Stadia Engineering Works Consultant for change and growth/organizational development is 3.82 with Standard Deviation of 0.79. The average/mean score is slightly smaller than 3.9 and because of this the company is still to be grouped/rated as having moderate status. Given the very large gap between 2 and 3.9, and the fact that the mean score of the company is quite near the upper margin indicates that the organizational system for supporting change and growth/development is nearly super. The company is in supper rating in four of the statements describing status which are particularly concerned with processes and procedures. It is only with the remaining three statements that the company is rated lower than super rating, and hence at moderate rating. But when due attention is given to these moderate rating particular items, it is seen that they are somehow related to employee personal development and provision of trainings, about which appropriate remedial measures are to be taken. The issue of employee personal development and provision of trainings is rated weak in various areas and hence much is to be discussed about it in subsequent sections too. When triangulating the above result with the findings of the focus group discussion with the top management of the

company, it goes well in agreement because the focus group discussion result reveals that the top management has focused on system development. They are yet to begin issues of employee personal development. Tabular summary for Manager's Skill and Contribution is as indicated below

The next sub-item of discussion is about Manager's Skill and Contribution.

Table 4.4.2.2 Manager's Skill/Contribution

No	Description/Statement	Mean	SD
2	Our managers are skilled and comfortable coaching employees.	4.00	0.80
5	Our managers/supervisors know how to help marginal/beginner employees	3.67	0.87
8	Our managers work with employees to enrich their current jobs	3.72	0.88
11	Our managers use performance appraisals as a developmental activity.	3.75	0.79
14	Our managers help employees explore career goals other than promotions	3.44	0.93
17	Managers know how to reward and keep top performers motivated even when promotions are not possible.	3.56	0.80
20	Our managers give employees frequent, genuine feedback on performance	3.33	0.85
	Manager's Skill/Contribution Summary	3.64 3.64	0.85

As it can be seen from the summary table, the mean score of immediate Manager's Skill/Contribution to the development of employees of Stadia Engineering Works Consultant for change and growth/organizational development is 3.64 with standard deviation of 0.85. The average/mean score is smaller than 3.9 and because of this the company is to be grouped/rated as having moderate status with respect to this focus area. Given the very large gap between 2 and 3.9, the mean value 3.64 can be considered as a good value in the moderate range. But it is important to note that this value is smaller than the mean score for organizational system of the company, and it has a decreasing effect on the overall status of the company. Furthermore it

is only at one single instance that the statements in this group is in the super rating, and thus it needs taking remedial actions in all the remaining six areas of describing the status of the organization. On the other hand, it is worth noting that the lower values in this aspect are also in the areas of employee personal/career development and in giving genuine feedback for self-development of the employees these managers supervise.

The next sub-item of discussion summarizes Employee Awareness and Responsibility for Self-Development

Table 4.4.2.3 Employee Awareness and Responsibility

No	Description/Statement	Mean	SD
3	Our employees seek feedback about their performance from their supervisors	3.74	0.72
6	Employees here initiate new work procedures, activities and responsibilities	3.49	0.78
9	Employees have written development plan	2.68	1.00
12	Our new supervisors are trained in managing the performance of subordinate employees.	3.39	0.84
15	Employees like to work here, as demonstrated by high morale	3.51	0.83
18	Our professional/technical employees can grow without moving to managerial positions.	3.42	0.96
21	Our productivity/performance is high	3.96	0.73
	Employees Awareness and Responsibility Summary	3.46	0.84

As it can be seen from the summary table, the mean score of Employee Awareness and Responsibility for their own self-development in Stadia Engineering Works Consultant is 3.46 with standard deviation of 0.84. The average/mean score in Employee Awareness and Responsibility, though still in the moderate range of rating, is smaller than both the cases of Organizational System and Manager's Skill/Contribution discussed above. There is no single instance that the individual statements in this group are rated super. Thus, it is important to take a serious look at all the areas expressed by the qualifier statements so that the prevailing problems can be solved and organizational sustenance be assured. As it has been indicated

above, the fact that the mean score of Employee Awareness and Responsibility has been rated lower than both the other two cases resulted in further decreasing of the overall mean score for Development Culture. The mean score for Development Culture based on Performance Development Index is 3.64 with standard deviation of 0.83 overall rating at moderate status for the change management/organizational development of Stadia Engineering Works Consultant. Once again, given the very large gap between 2 and 3.9, the mean value 3.64, which is closer to the upper limit, can be considered as a good value in the moderate range. In its overall assessment too, the questionnaire results agrees well with the results of focus group discussion.

4.4.3 The 5Ps Strategic Model Approach

The other approach in which the questionnaire is used for the analysis is to group the questions into five groups, based on the 5Ps Strategic Change Model. The 5Ps Strategic Change Model is meant to be used to reinvent the future success of an organization. Out of the total questionnaire, four of the questions are grouped to be typically related to organizational purpose that supports change and growth/organizational development for improved performance. Under this context, organizational purpose is described by organizational mission, vision, core values, goals, strategies, tactics, measurement and feedback. As explained by Pryor et al ((Pryor et al, 2008), presence of these elements typically characterizes leadership competence, critical success factors and/or core competencies. The Tabular summary of questions related to organizational purpose is indicated below.

Table 4.4.3.1 Organizational Purpose

No	Description/Statement	Mean	SD
5	Our managers/supervisors know how to help marginal/beginner employees	3.67	0.87
14	Our managers help employees explore career goals other than promotions	3.44	0.93
15	Employees like to work here, as demonstrated by high morale	3.51	0.83
19	We have “bench strength”- i.e employees prepared to move into key positions in the organization.	3.35	0.88
	Purpose Based Summary	3.49`	0.88

As it can be seen from the summary table, the mean score of organizational purpose in Stadia Engineering Works Consultant is 3.49 with standard deviation of 0.88. The average/mean score in organizational purpose, though still in the moderate range of rating, is smaller than most of the cases under discussion, namely organizational principle, organizational processes, and performance. There is no single instance at which the individual statements in this group are rated super. Thus, it is important to take a serious look at collectively designing and developing issues of organizational purpose such as mission, vision, goals, etc for the reinventing of the future success of the organization. In particular, it is important to note that the organization is weaker at bench strength for succession of leadership position, and thus weaker with respect to leadership succession planning and development.

The next four questions are grouped to be typically related to organizational principle which is characterized by organizational philosophies, assumptions, values, attitudes, ethical matters, integrity, agreed upon behaviors, and guidelines for decisions/actions. Tabular summary for organizational principles is as indicated below.

Table 4.4.3.2 Organizational Principle

No	Description/Statement	Mean	SD
1	Our organization values managers who develop their employees	3.93	0.68
8	Our managers work with employees to enrich their current jobs	3.72	0.88
13	We prefer to grow people internally rather than to hire from outside	4.00	0.93
18	Our professional/technical employees can grow without moving to managerial positions.	3.42	0.96
	Principle Based Summary	3.77	0.86

Based on the summary table given above, the mean score of organizational principle in Stadia Engineering Works Consultant is 3.77 with standard deviation of 0.86. The average/mean score in organizational principle, though still in the moderate range of rating, is greater than the values for organizational purpose, organizational performance and also organizational people. It is smaller than the value for organizational process. Also, in two of the four items used as qualifier statements, the individual statements mean scores are well in the super rating where as in the remaining two statements they assume values in the upper moderate status. The values

are in the super rating in individual statements dealing with basic assumptions, philosophies and value system whereas they are below super rating in individual statements somehow related to inspiration/motivation and personal development.

The next four questions are grouped to be typically related to organizational process which is characterized by organizational structure, systems, procedures, communications, and steps. The tabular summary for organizational process is as indicated below.

Table 4.4.3.3 Organizational Process

No	Description/Statement	Mean	SD
4	We have systems (job posting, position descriptions, procedures, etc) and open communication so employees can gain information about opportunities and performance in the organization.	4.09	0.74
7	Managers' and employees' responsibilities for performance and development are clearly identified and stated	3.98	0.61
10	Our organization provides access to career assessment/personal development and planning tools for employees	3.60	0.82
11	Our managers use performance appraisals as a developmental activity.	3.75	0.79
	Process Based Summary	3.86	0.74

As it can be seen from the summary table, the mean score of organizational process in Stadia Engineering Works Consultant is 3.86 with standard deviation of 0.74. The average/mean score in organizational process is nearly equal 3.9 which is the value for super rating. Actually, when expressed in one decimal point the process based average value becomes 3.9 and thus becomes equal to the value for super rating. Also, in two of the four items used as qualifier statements, the individual statements mean scores are well in the super rating where as in the remaining two statements also they assume values in the upper moderate status. Above all it is once again worth noting that the individual statement mean score values are in the super rating for extremely system/process and procedure emphasizing items whereas they are in the moderate range for developmental/self- development emphasizing items. Again this circumstance strengthens the explanation in section 4.2.2 that is characterized by the weakness in employee

personal development. This once again converges/triangulates well with the results of focus group discussion.

The next four questions are grouped to be typically related to organizational people (human development) which is about empowerment of individuals, groups/teams, internal customers, external customers.

Table 4.4.3.4 Organizational People

No	Description/Statement	Mean	SD
2	Our managers are skilled and comfortable coaching employees.	4.00	0.80
9	Employees have written development plan	2.68	1.00
12	Our new supervisors are trained in managing the performance of subordinate employees.	3.39	0.84
16	Our organization provides training and development for managers and employees	3.79	0.86
	People Based Summary	3.46	0.88

As it is indicated in the summary table, the mean score value for people (humane development) in Stadia Engineering Works Consultant is 3.46 with standard deviation of 0.88. The average/mean score in organizational people, though still in the moderate range of rating, is smaller than all of the cases under discussion, namely organizational purpose, organizational principle, organizational processes, and performance. Even though there is an instance at which the individual statement in this group is rated super but contrastingly the smallest rated (2.68) individual qualifier statement is recorded in this group and that is in the basic focus area of human self-development. The remaining two individual qualifier statements which are themselves in the moderate ratings are in training and development areas. This result triangulates well with the results of focus group discussion with the top management. The top management have no clear idea of employee self-development.

The next four questions are grouped to be typically related to organizational performance which is characterized by presence or absence of performance indicators, balanced score card,

baselines, targets, comparison targets or standards/references, and bench marking. Tabular summary for organizational performance is as indicated below.

Table 4.4.3.5 Organizational Performance

No	Description/Statement	Mean	SD
3	Our employees seek feedback about their performance from their supervisors.	3.74	0.72
17	Managers know how to reward and keep top performers motivated even when promotions are not possible	3.56	0.80
20	Our managers give employees frequent, genuine feedback on performance	3.33	0.85
21	Our productivity/performance is high	3.96	0.73
	Performance Based Summary	3.65	0.78

As it can be seen from the summary table, the mean score of organizational performance in Stadia Engineering Works Consultant is 3.65 with standard deviation of 0.78. The average/mean score in organizational performance is scores in the upper range of the moderate rating scores. It stands at the third level in the indicators of the strategic model of change management/organizational development, coming after organizational process and organizational principles. The individual qualifier statement mainly focusing on the performance itself is super rated with a mean value of 3.96, whereas the lower values, though in the moderate rating, are in feedback giving (human development related) and motivational related areas, once again.

The overall mean rating score as per the elements of the strategic model of change management/organizational reinvention is 3.65 with standard deviation of 0.83, and thus in the upper range of the moderate rating.

4.4.4 The Employee Involvement, EI Approach

The other possible approach to use the questionnaire is to group the questions into four groups, based on the essential elements of Employee Involvement, EI as discussed by Cummings & Worley (Cummings & Worley, 2015). Employee Involvement is an approach where by decision making is moved downward in the organization, closer to where the actual work takes place. It is anticipated that this increased employee involvement can lead to quicker, more responsive decisions, continuous performance improvements, and greater employee flexibility, commitment, and satisfaction. It started with the quality-of-work-life movement in the late 1950s. As it has been already mentioned, in the context of their definition, employee involvement seeks to increase members input into decisions that affect organization performance and employee well-being. It can be described in terms of four key elements that promote worker involvement. These four elements are power which is concerned with sharing enough authority and inspiring to take personal initiative to make decisions, access to relevant information or building a system through which information flow is reasonably open, requisite skills and knowledge, and rewards through remuneration, promotion, acknowledgement, etc. The greater the extent of availability of all the four elements, throughout and especially in the lower levels of the organization, the greater the employee involvement. The tabular summary of questions related to power/decision making authority is indicated below.

Table 4.4.4.1 Power/Authority Sharing

No	Description/Statement	Mean	SD
1	Our organization values managers who develop their employees	3.93	0.68
5	Our managers/supervisors know how to help marginal/beginner employees	3.67	0.87
14	Our managers help employees explore career goals other than promotions	3.44	0.93
15	Employees like to work here, as demonstrated by high morale	3.51	0.83
19	We have “bench strength”- i.e employees prepared to move into key positions in the organization.	3.35	0.88
	Power Based Summary	3.58	0.84

As it can be seen from the summary table, the mean score of power/authority sharing in Stadia Engineering Works Consultant is 3.58, rated moderate, with standard deviation of 0.84. The average/mean score is smaller than most of the cases under this discussion, namely information flow and rewards. In the context of strategic model, this element is similar to the concepts of organizational purpose and leadership.

The next five questions are grouped to be typically related to information flow. The concept of information flow itself is related to communication channels, organizational structure, systems, procedures, etc. Tabular summary for information flow is as indicated below.

Table 4.4.4.2 Information Flow

No	Description/Statement	Mean	SD
3	Our employees seek feedback about their performance from their supervisors.	3.74	0.72
4	We have systems (job posting, position descriptions, procedures, etc) and open communication so employees can gain information about opportunities and performance in the organization.	4.09	0.74
7	Managers' and employees' responsibilities for performance and development are clearly identified and stated	3.98	0.61
8	Our managers work with employees to enrich their current jobs	3.72	0.88
10	Our organization provides access to career assessment/personal development and planning tools for employees	3.60	0.82
	Information Based Summary	3.82	0.75

Based on the summary table given above, the mean score for information flow in Stadia Engineering Works Consultant is 3.82 with standard deviation of 0.75. The average/mean score value for information flow, though still in the moderate range of rating, is very close to the super rating value. It is the highest for the Employee Involvement approach of analysis. As usual we have individual qualifier statements in the super rating range which are statements typically focusing on system/processes and procedures/. The lower mean score values are of statements focusing on feedback and personal development, matching well with the points raised in the preceding sections.

The next five questions are grouped to be typically related to requisite skill and knowledge (human development) which is somehow connected to empowerment.

Table 4.4.4.3 Skill and Knowledge

No	Description/Statement	Mean	SD
2	Our managers are skilled and comfortable coaching employees.	4.00	0.80
9	Employees have written development plan	2.68	1.00
12	Our new supervisors are trained in managing the performance of subordinate employees.	3.39	0.84
16	Our organization provides training and development for managers and employees	3.79	0.86
20	Our managers give employees frequent, genuine feedback on performance	3.33	0.85
	Skill and Knowledge Based Summary	3.44	0.87

As it is indicated in the summary table, the mean score value for requisite skill and knowledge (humane development) in Stadia Engineering Works Consultant is 3.44 with standard deviation of 0.87. Once again the average/mean score in requisite skill and knowledge, though still in the moderate range of rating, is smaller than all of the cases under discussion, namely power/authority sharing, information flow, and rewards. Once again even though there is an instance at which one individual statement in this group is rated super but contrastingly the smallest rated (2.68) individual qualifier statement is recorded in this group, and that is in the basic focus area of human self-development. The remaining three individual qualifier statements which are themselves in the moderate ratings are in the focus areas of feedback, training and development areas.

The next five questions are grouped to be typically related to rewards, which is about remuneration, promotion, acknowledgement, etc. It is very obvious that the issue of rewards is much related to performance which is itself characterized by presence or absence of performance indicators, balanced score card, baselines, targets, comparison targets or

standards/references, and bench marking. The tabular summary for rewards is as indicated below.

Table 4.4.4.4 Rewards

No	Description/Statement	Mean	SD
11	Our managers use performance appraisals as a developmental activity.	3.75	0.79
13	We prefer to grow people internally rather than to hire from outside	4.00	0.93
17	Managers know how to reward and keep top performers motivated even when promotions are not possible	3.56	0.80
18	Our professional/technical employees can grow without moving to managerial positions.	3.42	0.96
21	Our productivity/performance is high	3.96	0.73
	Rewards Based Summary	3.74	0.84

As it can be seen from the summary table, the mean score of rewards for Stadia Engineering Works Consultant is 3.74 with standard deviation of 0.84. The average/mean score in rewards is well in the upper range of the moderate rating scores. It stands at the second level among the indicators of the employee involvement approach of change management/organizational development, coming after information flow. Two of the individual qualifier statements, those mainly focusing on the performance itself and on promotion, are super rated whereas the lower values, though in the moderate rating, are in human development and motivational related areas, once again. The overall mean rating score as per the elements of the Employee Involvement, EI of change management/organizational development is again 3.65 with standard deviation of 0.83, and thus in the upper range of the moderate rating.

4.5 Descriptive Analysis of the Physical Observation and Focus Group Discussion

4.5.1 Introduction

As noted by Trochim, (Trochim W, 2005) interviews are a far more personal form of research than questionnaires, with the opportunity to probe or ask follow up questions. An increasingly important type of interview is the focus group interview, with a facilitated group discussion,

and hence called Focus Group Discussion. Accordingly, in this research a focus group discussion was made with top management members of the company with the purpose of further clarifying and consolidating the findings established based on the questionnaire survey.

The focus group interview was made in a semi structured way without in advance giving the questions to the respondents. The primary interest was to measure or understand the perception and depth of understanding of the top management members concerning change management in general and their quality management system (ISO 9001:2015) in particular as a tool of change management. The qualitative data obtained from the interview and the descriptive analysis result of the questionnaire is to be used for drawing conclusions about the status of change management and future prospective of change management in STADIA. As explained by Trochim, (Trochim W, 2005), inductive approach aims to generate meanings from the data set collected moving from specific observations to broader generalizations and theories.

4.5.2 Description of the FGD Participants

The members of the focus group discussion assume positions of top management (department heads and above including the general manager position). Actually, they are professional shareholders who established the company twelve years ago after acquiring ample work experience in high way engineering, construction materials and construction contract administration both locally and internationally. Their specific professional profile includes practicing professional high way engineer, practicing professional material engineer, etc.

4.5.3 FGD Data Analysis

The focus group discussion questions were prepared and structured to verify and consolidate the implications of the findings of the questionnaire based analysis. The content of the discussion focused on the quality management system, ISO 9001: 2015 as a change management tool and for which the company was certified before some five months, the strategic direction of the company (based on the 5Ps strategic change model), and the status of employee involvement. Both English and Amharic were used mixedly in raising the questions in such a way that idea clarification is facilitated, sometimes even with paraphrasing and

additional remarks to the expressions so that discussants can respond precisely to the intention of the questions.

Accordingly, the first question forwarded for the discussion was to know the purpose (mission, vision, etc) for which the company was formed. The response to the question ranges from the idea of utilizing the then boomed/existed construction business opportunity, especially with design build contracts, and freeing oneself from being an employee. It extends to the idea of owning a system based international level consulting institution. A critical point to raise in this regard is that respondents are not fast to recognize the purpose/mission for which such companies are formed. There is also some challenge in clearly telling the conceptual framing of company vision. Thus, it is heard that some take value statements as vision and still others take mission statements as vision statements. When triangulating these situation with the lower values/ratings in the questionnaire analyzed in relation to organizational purpose and /or authority sharing/leadership, it makes convergence, i.e the two results agree well one being reflection of one another.

The next question/point of focus group discussion was," What was the push factor for adopting ISO certification in general and specifically,

a) How have you come to choose ISO 9001:2015?

b) What is it in essence to be ISO 9001: 2015 certified?"

The respondents state that from the very beginning Stadia was established with the intention of establishing a system based company. Some of them emphasize that they began by changing departmental based structure into process based because they claim that problems were observed in departmental based operation in highway companies for which they worked. Mentioned beyond this there were also factors like preferences of local clients and/or international affiliates to give better value to ISO certified companies in hiring for services. Also, as being dynamic was in the initial value thought of the shareholders, it was manageable to whole heartedly accept such a quality management system. However, they don't hide the very challenge/hesitation encountered at the beginning because of fear of delays that may be encountered waiting for the standard procedures of the ISO when swift responses are required. As explained by the respondents, these days ISO standards/ quality management system is seen as mandatory not only for external stakeholders but also for the company's internal process

itself. Especially, the fact that ISO 9001:2015 is flexible and can be designed/adopted as per company specific interests made ISO 9001:2015 process manageable and preferable. In connection with the concept of ISO 9001:2015, the first conceptual point that comes to immediate memory of the respondents is about the seven principles of ISO 9001:2015, namely customer focus, leadership, engagement of people, process approach, improvement, evidence-based decision making, and relationship management. Some of them stated that it took nearly five years to finalize the certification. As it is observed at the head office, now, there are quality documents and procedure manuals for each department and activity. It is stated by the sampled project sites that they have these documents and strictly adhere to the requirements indicated therein. The fact that organizational system, principles and processes, or information flow at the company is quite better and nearly super rated (upper moderate range) in the questionnaire analysis must be associated/triangulated with this long standing effort, experience and commitment in making the company system/procedure based. It is noted that the seven principles of the ISO 9001:2015 are also quite similar with the requirements of change management models such as the 5Ps Strategic Change Model itself.

The question poised at the third level is, "What do you know about change management and/or organizational development?" Even though it is very clearly stated in the ISO document that ISO 9001:2015 itself is an important change management tool but the respondents are not seen to provide immediate response to this question. ISO 9001:2015 emphasizes change management as provided in its statements; it is stated that change management is a fully realized concept in ISO 9001:2015, with special attention given to planned changes.

The next question raised for the group discussion was, "How far are you going to take the ISO 9001:2015 quality management system?" The response with some of the respondents commences expressing that the more it is practiced, the more it is found useful to our own organizational system development. They express that the convenience with ISO 9001:2015 lies at the fact that it gives only the general framework to which whatever is optimum to the specific company can fit in. Because of this they plan to make use of the framework to the maximum possible benefit for their own system development. As expressed by the recently elected general manager of Stadia, they plan to take it to the level of "excellence". In the context that excellence or quality is about exceeding standard requirements and/or customer requirements, it is possible to say that the company is on the right tract to commit itself to the

requirements of quality management and hence effective organizational development in the future.

The fifth question was, “What do you aspire to be as a consulting firm? Do you believe it is possible to achieve your aspiration given your current status/capacity?” The response to the first part of the question can be summarized as “we aspire to be a system based international construction works consulting institution” In regards to the challenges that can be poised by their current status/capacity there is a strong belief that they take the prevailing challenges as drivers to work hard and solve problems so that they can catch the subsequent opportunities that can be obtained by breaking the limitations and overwhelmingly passing the challenges, in practice positioning oneself without rival competitor. They claim that they passed through many challenges and limitations through innovative and concerted hard work, recurrently reviewing the prevailing challenges and opportunities, and thus proved their capacity and the responsibility of respecting their work contracts. They attribute their strong operations and maintenance of employees almost at the same level, without being forced to down size, over the last four globally and locally challenging years of decline in construction business to their special strengths, trust and preferences by their clients. Furthermore, they raise the point that they are working with time frame based strategic plan and accordingly, they have already begun obtaining/contracting international contracts in East Africa, Uganda. Organizational restructuring and market analysis is underway to make use of the structure that fits for further expanding.

The next item was, “What do you know about theories (models) of change management? Are you making expert consultation or you have in house capacity?” The response in this regard is limited to mentioning the processes of ISO certification and their recent commencement of leadership trainings. It is possible to see that the issue of knowing and applying versatile change management models is just beginning at Stadia.

The next two questions/discussion points focused on the concept of Employee Involvement, EI, and addressed as follows:

“What do you know about employee expectations, especially with respect to

a) Rewards/Remunerations

b) Decisional authority/Empowerment

c) Free flow of Information

d) Training and Skill Development"

"Do you pay incentives and/or give awards of some kind? If so how do you select and approve the nominees?"

It is stated that over the first seven years following their establishment, they paid more than the average of the local market could pay and thus were preferred by employees. Remuneration/salaries are improved based on performance evaluation/appraisals. They admit that now they are challenged to meet/satisfy employee expectations because of huge inflation. But they state that they make use of a kind of balanced distribution of benefits among the employees and the company, with especial attention given to effective middle level managers. They claim that they have installed trainings and internal promotion opportunities for the fittest. It is stated that in the near future, with advent of international contracts, more benefits and opportunities are coming to competent employees even with decentralization of decision making. In this regard, the clear point is that the employees benefit by competing in the established, open information based, system of the company.

Upon further asking clearly if there is any kind of employee personal development scheme that focus on self- development of employees, it is possible to understand that such concepts are not there and yet to be thought about. The fact that the issue of personal development in the questionnaire is rated relatively very lower is consistent with the top management understanding and initiative about employee self- development too. Even for the sake of instilling the ISO system, trainings and capacity building activities are just beginning and may take some time to mature. It is stated that incentives are paid for managers and annual best performance awards are given to those identified, nominated and selected by the management through participation of all the employees.

The next question was about whether they carry out quality audits and/or top management reviews and its frequency. It is stated that formal quality audit is carried out twice per year and management review at least quarterly (every three months)

The next point of discussion focused on the question, "Do you have defined/precise principles to follow when making major organizational decisions? What are they?" The immediate response in this regard refers to strategic goals, objectives, and guidelines of the company but

when further clarifications are asked some referred to quality of work/service, cost effectiveness and timeliness in delivery with special uncompromised demand of quality. They state that multiple layers of supervision is carried out so that quality and ethical service is assured at Stadia.

The next question raised was to know whether they follow some mandatory processes/ procedures when making major organizational decisions and also whether they follow established guidelines to refer to when making decisions and interaction with stakeholders like customers, employees, etc. They respond that almost everything takes places through phase by phase and process based activity. It is exemplified by their organizational development history mentioning that the first phase was foundational (forming and performing). It was then followed by growth (expansion). Then now the third phase which is supposed to be transformational is beginning with a new structure and enhancement of system based management entering into global market/service. It is stated that all these took place through pre-planned strategy and time frame. Regarding the guidelines and procedure manuals they simply refer to the various company documents already developed for all departments and activities. The fact that system/ process/information based questionnaire survey is rated relatively higher/nearly super rating/ goes hand in hand /triangulates well with this response.

The next question was, "How do you evaluate your performance? Do you have performance indicators like bench marks, baselines, etc?" they state that they have already developed key performance indicators, standard operating/procedure manuals, checklists, formats, etc. Actually presence of all these has been verified through physical observation. They further discuss that they are making customer satisfaction survey and employee satisfaction survey for future improvements. The relatively higher value in relation to performance based questionnaire survey is consistent with this response.

The next question was, "What are the testing factors/challenges in the effort/process to realize quality management system such as ISO 9001:2015 as a change management tool?" It is stated that the critical challenge is creation of awareness. People fail to synchronize their routine tasks with quality management system procedures and the top management is making efforts to combine all the features/systems through awareness creation and integrative skill development trainings. They admit that such an integrative approach is at low level now and plan to work on it soon. Infact the need for creating awareness for employee self- development and integrative

development trainings have been identified through the questionnaire survey too and this too well triangulate with the focus group discussion.

The last point of discussion was, “What is the level of understanding and appreciation of the employees of the company regarding the quality management system and/or ISO 9001:2015 as a change management tool?” The respondents indicate that there is no uniformity in this regard but it is indicated by the general manger that it can be stated to be moderate. This is unanimous with the versatile questionnaire survey already conducted. It is already evaluated as moderate rating but nearly close to the super rating as per Performance and Development Index (Peggy Simonsen, 1997).

Chapter Five: Summary of Findings, Conclusions and Recommendations

5.1 Introduction

The main objective of this study was to assess the status of change management and its future prospective in STADIA Engineering Works Consultant. Accordingly all the discussions, conclusions and recommendations are made based on the key research findings and results.

5.2 Summary of Findings

Summary of key findings of this study are presented as follows. 60 responses which is represented by 80% response rate is considered valid for the analysis. The educational level of respondents ranges from diploma/12+2 to masters degree holders. The minimum duration of work experience in Stadia is one year, and this is considered as sufficient time duration to be familiar with organizational system of Stadia. As it is a descriptive case study research with a mixed quantitative and qualitative approach, analytic generalization is followed instead of statistical (inferential) generalization, as explained by Yin (Yin R.K, 2003).

For the questionnaire, a five point Likert Scale is used with statements describing the company on issues related to organizational systems that support change and growth/development, management contribution to employee development, and employee needs and awareness of responsibility for their own development. The questionnaire is adopted from Peggy Simonsen's Development Culture (Peggy Simonsen, 1997). Based on the evaluation criterion established by Peggy Simonsen (Peggy Simonsen, 1997), as per Performance and Development Index, out of the 5 points scale, an average score of 3.9 and above indicates that the company is super rated being a great place to work at. Out of the 5 points scale, an average score of 2 to 3.9 indicates a moderate status/rating. An average score of less than 2 (again out of the 5 points scale) is considered low rating.

Questionnaire analysis and interpretation is carried out in three approaches, namely, Peggy Simonsen's Development Culture approach, the 5Ps Strategic Change Model Approach, and Employee Involvement approach. The status evaluation /interpretation criteria are established based on Performance and Development Index as adopted by Peggy Simonsen (Peggy

Simonsen, 1997). According to Peggy Simonsen's Development Culture approach, there are three subgroups(sub-items), namely organizational systems that support change and growth/organizational development, managers skill and contribution to the development of employees, and employees' needs and awareness of responsibility for self-development. The mean score of organizational system of Stadia Engineering Works Consultant for change and growth/organizational development is found to be 3.82 with Standard Deviation of 0.79. The average/mean score is slightly smaller than 3.9 and because of this the company is still to be grouped/rated as having moderate status. The mean score of Manager's Skill/Contribution to the development of employees of Stadia Engineering Works Consultant for change and growth/organizational development is found to be 3.64 with standard deviation of 0.85. The average/mean score is smaller than 3.9 and because of this the company is to be grouped/rated as having moderate status with respect to this focus area. But the mean score value 3.64 can be considered as a good value in the moderate range as it is in the upper range. The mean score of Employee Awareness and Responsibility for their own self-development in Stadia Engineering Works Consultant is 3.46 with standard deviation of 0.84. The mean score in Employee Awareness and Responsibility, though still in the moderate range of rating, is smaller than both the cases of Organizational System and Manager's Skill/Contribution values.

The next approach under which the questionnaire is analyzed and interpreted is the 5P's Strategic Change Model. This model is based on five elements, namely organizational purpose, principles, process, people and performance, as explained by Pryor et al (Pryor et al, 2008). Accordingly, the mean score of organizational purpose in Stadia Engineering Works Consultant is 3.49 with standard deviation of 0.88. The mean score in organizational purpose, though still in the moderate range of rating, is smaller than most of the cases under discussion, namely organizational principle, organizational processes, and performance. The mean score for organizational principle in Stadia Engineering Works Consultant is found to be 3.77 with standard deviation of 0.86. The average/mean score in organizational principle, though still in the moderate range of rating, is greater than the values for organizational purpose, organizational performance and also organizational people. The mean score for organizational process in Stadia Engineering Works Consultant is 3.86 with standard deviation of 0.74. The average/mean score in organizational process, though rated moderate, is nearly equal 3.9 which is the value for super rating. It is important to note the similarity between organizational

system in Peggy Simonsen's Development Culture approach and organizational process in the 5 P's strategic change model approach. The mean score value for people (humane development) in Stadia Engineering Works Consultant is 3.46 with standard deviation of 0.88. The average/mean score in organizational people, though still in the moderate range of rating, is smaller than all of the cases under discussion, namely organizational purpose, organizational principle, organizational process, and performance. Also, contrastingly, the smallest rated individual qualifier statement (2.68) is recorded in this group and that is in the basic focus area of human self-development. The mean score value for organizational performance is 3.65 with standard deviation of 0.78. The mean score in organizational performance is in the upper range of the moderate rating scores. It stands at the third level in the indicators of the strategic change model of change management/organizational development, coming after organizational process and organizational principles. The typical/specific qualifier statement that mainly focuses on the performance itself is super rated with a mean value of 3.96, whereas the lower values, though in the moderate rating, are in feedback giving (human development related) and motivational related areas.

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The next approach under which the questionnaire is analyzed and interpreted is the Employees Involvement, EI approach as discussed by Cummings & Worley (Cummings & Worley, 2015). This model is based on four elements, namely power/authority sharing, information flow, skill and knowledge, and rewards. Accordingly, the mean score of power/authority sharing in Stadia Engineering Works Consultant is 3.58, rated moderate, with standard deviation of 0.84. The average/mean score is smaller than most of the cases under this discussion, namely information flow and rewards. In the context of strategic change model, this element is similar to the concepts of organizational purpose and leadership. The mean score for information flow in Stadia Engineering Works Consultant is 3.82 with standard deviation of 0.75. The mean score value for information flow, though still in the moderate range of rating, is very close to the super rating value. It is the highest for the Employee Involvement approach of analysis. The mean score value for requisite skill and knowledge (humane development) in Stadia Engineering Works Consultant is 3.44 with standard deviation of 0.87. Once again the mean score in requisite skill and knowledge, though still in the moderate range of rating, is smaller than all of the cases under discussion, namely power/authority sharing, information flow, and rewards. The mean score of rewards for Stadia Engineering Works Consultant is 3.74 with

standard deviation of 0.84. The average/mean score in rewards is well in the upper range of the moderate rating score. The overall mean score of all the three approaches is in the moderate range of rating.

Triangulation analysis is made among the physical observation, focus group discussions and questionnaire analysis. The results obtained verify/consolidate one another. The results of physical observation and focus group discussions are found to be consistent and in unanimity with the findings of the questionnaire analysis. .

5.3 Discussion

As indicated in the various discussions above, the findings of the questionnaire survey, focus group discussion and physical observation consolidate one another. Moreover, these findings match with the observation of external professionals who were involved in the task of quality management system development for Stadia. However, as there was no similar case study research made regarding the status of change management in Stadia Engineering Works Consultant it was not possible to compare these findings with the findings of other researchers.

5.4 Conclusions

Conclusions are drawn from the above mentioned findings based on the research objectives and propositions. The conclusions drawn from the findings of this study are in relation to change management and/or organizational development and the ISO 9001:2015 quality management as a tool for change management.

From the analysis carried out it is understood that the ISO 9001:2015 quality management system is supported by appropriate documentation and the subsequent trainings and capacity development processes are also beginning. The principles of the ISO 9001:2015 quality management system are similar to the versatile change management models/approaches used in this research.

The overall change management and/or organizational development as per the analysis carried out based on requirements/provisions of versatile models such as Peggy Simonsen's Development Culture, the 5P's Strategic Change Model, and Employee Involvement, EI are on the average in all the cases rated to be at moderate status, actually in the upper boundary of the range of moderate rating as per the provision of Performance and Development Index.

Organizational system of the Development Culture, organizational process in the 5P's Strategic Model, and information flow of the Employee Involvement, which themselves are quite related, are all on the average with a higher score rating with their values assuming the upper moderate value and quite near the super rating.

Also, the values for manager's skill/contribution in the development culture, organizational purpose in the 5P's model, and power/authority sharing of the Employee Involvement, which themselves are somehow related, are all on the average with a similar score rating. Their respective mean values assume moderate ratings which are relatively smaller than the respective values for organizational system of the development culture, organizational process in the 5P's model, and information flow of the Employee Involvement.

The values for employee awareness and responsibility for self-development in the development culture, organizational people in the 5P's model, and skill and knowledge in the Employee Involvement, which themselves are somehow related (as human development) are all on the average with a similar score rating. Their respective mean values assume relatively lower ratings, though still in the range of moderate ratings.

From all these, it is possible to conclude that Stadia is at a better position with respect to organizational system, organizational process and information flow. It is nearly close to being super rated. On the other hand Stadia is at a relatively lower status, though in the moderate range of rating, with respect to human development (self – development, trainings and inspirational factors). But the top management of the company has got a good perception of this challenge, as understood from the focus group discussion with the top management, and there is a strong initiative to solve this problem in the near future.

Based on all these, it is possible to conclude that Stadia Engineering Works Consultant change management model, which is ISO 9001:2015 QMS, is abreast with Pegy Simonsen's Development Culture, the 5P's Strategic Change Model and Employee Involvement, EI and thus would grow very fast and sustainably as stated in proposition number one. But it is important to consider the following recommendations.

5.5 Recommendations

The following recommendations are given for further attention.

1. It is recommended to make further research covering all the projects of the company and including the remaining dimensions such as financial and marketing aspects but making extensive use of individual change management models.

2. Stadia Engineering Works Consultant should pay attention to human development tasks, namely employee self- development that results in work-life- balance, motivational and inspirational training and also technical capability trainings that unify quality management system and the professional/career practice.

3. Stadia Engineering Works Consultant should develop practice and culture of research and development as it is aspiring to become a competent institution in delivering construction works consultancy service globally.

4. It is recommended to make further researches on the company making use of alternative approaches and models to further verify/consolidate this study.

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Annexes

Questionaire

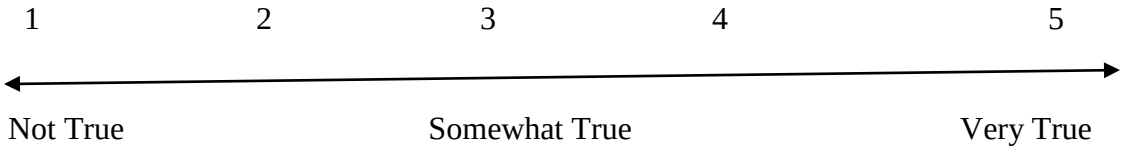
Dear Respondent,

The following is a questionnaire to be conducted as part of a thesis project research entitled "The Status and Prospectof Change Management in Stadia Engineering Works Consultant PLC", to be submitted to School of Commerce, Addis Ababa University. Your considerate and genuine response would support both the academics and change management/organizational development of Stadia Engineering Works Consultant.
Thank you for your cooperation in sharing your time and experience.

Part I – Personal Information
1. Level of Training…….
2. Number of years of work experience …….
3. Number of years of work experience in STADIA…….

Part II – Measurement Information

The following statements are adopted to describe the situation of change management and/or organizational development in Stadia Engineering Works Consultant. The measurement scales involve closed ended statements with five scales ranging from 1. Not true of my organization 2. Slightly true of my organization 3. Somewhat true of my organization,4. True of my organization 5. Very true of my organization. Please respond by writing the scale number of your preference at the space provided infront of the statement. Note that in this context manager means immediate supervisor.



…….. 1. Our organization values managers who develop their employees.
…….. 2. Our managers are skilled and comfortable coaching employees.
……3. Our employees seek feedback about their performance from their supervisors.
…….. .4. We have systems (job posting, position descriptions, procedures, etc) and open communication so employees can gain information about opportunities and performance in the organization.

…….. 5. Our managers/supervisors know how to help marginal/beginner employees.
…….. 6. Employees here initiate new work procedures, activities and responsibilities.
…….7. Managers' and employees' responsibilities for performance and development are clearly identified and stated.

…….. 8. Our managers work with employees to enrich their current jobs.
…….. 9. Employees have written development plan.
……..10. Our organization provides access to career assessment/personal development and planning tools for employees.

……..11. Our managers use performance appraisals as a developmental activity.
……12. Our new supervisors are trained in managing the performance of subordinate employees.

……..13. We prefer to grow people internally rather than to hire from outside.
……..14. Our managers help employees explore career goals other than promotions.
……..15. Employees like to work here, as demonstrated by high morale.
…….. 16. Our organization provides training and development for managers and employees.
…… 17. Managers know how to reward and keep top performers motivated even when promotions are not possible.

…….. 18. Our professional/technical employees can grow without moving to managerial positions.

…….. 19. We have "bench strength"- i.e employees prepared to move into key positions in the organization.
……20. Our managers give employees frequent, genuine feedback on performance.
……...21. Our productivity/performance is high

Focus Group Discussion Questions

1. What is the purpose (mission, vision, etc) for which STADIA was established?
2. What was the push factor for adopting ISO certification in general and
a) How have you come to choose ISO 9001:2015?
b) What is it in essence to be ISO 9001: 2015 certified?
3. What do you know about change management and/or organizational development?
4. How far are you going to take the ISO 9001:2015 quality management system?
5. What do you aspire to be as a consulting firm? Do you believe it is possible to achieve your aspiration given your current status/capacity?
6. What do you know about theories (models) of change management? Are you making expert consultation or you have in house capacity?
7. What do you know about employee expectations, especially wrt
a) Rewards/Remunerations
b) Decisional authority/Empowerment
c) Free flow of Information
d) Training and Skill Development
8. Do you pay incentives and/or give awards of some kind? If so how do you select and approve the nominees?
9. Do you carry out quality audits and/or top management reviews? How frequently?
10. Do you have defined/precise principles to follow when making major organizational decisions? What are they?
11. Do you follow some mandatory processes/ procedures when making major organizational decisions?
12. Do you have/follow established guidelines to refer to when interaction with your stakeholders like customers, employees, etc?
13. How do you evaluate your performance? Do you have performance indicators like bench marks, baselines, etc?
14. What are the testing factors/challenges in the effort/process to realize quality management system such as ISO 9001:2015 as a tool for change management?
15. What is the level of understanding and appreciation of the employees of the company regarding the quality management system and/or ISO 9001:2015 as a tool for change management?