



**Challenges and Practices of Change Management: The Case of
Oromia International Bank S.co, Ethiopia**

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Management

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Declaration

I, the undersigned, declare that this thesis entitled “*Challenges and Practices of Change Management (A Case of Oromia International bank s.co)*” is my own original work and that all sources have been accurately reported and acknowledged, and that this document has not been submitted for a degree in any other universities.

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This is to certify that **Gizachew Zelalem Tefera** has completed her thesis entitled “*Challenges and Practices of Change Management (A Case of Oromia International bank s.co)*” is his original work and is submitted for examination with my approval as a thesis.

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ABSTRACT

The aim of this study was to analyze the challenges and practices of change management. In Oromia International bank S.co. This descriptive study used quantitative research techniques answers two basic questions, first What are the major challenges to the change management practices in Oromia International bank S.co compared to the existing theories? Second, major challenges that faced the bank during change process.

A Purposive sampling technique was used to select the bank which was Oromia International bank S.co from commercial banks in Ethiopia from a list of eighteen based on their recent year of establishment. To further decide on the sample size from selected departments, a purposive sampling method was applied. Finally, purposive sampling technique was used to identify the sampled respondents. The researcher used primary data which is questionnaire. The reliability of the tool applied was tested. The questionnaire was administered to 129 randomly selected employees. From the findings, it was learnt that the result obtained for the challenges and practices of change management was below the mean score.

Therefore, the study concluded that Oromia International bank s.co gave less emphasis to practice change and overcome or minimize the challenges that push back the bank from success.

The study finally recommended the need for the bank to give due attention for change implementation in terms of resources and support from all levels of employees. In addition to this the bank should organize change audit team. and with regard to the right implementation of the change, focus on minimization of challenges or barriers of change and timely responsiveness to noted gap.

Key words: Change Management, challenges of change, practices of change and change audit.

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ACRONYMS AND ABBREVIATIONS

BPR: Business Processing Reengineering

APSS: Statically package for science

CEO: Chief Executive Officer

WIIFM. What's in it for me?"

OIB: Oromia International Bank

FIG: Figure

CHAPTER – ONE

1. INTRODUCTION

1.1 Background of the study

Organizational change is a phenomenon which has gained attention from theocratists and practitioners alike. Organizational change is a concept of a great importance that has attracted researcher's interest from many years and without doubt is crucial for enhancing and improving organizational effectiveness and or ensuring organizational growth (cumming and Worely 2014, Swanepoel 2008).

Change management cannot be an ad hoc performance, but is a crucial skill for leaders and managers. It should be a structured process of managing people, processes and technology in response to the changing environment, so as to align business strategies with external changes and keep competitive. Leaders should become role models and demonstrate what is expected from employees in relation to the change. This is consistent with social learning theory and the concept that people learn through observation of others.

Organizational change management, as a distinct management practice has been introduced to the world of business around the middle of the 20th century. Since then managers and professionals have recognized that change management or “ the approach to the transition of individuals, teams of organizations to a desirable future state” Kotter (2011) can and should be an essential managerial skill adding value and supporting the strategic management of an organization Kotter (1995) in his book ' **leading change**' points out that change happens whether we want to or not but the choice to manage it in a structured and effective manner makes the difference between the success and failure; not only for the change initiative but also for the entire organization.

Various researches proved that there are many challenges in the change management and implementation process like resistance, lack of knowledge, lack of self confidence in employees and in the management, lack of commitment and so on.

As *Michael Colenso (2000)* to make a change initiative work in an organization, it requires its people believe things other than they believe now, changes the way they behave to support those beliefs which generate a momentum helping others to change their behaviors.

Some researchers studied about change management on BPR and Kizen which is mostly focused on change management tools. Tilaye (2010) Adebabaye (2011) and others.

Change is an initiative that every organization has to take to sustain and compete in changing environment and to be flexible in all aspects. The organization and people in it have to be committed to change process successfully and take positive steps towards new heights, sustainability and profit. Last but not least, studies have shown that organizational change is forced by both internal and external drivers to produce new products, services or business approaches to meet and satisfy the needs of customers.

Thus, the study focuses on analyzing what are the basic challenges and practice gained in implementation of the change management.

1.2 Statement of the problem

Today's organization operate under increasing demands for change. The market has radically changed due to globalization, strong competition, technical development and a customer-driven market. (Harenstam et al., 2004)

This high pace of change means that the organization must change behavior and manage to rapidly adapt to shifts in the market. According to Burnes (2014) change is an over-present feature of organizational life, both at an operational and strategic level. Therefore, there should be no doubt regarding the importance to any organization of its ability to identify where it needs to improve the organization by altering how work is done through progressive alterations in processes, systems, organizational structures or job roles. Prosci (2007)

According to Haines (1995) the common problems for leaders when managing change is not nurtured, encouraged or rewarded and it should not be forgotten in the midst of the day-to-day challenges that an organization experience.

Change is not always perceived as positive, and many employees may be resisting to changes within organizations. Therefore, successful business transformation is all about getting employees buy in and embedding new behaviors in the work place. Here are some of the most challenges that management professionals face.

1. Defining goals in a timely manner

Most changes implemented with a goal to improve current processes, products, services or organizational cultures. However, it is critical to identify clear goals and milestones.

2. *Poor leadership and lack of alignment*

Leadership has a big impact on employees' engagement. If your leaders are not convinced about the benefits of change, it will be hard to implement it. Poor leadership and lack of alignment among the leaders are some of the main reasons for organizational change fails.

3. *Planning the next steps*

Every change management process should consist of a timeline, and change milestones should be identified. Without planning, it may be hard to understand the overall success of the change process.

4. *Fear and conflicts*

Changes within organizations can develop emotions of uncertainty and fear. This may cause employees take their frustrations out on each other. Here, it is leader's responsibility to overcome the difficulties and resolve conflicts.

According to Prosci (online source) change management practices blockages includes lack of top management official's commitment, lack of time and resources, lack of prioritization, lack of lower level execution, lack of lower-level leadership and competence, poor co-ordination between units, lack of change planning. Therefore, the purpose of this study is to analyze the practices and challenges of change management adopted in Oromia International Bank S.co. based on the basic questions indicated below.

- I. What are the major challenges to the change management practices in Oromia International bank S.co compared to the existing theories?
- II. How Oromia International bank S.co practices the change Management?

1.3. Objectives of the study

1.3.1 General objectives

The main objectives of the study was to analyze the practices and challenges of change management in Oromia international bank S.co.

1.3.2. Specific objectives

- i. To analyze Challenges that affects the implementation of change management.
- ii. To analyze the practices of change in the bank.

1.4. Significance of the study

The result of this research might have contributions to other business organizations in the practices and how to overcome challenges of change management in different levels. It suggests possible measures that inhibit the proper implementation of change management to the banking industry on the lesson learned and the conclusion drawn from the research. Researchers could also use the study for reference and further empirical research on practices and challenges of change management the study, therefore, might give chance for others to make further studies and might add the body of knowledge related to the issue.

1.5. Delimitations of the study

This study is delimited only to the challenges and practices of change management, the strategies used to implement the change and effects of change on activities of the organization observed in Oromia International Bank S.co and delimited to only to banking industry specifically Oromia International Bank S.co.

1.6. Organization of the study

This research paper consists of 5 chapters. The first chapter includes background of the study, statement of the problem, research questions and objective of the study, scope of study and the organization of the study. The second chapter covers the review of related literatures. The third chapter is all about research design and methodology of the study and chapter four is results and discussion. The last chapter is about summary of major findings, conclusion and recommendation.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURES

2.1. Introduction

Change is the process of becoming different from the previous state of operation for a better performance in order to become competent and to become selected at first glance from other competitors. The management of the change process is a key to the success of every change that needs to happen within an organization and also for an effective and high performance. Thus, this section reviews both the theoretical and empirical literatures related to the change management and its effect on the performance of an organization.

Generally, the review of literature attempts to focus on the following things:

- The meaning and concepts of change,
- Models for understanding and approaching change
- Challenges of change Management.
- 7 best Practices of change management
- Practical Application of Change
- The effects of change management practices on the performance of an organization
- Employees' motivation and Organizational Culture: factors that affect the performance of an organization
- Empirical Literature Reviews

2.2. Meanings and concepts of change

The constancy of change is a widely noted theme in any reading of the literature of organizational management. Phrases such “the only constant factor in (organizational) life is the need to change” are commonly encountered Ian Smith, (2011). In every aspect of life and business, change prevails. Change is necessary in order to perform better than the normal conduct. In business organizations, the need for change is mainly to improve its delivery of services to its clients and improving the overall performance of an organization. Change should be aimed toward improving

the existing system and should be done continuously Gerard (2008). Change is an alteration in the state or quality of anything. It is the state of becoming or being different from the previous known existence. Change has become a study area for many years and all those studies about change aim with varying degrees of credibility and success to deliver sustainable organizational change Todnem (2005).

Organizations are addressing different changes like; a larger worldwide market place made smaller by improved technologies and competition from outside, a global acknowledgement of the environment as a powerful variable and government attempts to draw back from environmental disaster, Health consciousness as a permanent trend amongst all age groups throughout the world, Changes in lifestyle trends are affecting the way in which people view work, purchases, leisure time and society, The changing workplace creates a need for non- traditional employees, The knowledge asset of the company, its people, is becoming increasingly crucial to its competitive wellbeing Paton &McCalman (2008).

Any organization that ignores change does so at its own peril. One might suggest that for many the peril would come sooner rather than later. To survive and prosper, organizations must adopt strategies that realistically reflect their ability to manage multiple future scenarios. The world is constantly changing around us, both in our private and our working lives. To manage these changes, we develop coping strategies. Managers, and the enterprises they serve, be they public or private, service or manufacturing will continue to be judged upon their ability to effectively and efficiently manage change Todnem (2005). Change in organizations may be continuous and incremental or rapid and discontinuous with abrupt shifts from the patterns of the past. Change may be planned or it may be emergent. The scale of change may range from fine-tuning through incremental and or modular adjustment to wide scale corporate transformation. Organizations sometimes have choices as to whether they want to change, or are sometimes forced to change, because of legal or other reasons. The importance of why organizations change is linked to the timing of change Ian Smith (2011).

The push and pull factors of organizational change may be seen as an essentially linear series of planned events – for example, Lewin's (2015) unfreeze- change-refreeze model or change may be open ended, ongoing and adaptive responding to changing circumstances (Kanter et al., 1992

as cited by Ian Smith (2011). Otherwise the change may be between these two extremes of planned or free and open ended.

Different reports show that the success rate of any change effort is failing either fully or partially (between 50%-70%) to achieve their objectives. This statistic makes worrying reading for any manager undertaking or considering a change initiative. What then can assist in getting change right and leading and managing change successfully?

2.3. Models for Understanding and Approaching change

There are many approaches, tools and methods proposed for managing change. There is no one “right” approach. That said conceptual models of the process of change are useful in understanding the dynamics of change and how change management might best be approached. Under this section some of the models will be briefly considered;

2.3.1 Lewin Three step Model; Organism, Machine

On the work of Esther & Mike (2004), K.Lewin (1951) developed his ideas about organizational change from the perspective of organism metaphor. He introduces the force field analysis, which explains the driving and resisting forces in any change situations. The main issue here is that the driving forces to the new change must be greater than that of the resisting forces of the change for the change to become successful. Managers are expected to increase the driving forces and reduce the resisting forces to change. It would be more advantageous for the organization if they can do both at the same time.

Lewin also suggests a way of looking at the overall process of making changes; Unfreezing, Change and Refreezing; beginning from the existed situation, you change things then continue with the new created situation Mike (2007). The three-step model of Lewin uses the organism metaphor of organizations which includes the notion of equilibrium. This means that any organization has a natural tendency to adjust itself back to its original steady state. This idea of Lewin has been criticized since the model is too linear for these turbulent times of exponential changes since there is no initial equilibrium that needs to be unfrozen for the change to happen Esther & Mike (2004) At the same time there is no stable equilibrium that we need to settle down and leave our worries. So what Lewin was suggesting was that in any human system there are different states of dynamic

equilibrium and to move from one state to another the forces at play within the system need to be redirected to achieve movement towards the preferred state Mike (2007).

2.3.2 Predictable Phenomenon/ Planned Change

Esther and Mike (2004) states that Bullock and Batten (1986) explains the approach of using the machine metaphor in the organizations. This model assumed that change can be planned so that organizations can move forward in a defined way. This approach suggests that the organizational change is a mechanical problem which can be dealt with definable mechanical solution. It can be said that this approach works well with separated issues that can be dealt alone rather than when organizations are facing complex and unique changes which may require discussing the current situation and possible future outcomes that can satisfy the organization before, we run in to deciding on one approach. When the changes are planned, we decide the direction, objectives, stages, milestones, change methods and so on that the organization is expected to pass. As it is said by Mike Green (2007) if the change is planned more as a simplistic machine metaphor, the less successful the change will become.

2.3.3 Uniform Approach/ top-down

Top-down change can stem from a managerial prerogative for maintaining control throughout the change. Change can be driven through by management, and resistance controlled and eliminated. Here change can become more of a political issue Gioia and Thomas (1996). Top-down restructuring is a management-driven process that is not necessarily consensus-seeking. In the particular culture, such a process would alienate employees further if not accompanied by a bottom-up process that empowers individuals, who need to feel like stakeholders with something to gain as well as to lose.

In the top-down approaches to change, senior executives are responsible for the initiation of the need for change, the plan and the direct implementation of the change process. The middle management is responsible for the detailed coordination and internal management of change and the rest of employees will embed the change, even though they have little power in the process of decision making. This approach to change is mostly appropriate when the change is strategically important and results large difference from the present forms and functions of an organization.

It would be more preferable for the most senior people in the organization favor and initiates the change when the change is more of radical. Top-down approach to change is mostly occurs as a

result of the external pressure to change combined with the potential internal resistance to change Ryan., Williams, Charles., & Waterhouse (2008).

2.3.4 Differentiated Approach/ Bottom- up

The bottom-up approach is an approach that allows the employees of a given organization to express their views and to help define the development course for their area in line with their own views, expectations and plans. It is a democratic and consultative style of organizational change in which employee participation is promoted at all levels within the organization. Maximizing the involvement of staff within an organization in building of process maps and initiating the change efforts is a more efficient and rewarding approach for companies. By driving organizational changes from the bottom up, employees become more creative, motivated and more open to share their ideas Michael. (2002).

This approach can enable firms to promote innovation and thus build flexibility. It also enables executives of organizations to collect the information about new technologies, unexpected problems, changing market competition and customer demands thus develop the firms' exploratory innovation which increases firm's strategic adaptability for future change Zelong W. Yi Y, & Yuan C. (2011).

In order for the employees of an organization to truly take control of the new change, they must be fully involved in the process and must be included in some way in the decision-making process.

2.3.5 Complex Phenomenon/ Emergent Change

Emergent approach to change can be described as unexpected, often unintentional, can come from everywhere, and involves relatively informal self-organizing Green (2007). It is evidenced that many organizations these days operate in chaos and high competition that can result difficulty and instability in the industry. This chaos and instability in an industry make the changes to become emergent and continuous. Emergent change occurs in real time and therefore develops ongoing realignment with the environment, continuous learning and the establishment of strategy Liebhart, Margrit, Garcia-Lorenzo (2010).

The research of Higgs and Rowland (2005) as it is sited in Green (2007) depicts that Change through emergent is more successful as there is a large-scale change than the other approaches to change.

2.3.6 Gestalt Psychotherapy Theory

The gestalt psychotherapy theory offers a more basic epistemological shift in that meaning is found as we are constructed built by the world while at the same time, we are building this world emanating from our own background and experiences. The author Chidiac (2013) tries to show how this theory of Gestalts view of self applies to an organization.

In Gestalt theory, our sense of self emanates at every moment from our interaction with others and the environment. Therefore, we can say that the self is changing constantly and adjusting according to the situation within which it finds itself. The self “is fluid and dynamic, responsive to the environment, and experiencing changing needs and goals as the situation changes” as the author depicts.

Organizations, like individual people or groups can be seen through the lens of the gestalt theory of self since they are shaped by a network of emerging relationships and depend on those relationships. As this relationships changes organizations are also constantly changing. This theory clearly shows that the resulting behavior and action of an organization emerges as a function of both the dynamics within the organization’s internal and external environment and the ingrained narrative and culture of the business. The poor awareness of the organizations id function in terms of internal dynamics as well as external influences will result in a less sensitive organization and one that is not able to adapt to its changing environment.

Being aware of a changing environment is not always enough for an organization (and its leadership) to take action. Attending to emergent needs requires a supportive environment. The interrelated aspects of self-functioning need to be considered as a whole, and cultural adaptability as well as fit to internal/external pressures and market needs will determine organizational performance.

2.4 Challenges of Change

Different changes usually engage bringing of new procedures, people or ways of doing things which have a direct impact on the diverse stakeholders within an organization. Change management can become successful when there is an understanding of the potential effects of the change initiatives on these stakeholders. Will employees be scared, resistant, pessimistic or

enthusiastic about your proposed changes? How can each possible reaction be anticipated and managed? You have to be aware of how the change will impact others in your organization and customers as you started to think about any kind of significant change.

2.4.1 Leadership: can be impacted by the new significant changes that you try to impose in your organization. Since it is undeniable for the change to become successful there has to be a commitment and engagement of organization's leaders.

2.4.2 Resistance: Duncan (1977, p. 63) as cited by Dianne. &Amrik (1998) define resistance as any conduct that serves to maintain the status quo in the face of pressure to alter the status quo. Bringing in new skills or knowledge to a company is not always easy. People fear change. Management should observe this integration and smooth the way by keeping everyone aware of the objectives of the company. Improvement of resistance management can result if the organization recognizes the potential benefits of resistance Olajide (2014).

As it has been discussed in Warner (2002), resistance to change emanates from two circumstances. The first one is "loss of the unknown" i.e., leaving the comfortable zone of the existing situation and trying to adapt the new one. Most of the time problems arise not because employees don't want the change to happen but it is because they don't want to lose their comfort zone. The second one is "loss of their personal choice". It also states that "what people are resisting is not necessarily the change but the imposition of change." "Grief has limits, whereas apprehension has none. For we grieve only for what has happened, but we fear all that possibly may happen" Pliny the Younger (A.D. 61-113) as sited by Warner (2002).

2.5 Potential Barriers and Creative Changes

It is possible that the change will be subject to opposition and may not be interrupted at all stages or stages a step to change. It is not uncommon for projects to launch large, multi-billion-dollar projects due to the abuse of change. Resistance to change should be measured against all stakeholders as the changes are announced and a continuous sample in key areas to monitor resistance to force throughout the change step. Sample items that are commonly included in the resistance study include:

Do you believe that this change is really needed?

How much did you contribute to the planning process?

- How clear is communication about this change?
- How did the sponsor help the change overcome the organizational barriers?
- Do you believe that enough rewards are being made to achieve this change?
- How do you believe this change is consistent with the organizational values that still exist?
- How do these changes align, support, or change other organizational processes? Determine an overall resistance score including a resistance score for each of the stakeholder groups. If resistance is overt, the sponsor and those fulfilling the lead function can address this through effective problem-solving meetings. However, if it is covert, the sponsor and lead(s) will need to work openly with stakeholders to allow the issues to surface.

Some of the typical barriers to change that can derail change initiatives are provided below.

2.5.1 Lack of Good Sponsorship

- **Lack of a sponsor.** The sponsor function ensures organizational commitment to the change process and deals with issues encountered when implementing the desired action. In general, the higher the sponsor is in the organizational hierarchy, the greater chance of success in fully deploying the change. An organization's business strategy often exists as the vision of its CEO. In an evolving organization, documenting the vision of the future structure of the organization is required to articulate the strategy in enough detail to make sense to all employees. In many organizations, the ability to carry the vision throughout the organization is complicated by poor planning. For example, when organizations downsize by removing one or two layers of management, a substitute communications model needs to be created to reestablish clear channels of communication and interfaces of roles and responsibilities.

2.5.2 Lack of commitment to funding and/or resources. Change requires the commitment of time and resources by the organization. Employees and leaders need time to consider the impacts of the change as well as the required methods, tools, and skills.

This may create a lag between the implementation of the changes and realization of the benefits. Organizations that do not address this issue effectively often do not provide sufficient commitment to the change efforts. This lack of commitment is often due to shortage of funding dollars, shortage of time to plan effectively and implement the change efforts, or insufficient resources (e.g., people, tools, equipment, and systems) to implement the change successfully.

2.6 Organizational Changes: Major Barriers

Organizations rely on their employees to adapt to changes [Armenakis, Harris, Mossholder 1993, p. 681], however the adaptation is usually slow, often difficult and sometimes even unsuccessful. This mostly occurs in the case of socially detrimental changes, for instance those in the aftermath of the recent global economic crisis which include: closures of factories and redundancies for cost reasons, organizational changes in management strategy, price restructuring (cost cutting) accompanied by lay-offs, internal restructuring involving, for example, a merger of two work units, and a decrease in company value (reputation, goodwill). Therefore, change remains and will remain a dilemma in how to cope with challenges that are often mutually exclusive: a challenge to assure high organizational change performance and a challenge to sustain organizational social integrity. Thus, the question here is: “If the change produces anticipated benefits, will people survive the change and stay with us?”

The odds of successful change management depend on numerous influential factors: methodological determinants, the complexity of change and social aspects. These aspects are dominant and comprise: top manager commitment and open communication [Ringer 1998], social culture [Hofstede 1980] and employees’ reaction to change, especially resistance [Carnall 1990; Burnes 1992; Coulson-Thomas 1992; Kotter 1996]. Organizational members’ reactions to change vary depending on the character of transformation and the value that people place on satisfying different individual needs [Carnall 1990].

Individuals or groups can react very differently to change: from passively resisting it, silencing its advocates, refusing to engage in joint problem-solving, refusing to seek common ground, sabotaging, and aggressively trying to undermine it, to sincerely embracing it [Kotter, Schlesinger 2008; Agocs 1997, p. 45].

Resistance to change is customary mentioned in management literature as an inevitable consequence of organizational change initiatives and listed among the most crucial inertial forces against any transformation [Carnall 1990; Burnes 1992; Coulson-Thomas 1992; Kotter 1996]. Because the future is often uncertain in terms of change, people in general are not motivated to change unless there are compelling reasons to do so [Bouckenooghe, Devos, van den Broeck 2009, p. 559, p. 41] and the destination state to which the organization moves is indeed beneficial to individuals and the whole organization. Therefore, any change attempts encounter resistance. Peter Senge [2006] states that “People don’t resist change. They resist being changed”.

Employees' resistance to change is attributed to various causes including habit and inertia [Agocs 1997, p. 45]. It stems also from change as such (e.g. impediments related to undertaking the transformation); from fear of the unknown and anxiety [Baron 1990; Czerska 1996; Griffin 1996] resulting from individual perception of consequences of the change process, such as absence of the skills they will need after the change, and losing power or position.

Although inertial forces constantly occur during the change process, adaptation will be successful when they are overcome. Because resistance is claimed to be a natural human response [Schein 1988] to "uncertainty, anxiety and ambiguity" inherent for a situation of change [Griffin 1996], attaining the organizational balance by "ensuring a tolerable level of environmental uncertainty, anxiety and ambiguity" [Ristino 2005/2006, p. 130] for organizational members seems to be a vital determinant of successful change management.

TABLE 1. Methods for dealing with Resistance to change			
Approach	situations	Advantages	Drawbacks
Education + communication	Where there is a lack of information or inaccurate information and analysis.	Once persuaded, people will often help with the implementation of the change.	Can be very time-consuming if lots of people are involved.
Participation + involvement	Where the initiators do not have all the information they need to design the change, and where others have considerable power to resist.	People who participate will be committed to implementing change, and any relevant information	Can be very time-consuming if participators design an inappropriate change.
Facilitation + support	Where people are resisting because of adjustment problems.	No other approach works as well with adjustment	Can be time-consuming, expensive, and still fail.
Negotiation + agreement	Where someone or some group will clearly lose out in a change, and where that	Sometimes it is a relatively easy way to avoid major resistance.	Can be too expensive in many cases if it alerts others to negotiate
Manipulation + co-optation	Where other tactics will not work or are too expensive.	It can be a relatively quick and inexpensive solution to	Can lead to future problems if people feel manipulated.
Explicit + implicit coercion	Where speed is essential, and the change initiators possess considerable power.	It is speedy and can overcome any kind of resistance.	Can be risky if it leaves people mad at the initiators.

Source: J.P. Kotter, L. Schlesinger, 2008. *Choosing Strategies for Change*, HBR, July/August, p. 13

2.7 Failure to Build Change Readiness

- **Lack of need for continuous change.** Managers sometimes do not see the file they need to make changes in their businesses. This can be caused for now success and misunderstanding those modern methods are increasingly inconsistent with future success

In addition, it can be caused by failure welcoming new competitors from areas outside their market segment. Management approach for looking at its world creates a framework for determining the type of information it considers important.

Information outside of this framework is generally considered of little importance or is ignored completely. These circumstances cause the organization to appear not to recognize the need to change.

Lack of knowledge / learning in the process of change.

When employees do not understand how apply change or apply different methods of the same change process, organization will not succeed in applying the change you want. This is common in all coaching organizations workers of the method of changing or constructing an area where the method is used.

2.8 Sufficient Time Allocated to Change

- **Lack of time.** Given sufficient time to launch, a major adjustment for post-transition changes costs will arise. Organizations should allocate time for recipients to study internally or agree to the terms of change.
- **Bad tracking.** Many organizations start great projects with great interest and reward those responsible for starting the change, but then failing to follow up to see if the program has accomplished it means intentions.

2.8.1 Negative View of the Future

- **Lack of clear vision for the future.** Change requires more people to do their daily work in a different way. These actions are not often explained in procedures or in detailed manuals. If constant, a clear picture of the future the organization has run is not for the individual mind, their daily decisions will not help move the organization into a vision.

2.8.2 Poor Access to Technology by All Stakeholders

Lack of access to technology. Technology is rarely a barrier to the successful implementation of change in an organization. Typically, technology is available, but not effectively used; large expenditures are made, but results fall short of expectations.

The decision to overlay a business process with a particular technology is difficult to make, and costly mistakes occur frequently. Intranets, extranets, the Internet, and wideband video capability are excellent tools for rapid knowledge dissemination. Buying-in to an emerging technology too early leads to higher acquisition costs and higher risk due to the potential for changes in standards or quick obsolescence if the technology is not widely accepted.

Conversely, waiting too long to abandon an aging technology subjects organizations to expenses associated with maintaining systems and products after the larger marketplace has passed them by.

There are few decision models for determining when to transition to a downstream technology. Trying to maintain a corporation's current technological framework when technological products and processes are fluid is difficult. In addition, there are few reliable models that lead to any understanding of return on an investment in information technology.

The ability for personnel to absorb a new technology is often less than adequate, both in terms of new skill sets that are required and in terms of attitude or willingness to embrace the new technology.

New technology usually requires significant changes to processes and practices, and organization managers may be unwilling to pay for specific training. This forces employees to learn "on the fly" and at their own expense, which affects morale and prevents the organization from realizing the benefits of the technology.

2.8.3 Poor Measures and/or Measurement Process

Lack of performance metrics. Change initiatives requiring significant expenditures need to focus on high-leverage issues. Successful change requires organizations to effectively measure results before, during, and after the change. When these metrics are not defined, change initiatives may drift, fail, or be perceived as successful when in fact they are not. Additionally, change initiatives focused in low-leverage areas should have future high potential to warrant their support. These decisions can only be made with facts and metrics; otherwise emotional and political barriers may derail the change efforts.

2.8.4 Lack of Synergy within the Affected Group and Dominant Individuals

When attempting to make a change, it is important to examine the relationships among the key sponsors, recipients, and agents. These relationships may be viewed as self-destructive, static, or synergistic.

Self-destructive relationships require significant energy to sustain, but produce few, if any, results. Such relationships usually are full of miscommunication, defensiveness, and blaming. Static relationships have an even mix of negative, backstabbing behavior, and productive, team-oriented behavior. People in this situation are as effective working together as they are working alone. Synergistic relationships create a sum that is greater than its parts.

Each individual willingly contributes a part of their expertise that is needed by the others; as a result, change is brought about quickly, and the team's productivity soars above what each individual could have done alone.

Mobilizing stakeholders is an obvious issue in any program, but difficult to accomplish. One of the best methods to mobilize stakeholders is to empower them through distributed control; however, this requires a cultural approach that organization leadership may be reluctant to consider. This approach could also have issues for coordination to ensure that no gaps exist. In order to empower employees and team members, they need to become aware of the ultimate objectives and purpose of the change.

Then the organization can empower them to make decisions within their function's responsibility and allow them to actively participate in higher-level decision processes creating true "transforming" exchanges that influence outcomes.

Designing meaningful stakeholder involvement in the change initiative is a significant task, and stakeholder analysis is typically performed in the communications management plan for the change. The larger and more disruptive the change, the more vital it becomes to assess different participants' influence on the change.

People resist change for a number of reasons: self-interest, denial, fear of the unknown, or other perceptions. When the root of possible resistance to change is understood, then planning for it

makes it possible to overcome potential obstacles. Stakeholder analysis is an important means of uncovering potential pockets of resistance or other risks that could impede the success of the change. Regardless of the size of the change, stakeholder analysis is a useful way to:

- Determine specific stakeholders or stakeholder groups and their relationships to the change,
- Identify current attitudes toward the change and level of influence,
- Identify communication needs and any risks associated with not meeting these needs, and
- Determine the mechanisms and timing for delivering change messages to meet the needs.

The project or program team is better able to define the appropriate communication for each audience when there is understanding of the attitudes and feelings toward the change effort. Without a stakeholder analysis and evaluation of the risk involved, the change team risks communicating inappropriately, resulting in stakeholder conflicts and uncertainty. Without understanding stakeholder motivations, needs, and expectations, it is difficult to overcome obstacles, and stakeholders may continue to be confrontational and cause conflicts throughout the change process.

2.9 Practices of Managing Changes

Hans, Lawrence & Andreas (2009) depicts that methods of managing changes have not yet spread through business or project operations to a significant degree. If performed successfully the practices of managing changes can yield tangible benefits for companies. As stated by Hans et. al., (2009) practitioners who always follow specific and formal change management procedures had a 52% project success rate, compared to a 36% success rate for practitioners who improvise according to the situation.

2.9.1 Change Best Practices

- Encourage an active and visible sponsor
- Provide change management services
- Use a systematic approach to managing change
- Contact staff and encourage their participation
- Communicate regularly and openly
- Integrate and collaborate with project management

Contact middle management

The study participants who identified these donors were experienced staff, project leaders, managers and consultants. More than 70% of participants in the 2016 Best Practices in Change Management program

had more than four years of involvement in implementing change management, and nearly one-third were over the age of twelve

2.9.1.1 Encourage an active and visible sponsor

A leading leader who actively leads change and actively participates in every change is a great predictor of success. The importance of funding is quoted three times more often than the next contributor to success. Participants often used the key words “it works and it is visible” to describe this top donor.

"Active and visible" support means that the sponsor is:

- Supporting change by constantly paying attention to change and the need for change management
- Fight for change by leading and encouraging others in the organization
- Making effective and influential decisions about change, including aligning priorities with other leaders in the organization.
- Maintain direct communication with project managers and the change management team and availability during the transition

The graph below shows that with over-funding, projects are almost three times more likely to meet or exceed project objectives than projects with less effective funding.

If you are unsure how to help your sponsor work and be seen - or if you are a sponsor and unsure what it means to be “active and visible” - read this article on sponsor role.

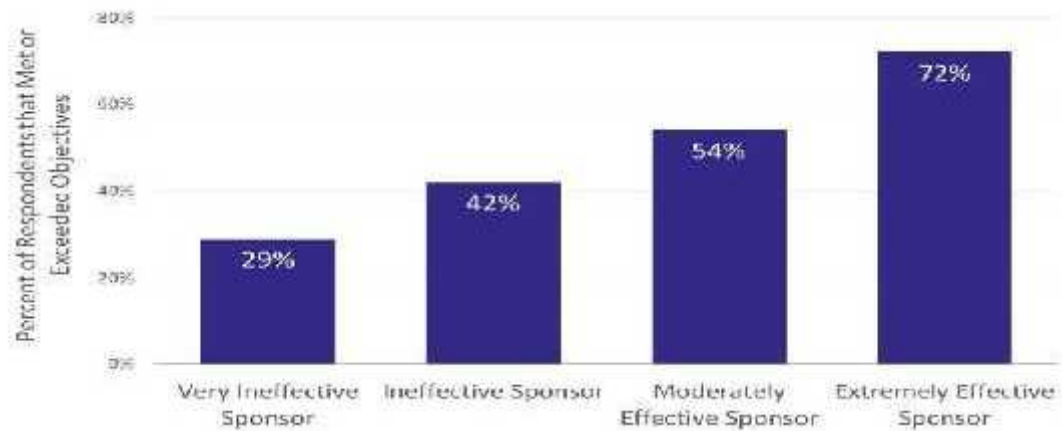


FIG 2.1

2.9.1.2 Provide Change Management Resources

Your project requires dedicated resources and support to undertake the task of managing change.

Resource and change management provided means access to:

- Fair value for funds and resources
- Provided resources with change management experience
- A transformation team or community of people who are flexible, determined, determined, cooperative

One of the participants gave this insightful comment: "If it is not a man's work, then it is not a man's work." To realize the benefits of change management, one has to deal with it and be able to get the right amount of money.

The data revealed a positive and meaningful connection between a dedicated (personal) source and the effectiveness of change management. Participants who had dedicated resources were more likely to have a better or better change management experience than those who did not have a dedicated resource.

Relationship between dedicated resources and overall change management effectiveness

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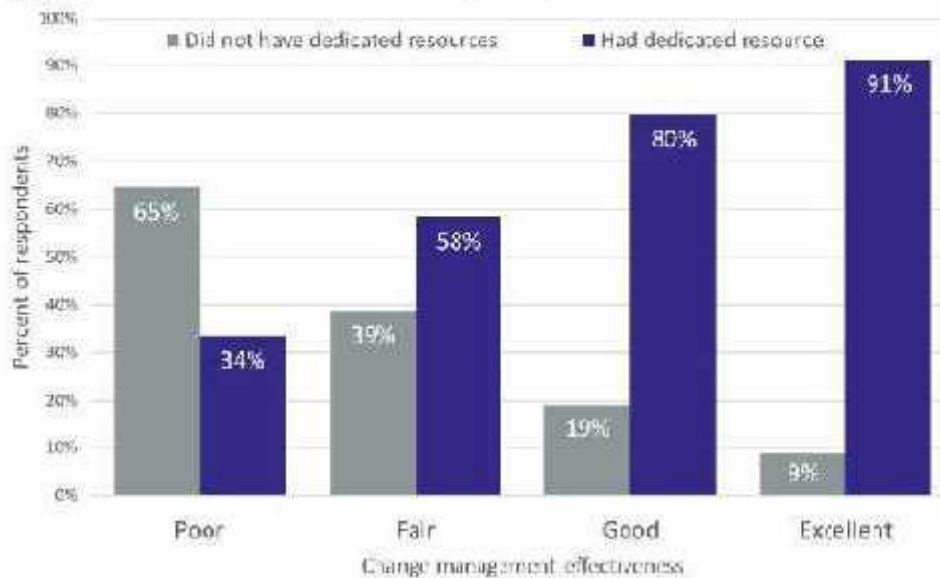


Fig 2.2

2

2.9.1.3 Use a structured approach to change management

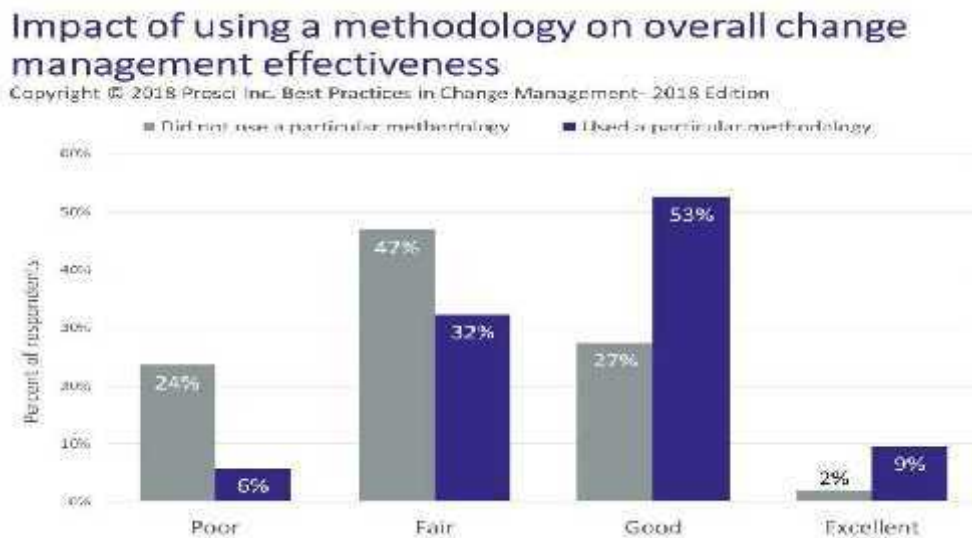
A purposeful and defined approach to change management provides the structure needed to stay on track. It ensures that time is spent on meaningful activities and allows space to identify and address gaps throughout the life of a project. Using a systematic approach also makes the processes repetitive in order to consistently apply change management to multiple systems across the organization. Keywords that appear when participants describe this good practice are included:

- Established
- Custom
- It can measure
- Easy to use in most versions
- It is easy to apply at all stages of the project

The ways in which organizations have used systematic approaches vary from study to study. Seventy-nine percent used the change management approach in general direction while 48% used it as a checklist for activities and 39% used it to monitor progress (participants were able to select multiple responses, resulting in more than 100%).

Also, research has shown how the use of a systematic approach has contributed to success. Participants who used a systematic approach had a 33% chance of achieving better or better change management performance than those without a systemic approach. of change management performance

FIG 2.3



2.9.1.4 Collaborate and integrate with Front-line The reason we use change management to

drive employee acceptance and use, which also creates organizational outcomes and outcomes. For this purpose, it is clear why employee engagement and participation were seen as the top contributors to success. Strategies to increase engagement in change include:

- Highlighting "what have I gained?" (WIIFM)
- Identify and build relationships with stakeholders
- Ensuring that affected parties receive the right level of training

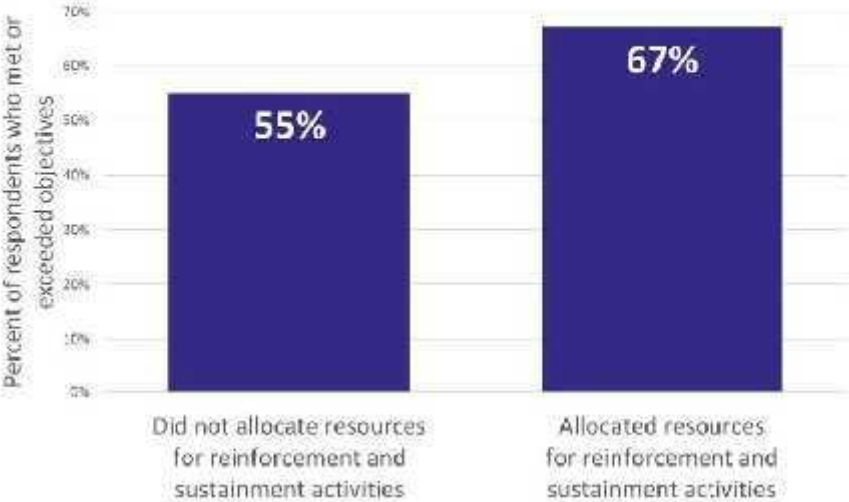
The purpose of these efforts is to build a staff base that reflects a willingness to participate in this change and to work with the people in charge of change.

Reinforcement is a critical step in the transformation management process. Because organizations are so full of change, this step is often overlooked as doctors juggle to manage multiple changes. Improper coping with strengthening and stabilizing activities has a detrimental effect on the overall outcome of the transformation. Stakeholders who planned the reinforcement activities were 12% more likely to achieve the project objectives than those who did not.

FIG.2.4

Impact of allocating resources to reinforcement on project success

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2.9.1. 5. Engage with Frontline Employees

Reform experts often contend with the erroneous notion that reform is “a mere figment of the imagination.” While more than that, effective communication is essential to leading change effectively. Over and over again, participants cited the following as the key to success:

- Cadence
- Consistency
- Openness
- Using multiple communication channels

In addition, participants identified key topics to communicate such as why the change occurred, expectations, long-term plans, how the change would affect employees, and key business drivers.

2.9.1.6. Involve and integrate project management

Prosci's research has emphasized the general practice of integrating change management work with project management functions. This accompanying instruction transcends lifestyles throughout the life of the step. In a recent study, 75% of participants participated in project management work and changed the management function to some degree. When they found this out as a top contributor to success, they gave examples of how they got the merger:

- Add change management activities to the project plan
- Working in partnership with the project team
- Aligning transformation plans with project plans
- Consolidating or assigning responsibilities and roles
- Provide change management team training on the project team

Many organizations recognize the importance of integrating project management and change management. Participants who combined the two studies were 16% more likely to meet or exceed project objectives than those who did not participate.

FIG 2.5



2.9.1.7 Engage and Support Central Managers

Managers can be a great partner for change work in times of change because they are very close to employees affected by change. Participants described this top contributor as:

- Emphasize communication about change and the roles of managers in transformation
- Holding individual meetings, team meetings and alignment sessions
- Focus on building awareness, including how the impact will affect them, business reasons for change, and the need for change management
- Provide building materials, tools and support that will help managers understand and navigate these changes.
- Involve and involve management during the initial transition process and throughout the project life cycle.

Intermediate managers were identified as the most resistant group in Prosci's study, with 43% of participants identifying managers as the most anti-change group. Participants believe that most of the management resistance could have been avoided. By communicating with the group in the transformation process, resistance can be reduced and managers will be able to drive change.

What This Means to You

Prosci has produced ten reports of Best Practices in Change Management over the past two decades, compiling data from more than 6,000 change leaders in 85 countries. Use these good habits to do the following:

- Start your change management work with the most important things
- Check your current performance
- Deliberately creating the best practices for your daily routine

The discipline of change management is still growing, and the best practices for change management have grown and changed over the years to show this. By researching and applying the best practices listed here, you (and your organization) can continue to grow and learn discipline.

3. Creating a sense of urgency to reinforce the need for change

As cited by Harry (2001), French and Bell (1999), Kotter 1996, & Turner 1999, states that the first step in the process of change is establishing the sense of urgency, i.e., making sure that all people involved in the change effort have internalized the need for it.

Creating a sense of urgency is about problem awareness which means that difficulties in the organization must be translated into a desire to change since one of the most crucial factors for success is understanding the subject matter of the project. Kotter (1996) notes that the means for trounce problems lays on the understanding of organizational change: what are the most important drivers of change and which are the underlying reasons for the opposition. Additionally, management should have a clear understanding of the trade-offs included in carrying out change. Without considering trade-offs, managers easily initiate and launch programs they are not ready to support in practice.

An attempt for change should therefore start with an agreed urgency and clear need to develop. It is agreed that people affected by the changes or participating in its planning and implementation should have a shared understanding of the reasons that led to the change effort in the first place Harry (2001). Inappropriately, the attempt needed to raise the sense of urgency is often under carried out said Kotter (1996). Employees have to take a broader, more flexible look at what they do, and what they could do for developing an organization.

Supporting more people to become more powerful is an important issue as the business environment is changing. It is thus not only employees and project personnel's but also management's concern to have an active role in a change project. On the other hand, managers should be aware of the spirit of giving people a change to move slowly forward, find out the dearth of the organization by themselves, and finally to seek out and develop solutions for a better future Kotter (1996).

3.1 Providing people with facts, figures and evidence to persuade them for change

Communication is an important means for building a common understanding of organization's goals and direction.

There has to be an open and honest communication about the facts, figures and evidences to persuade everyone in the organization for change. Kotter, (1996) states that communication is a means to create awareness to the personnel what the change project is really about: why is it started, what parts of the organization are affected and what are its targets and schedules.

Kotter again states that the real power of setting goals, envisioning and planning is communication and without it there may not be a full effect.

In relatively unstructured assignments, people need to know where they stand and what will happen next more than ever. Otherwise critical actions and phases may be ignored and resources may be allocated for accomplishing secondary actions. One very important element for the success of managing change is the ability to communicate to employees the kind of changes the scheme will obviously cause to each person's responsibilities, tasks and working environment. The more open and thorough communication is undertaken, the more trust is likely to develop between different parties involved in the change (Kaufman 1992) cited by Harry (2001).

3.2 Selecting the right people to form the guiding coalition

A project organization is always pulled together for a specific temporary purpose. It is an Inter-organizational team constructed around its mission. Because of its inter-organizational nature, a matrix organization encompassing both functional and project unit is usually formed. However, a great variety of project-driven organizational forms exists. According to Cleland (1994), one extreme is the pure project organization, where "the project manager is given full authority to run a project as if it were a one-product company". When we start moving towards the other

extreme, the pure functional organizational department, we come across with a variety of project-functional combinations of matrix organization.

Fatima, Aliaa, & Abdul Rahman (2013) mentioned that people are normally negative towards any changes, so mitigating the resistances of people and attract their attention by illustrating how well the change will participate in their success and future growth is critical responsibility in forming the guiding coalition. The change manager must ensure to obtain Top management, potential stakeholders and organizational support.

Cleland points out that no form of project organization is best for all projects, or even best for one single project throughout its entire life cycle.

Each form has some advantages and disadvantages, yet he also notes that those projects with purely functional structures and responsibilities tend to be less successful than those with joint responsibilities and co-operation of project representatives and different functions Cleland (1994).

Kotter addresses the importance of choosing the right people for the project organization and for the guiding coalition, in particular.

Different kinds of roles and qualities must be represented. Enough key players must be in the team, various points of views should be present, people with good reputation are important and, finally, proven leaders are needed, in particular. Identifying the key persons and thus forming the core of the change project is an essential part of any kind of change effort and it should be carried out in the very early stages of the progress Kotter (1996).

3.3 Creating clear and tangible vision for change

Vision provides a picture of the future and shows how individuals and groups will fit into that future. A vision is thus an anticipation of the future state of an organization and responds to the question: What it is to be like?

A good vision shows the direction for development. By Kotter's (1996) definition, a good vision is imaginable, desirable, feasible, focused, flexible, and communicable at the same time.

Communicability and simplicity are thus the essential criteria of a successful vision which made easy the formation of talent and skillful team members that are competent to handle the change effectively is very important Fatima et. al., (2013). Therefore, required training and education should be provided to empower team members and increase their level of qualification with the clear and tangible vision.

The vision for change will materialize through the goals of the development projects. The connections with the vision will make it easier to justify the goals to people dealing with the project and helps them commit themselves to the objectives (Lanning et al. 1999 cited by Harri, 2001).

3.4 The effects of change management Practices on the performance of an organization.

Managing change or 'change management' is a form of management control through the application of systematic management interventions that involve people to achieve a desired future state with defined performance outcomes in line with the organizational strategy Gary. And French (2013).

Undertaking a change management program is neither easy nor should be thought of as a "quick- fix". Recognition of the need to justify, communicate and train staff in change management to minimize resistance to proposed change not only needs to be more sensitively managed today, but has always been a feature of undertaking change from established practices across the ages.

In agreeing an appropriate strategy or combination of strategies for change, the organization's Management will need to take into account the following factors:

- The urgency of the situation;

- The degree of the opposition expected;
- The power base of the change initiator;
- The existing transparency of information and ease of communication;
- Demonstrable examples of commitment to integrated planning during the change program;
- The nature of the current organization's culture and its likely response to change.

Communication: Continued employee involvement and consultation through a rolling communications program will need to be developed to assure the employees of the importance of the changes, how they can be involved and how they can support the changes to the business. In addition the organization's management will need to further assist this process through open dialogues with staff and by conducting research in to their concerns and reacting to the findings. Consequently, it is essential that organizations establish a level of openness and engagement throughout the full change management life-cycle which transcends policies, procedures and statutory obligations and carefully considers how critical the involvement of all employees is in helping deliver the change. Continuous change is a global reality. Those who communicate effectively are more likely to outperform their peers Watson (2012).

Improved organizational performance is not only about the application of hard and fast rules for achievement, but rather an acceptance and ownership of the impact the totality of factors in shaping our organizational behaviors during periods of change.

3.5 Organizational Culture and Employees' motivation; Factors that affect Organizational Performance

Daniel (1999) defines organizational culture as concerned with the underlying values, beliefs and principles that serve as a foundation for an organization's management system, as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles.

Additionally, Fred (2011) noted that organizational culture is the set of shared beliefs, values, and norms that influence the way members think, feel, and behave. Culture relates to the informal aspects of organizations rather than their official elements.

They focus on the values, beliefs and norms of individuals in the organization and how these individual perceptions coalesce into shared meanings.

The developing importance of culture arises partly from a wish to understand, and operate more effectively within, this informal domain of the values and beliefs of teachers, support staff and other stakeholders.

Different forms of organizational culture could lead to be supportive of, or against organizational change in different situations. It is very critical and important to emphasize and assess the role and influence of organizational culture in change management. (Song, 2011) since the culture of the organization can result in a negative overall performance of an organization. All in all, considerations must be given to managing organizational culture or even changing the strategy to take account of the culture in change management.

Culture is particularly important because it can powerfully influence human behavior and its near invisibility makes it difficult to address correctly (Kotter, 1996). The nature of culture of an organization (invisibility) can have a high impact on the overall performance. Harri (2001) cited the note of Burke (1994), directly attempting to change the culture of an organization creates difficulties.

Organizational growth, while considered a very positive change, can have a negative effect on the environment and employee attitude (Fred, 2011). While managing change focus needs to be pointed on how to keep motivation and loyalty of workers up. Several researches and observations have shown that well motivated employees are more productive and creative. On the other hand less motivated employees do not want to contribute into work.

Katcher et al (2007) cited by Mashhura Sidikova (2011) almost 43 percent of all employees feel insecure about their job while going through change. Those anxious employees typically feel insecure and lose self-confidence and are not best performers and team players. They become reluctant to express their useful opinions and ideas or to develop innovative approaches to their everyday work.

3.6 Empirical Literature Review

A study of Allan., Church, Siegal, Javitch, Waclawski and Warner Burke, et.al (1996) clearly shows that Managers and executives continues to possess a great deal about the management of the organizational side of change (82%), evaluating the impact of such efforts (75%) and the planning of change (71%), unfortunately these managers and executives' scores lower in areas related to the nature of change and its effects on people in general. The study also reflects that the women score in understanding the soft side of change management is much greater (74%) than that of the male managers (66%) definitely male managers need to learn much from the female managers since many managers and executives are more comfortable focusing on task rather than relationship issues.

The scholars' tries to show this variation is created because women have greater sensitivity and responsiveness to the needs of their peers; the more interpersonally oriented socialization patterns experienced by women; the different roles to which men and women are selected within

organizations. The soft side of the change management includes the importance of open communication, letting people to feel sad about the loss of the present, working with and through resistance, initiating people's positive energy around change, etc.

Similarly, another study of Tony Manning, (2012) shows that for the management of change to become successful, it is important and mandatory to manage emotions, particularly by acknowledging how people feel and why they feel the way they do; take steps to formulate a vision and keep the people informed about the steps that you are taking; engage in a two way communication throughout the process; develop and communicate visions, make clear what you aspire to and how you will get there; and engage in and promote continuous learning and development.

Another study of Darwaza (2003) which is cited on Omar, Mohammed, Abdullah, & NuraJadallah (2013), found that years of experience in school administration and education have a significant impact on the development decisions taken by the Director and giving the best change. Unlikely under the study of Allan H. et al (1996) unexpectedly finds out that the more managers and executives are experienced in the management position of their organization the more they respond negatively to the management of change. These two different results about the impact of experience of executives in their work place on the effectiveness of the change can be because of the time variation. The former study which was taken in 2013 and the later in 1996, since there is more than fifteen years gap the knowledge of change may not be clearly understood by the managers and executives in the year of 1996.

Under a study of Sefer, Huseyin, & Recai, (2013), informing the employees about what is going on regarding change, consulting them and maintaining participation of the employees to the change process, have a positive impact on the attitudes of security managers towards change managers and change. Then the employees would probably commit themselves to change energetically rather than resisting it. Another study also depicts that participation of employees can be a useful approach that sheds light along the change process so that the sources of resistance to change can be overwhelmed and the performance of the organization enhanced ManuelaPardo-del-Val Clara Martínez-Fuentes Salvador Roig-Dobón, (2012).

Majid, Mohammad, Sanjaghi & Rahimian, (2013) shows that high percentage of organizational performance change (77.3%) is because of the high capacity of the change process and the management of it. Additionally, effective communication, employee's attitude and perception of manager's action and conducive working environment play a significant role in achieving better organizational performance through change Mindy, Joseph. Cheng and Sonja (2006).

Under the study of John Edmonds, (2011), there is resistance to change in organizations mostly brought by the fear of the unknown by the people of the organization. The study also shows that this resistance to change can be handled correctly using known and tested techniques of change management so that the change can be brought successfully, achieving the stated goals and objectives using the budget of the organization for the needed purpose. Consequently, employees and managers who understand the change effort are more likely to be less resistant to change Marvin & Marla, (2005). Precisely, the more the manager and employees understood the change the more likely they will be in to it, the less likely they would think the change effort would fail.

3.7 Practical Application of Change

One of the toughest decisions for HR managers is to prepare the organization to deal with the change. The present environment for business is highly competitive and rapidly changing and the organizations that change efficiently and rapidly would be the ones that will survive with time. Many organizations would start to eliminate as they do not succeed with change management. Additionally, there are several pressures for making changes in most industries as the level of competition rises and technology advances. This means that people responsible for change, i.e. the HR managers remain highly stressed to ensure the organization goes through successful change management. Most organizational changes usually involve several different levels and types of personal losses for the employees within the organization.

For instance, change requires the effort from the organization to learn about the new that is considered by many a waste of energy and time that should be implemented in other business facets. It is possible, that some might welcome the possibility of learning opportunity; several people in the organization do not wish to spend their time and energy unless they are dissatisfied with the arrangements or they view powerful advantages of the proposed changes. For example, business upgrading their software is beneficial for the business, which would outweigh the short-term investment needed for learning new business programs. Also, people in the organization want to feel better about themselves. Usually, work is a matter of pride for people and they feel responsible for performing job in a better way.

They feel they are one of the members on the success and this feeling gives them confidence and importance of their position in the organization. In several work situations, when the work itself is not significant and the organizational culture makes it tough for the people to feel better about themselves. In such situations, people tend to invent strategies for helping them feel good about themselves, and such strategies involve gaining a sense of control, significance and belongings from their work. These

strategies involve opposing the management, on the self-held assumption that they are incapable of leading and most of their decisions are not in the best interest of the organization.

CHAPETR – THREE

3. Research design and methodology

In this section research design approaches to research methods, Source of information, Target population, Population and sampling design, data collection method and data analysis techniques, reliability, ethical consideration and validity of instruments were discussed.

3.1 Research Design

According to Kothari (2004) the major purpose of descriptive research is description of the state of affairs as it exists at present. In social science and business research we quite often use the term Ex post facto research for descriptive research studies. The main characteristics of this method are that the researcher has no control over the variables; he can only report what has happened or what is happening. To this effect, the study applied a survey strategy for it easily allowed the researcher to collect large amount of quantitative data from a sizable population in a highly economical way and analyze using descriptive statistics.

3.2 Data Collection Method

The study used self-administered standard survey questionnaire that was used by different authors such as Helmig ,Spraul&Ingenh of,2016; Jaakson, Vadi& Tamm , 2009 &Haleem,Boer&Farooq, 2014 to collect the primary data. The survey instrument contains closed ended questions with each of the questions on a five-point Likert response scale that ranged from 5 “strongly agree to 1 “strongly disagree”. Fowler (1984) Research Methods, volume 901 of Applied Social Research method, noted that the strengths of survey methods that result in their wider use included the value of statistical sampling, consistent measurement, and the ability to obtain information not systematically available elsewhere or in the form needed for analysis.

3.3 Sampling Design

3.3.1 Target population

Total population of the study were employees in different departments of the bank , these are:- Human resource management department, credit department, risk and compliance, internal audit and control, legal service and contract administration, strategy and change management department, credit

follow up, planning and research department, customer support, public relation and marketing promotions, international banking department, IT department, and logistics department. There was a total of 191 employees in the bank's Head office. So, the target population were 191.

3.3.2 Sampling Technique and sample size

The study was sampled from eight different departments. Based on Yamane (1967) sample size determination formula, from a total of 191 bank employees the calculated sample size is 129, at 95% confidence level and 0.05 precision levels.

The formula below is used to determine the sample size:

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

Where =

n = is the sample size

N= is the population size, and

e = is the level of precision or sampling error

The purposive sampling technique was used. The study selected the departments by using systematic random sampling.

3.4 Methods of data analysis

The respondent's data was statistically analyzed using Statistical Package for Social Science SPSS Version 26. As stated in the aforementioned section the first-hand data entered into Ms. Excel and exported to SPSS package.

Representations like table and charts were used to ensure easy and quick interpretation of data.

Descriptive statistics was used to analyze all data gathered in the form of frequencies, percentage, mean, and standard deviations. Finally, the analysis and interpretation of the data have leads to conclusions and recommendations.

3.5 Reliability and Validity of Instruments

Reliability is the extent to which data collection techniques or analysis procedures will yield consistent findings (Sunders and others, 2009). The Likert scale questionnaires were tested with a sample of selected employees before the questionnaires were distributed.

Regarding validity, the questionnaire was given to experts who judged the appropriateness of the questionnaire to measure important aspects of the study. Based on the feedback, issues which were suggested to be improved were re-phrased and others were scrapped from the list of items as suggested by the experts. The pilot test results were also helped to improve the validity of the questionnaire considerably.

The researcher were tried to evaluate the validity of the research by enhanced through triangulation; based on the information that were given by selected workers through questionnaires those who were to cooperate the selected sample were practical ,and due to relevance of the included individuals.

3.6 Ethical considerations

All participants were included in the study were duly informed about the purpose of the study and their willingness and agreement were secured before filling up the questionnaire. The study were also maintained the confidentiality of the identity of each participant.

CHAPTER FOUR

4. DATA PRESENTATION, DISCUSSION AND INTERPRETATION

This chapter explains and discusses the results of findings based on the analysis done on the data collected. The discussion attempts to accomplish the objectives of the study and answer the research questions.

4.1 Characteristics of respondents

The questionnaire was distributed to a systematically selected private commercial bank which was Oromia International bank S.co. Accordingly, the respondents were asked to respond to their gender category, year of experience, level of education and field of qualification.

Table4.1: Gender

Gender	frequency	percent
Male	63	48.8%
Female	66	51.2%
TOTAL	129	100%

Source : survey results and own computation

As indicated in the above table the gender proportion of female respondents is 51.2% while male respondents is 48.8% the ratio of the respondents is almost proportional.

**Table:4.2
AGES**

Age range	frequency	percent
25-30	11	8.5%
31-35	78	60.5%
36-40	35	27%
41-45	5	3.9%
Total	129	100%

Source: survey results and own computation

The age distribution of the respondent who participated in the table 4.2 Accordingly, the result showed that 8.5% were aged between 25-30 years old and 60.5% which is the highest range between

31-35 years old while 27% were aged between 36-40 years old and the rest 3.9% were aged between 41-45 years old . This implies that the most of the respondents were young followed by middle aged; the smaller proportion of respondents were between 41-45 years old.

Table 4.3 EDUCATIONAL QUALIFICATION

Qualification	Frequency	percent
Diploma	4	3.1%
first degree	103	79.8%
second degree	22	17.1%
Total	129	100%

Source: survey results and own computation

The educational level of different respondents is shown in the Table 4.3 As summarized in the table , the respondents educational levels were listed as Diploma , First degree and second degree with respective proportion of 3.1% , 79.1% and 17.1% This is an indication that the respondents are at adequate educational level to understand the concept of change management and its challenges.

Table 4.4 POSITIONS

Position	frequency	Percent
Junior	13	10.1%
Officer	69	53.5%
Senior	40	31%
Division manager	1	8%
Director	6	4.7%
Total	129	100%

Source: survey results and own computation

Implementing change management practices and overcoming the challenges of change management is responsibility of workers in all levels in the organizational community. Obviously, the respondents were with required Knowledge of change management concept. Thus, the survey made to assess the position of the respondents indicated that 10.1% were junior ,53.5% were officers, 31% senior workers , 8% were division manager and 4.7% were directors.

TABLE4.5WORK EXPERIENCES

Banking work experience	frequency	Percent
1 up to 3	13	10.1%
3 up to 5	54	41.9%
6 up to 10	52	40.3%
11 up to 15	10	7.8%
TOTAL	129	100%

Source: survey results and own computation

As indicated in the table 10.1% respondents have 1 up to 3 year of experience 41.9% have experience of 3 up to 5 years of experience which is the highest range and the rest 40.3% and 7.8% have 6 up to 10 and 11 up to 15 years of experience. This means the workers have 3 up to 10 years of experience in average.

TABLE 4.7 Challenges and Practices of change Management Measurement items.

No	ITEMS	N	Mean	STD
Challenges of Change Management				
1	The bank supports the change by giving consistent attention to the change and the need for change	129	2.88	1.235
2	The bank champion the change by leading and motivating others in the organization	129	2.77	1.215
3	The bank maintain direct communication with the change management teams and being accessible during the change	129	2.67	1.233
4	The bank has access to the appropriate amount of funding and resources	129	3.12	1.104
5	The bank has access to dedicated resources with change management experience	129	3.08	1.129
6	The bank has access to a change team or community of flexible ,ambitions, decisive , collaborative individuals	129	2.64	1.007
7	The bank use a structured change management approach	129	2.47	1.000
8	The bank let the frontline employee to engage in the top contribution to success	129	2.28	1.060
9	The bank insure impacted groups receive the appropriate level of training	129	2.50	.961
10	The bank communicate frequently and openly about the change management	129	2.26	1.035

11	The bank engage and integrate with change management teams	129	2.16	.882
12	The bank emphasize communication about the change and the managers role in change	129	2.31	.950
13	The bank hold one on one meeting , team meetings and alignment sessions	129	2.09	1.019
14	The bank focuses on awareness building including how the change will affect them, the business reasons for change and the need for change management	129	2.28	.901
15	The bank provides materials, tools and support that will help managers understand and navigate the change	129	2.84	1.121

Discussion and Interpretation on Challenges of Change Management Measurement items

As showed in the table 4.7 above the highest response rate is that employees are committed for change practice with (mean value of 4.01, 0.815 STD) This shows that, the workers are ready to practice the change in their organization. Change experts (e.g, Bennis, 2000, connor, 1993) note that the success of any organizational change, large or small, requires the commitment of those responsible for its implementation. Poor planning of the change management affects the change practices having the highest rate response of (mean value of 3.71 with STD of 1.078) this indicated that the organization doesn't give due attention in the planning of change. More than 70% of the changes that happen daily in the organizational world occur due to a failing change management process, you can call it "mismanagement" too especially when stakeholders interfere too much. For any positive change to happen in any field of life, the first thing you need to understand is that if you are a manager or a person in power and you are not planning for every little thing regarding a change process, then you are preparing to fail. In contrast, the organization hasn't provided adequate resources or budget for the change practices holding (mean value of 3.91 with STD 0.662). This shows that the organization doesn't provide adequate resources or budget to facilitate all things that needs the implementation of change practices concerning adequate resources. It is impossible to practice change with inadequate resources It is one of the factors that pushback the organization for the failure of the change practice. Before starting the change process, identifying the resourced of individuals that will facilitate the process of lead the change is crucial for success. However, it can be hard to identify those resources of budgets before the process even starts. Questions which are rated by respondents are insufficient communication of change holding (mean value of 4.24 with STD 0.737). This implies that the bank's emphasis is weak in communication about what is going on . Communication is an important means for building a common understanding of organization's goals and direction. There has to be an open and honest

communication about the facts, figures and evidences to persuade everyone in the organization for change and lack of consensus holding the highest (mean value of 4.36, with STD 0.61) . This indicates that the bank doesn't have harmony with other organizations to practice the change and also impedes the progress of the change practice. Lack of employee morale which is rated by respondents (mean value of 4.18, with STD 0.579) This infers that the bank doesn't care for the moral of the employees.

The uncertainty that can be created by the change can have a detrimental impact on employee morale, organizational change usually results in a clash between the commercial aspect and its people aspect, and thus change will not be successful if managers disregard the people elements of change (Brown, 2011:67) and lack of involvement of employees in the change implementation process respectively. This implies that the bank gives low attention to participate employees in the change process.

It is important to let all level of employees involve in the change implementation. Whatever you are trying to develop, whether it's a small application, or a change initiative that will bring a difference in the way the company does business or any other types of change, the first thing you need to perfect among the team members, is the conversation.

As the response rate of respondents shows that lack of involvement of employees holds the highest (mean value of 4.2, with STD 0.842). This indicates that the bank gives low attention to participate the employees in the change process. Any change process needs highly engaged employees in order to be successful style greatest way to obtain a genuine commitment from people is to involve them in the process from the beginning. Even if the organizational ideas are not theirs, the designing, planning and assessing of all the goals of activities will automatically pull them into the stream of things, making them feel like they are a part of the puzzle. (Khattak et al, 2013)

In addition to the above points, the bank lack consensus an change management. Contemporary organizations after struggle to create meaningful, sustainable changes. At the same time, relevant organizational research lacks easily accessible consensus on basic change management process & principles. One consequence is practitioner reliance on popular change models that more often cite expert opinion as their foundation rather than scientific evidence.

Resistance to organizational culture shift is one of the challenges to practice the change in the bank scoring (Mean Value of 3.88 with STD of 0.787) this implies that the bank is not doing on organizational culture. Moreover, management support for the change implementation or change process in the

organization is indispensable. However, the bank doesn't support the change process as rated by respondents having (mean value of 4.26 is STD of 0.745).

The other challenges to practice the change is, negative attitude towards change holding (mean value of 3.93 with STD of 0.859) this indicates that the organization is not working on employees' attitude that affect the change. According to piderit (2000) resistance to change has been conceptualized in to three dimensions. Such as effective behavioral and cognitive components which involves an integrative process of providing a comprehensive human organ change as employees thought emotional feeling and behavior towards change are inconsistence and are not as much as in accordance with each other. Effective dimensions deal with the positive or negative sentiments of employees when faced with change. This includes temperaments such as anger, emotional feelings

like displeasure, tension and an anxiety. The more negative this emotion are, the higher the emotional resistance to change.

Behavioral dimensions include all actions or activities taken in response to change. This could be either negative or positive such as grumbling to implementation process of change or persuading others that the outcomes of the change might favorable or unfavorable which are all forms of behavioral resistance to change. (Oreg ,2006) .

Cognitive dimensions have been conceptualized as the psychological components of resistance to change comprehensive of employees through patterns as it relates to organizational change. Thus, employee in discerning the negative or positive benefits of organizational change use this dimension.

<i>Practices of change management measurements</i>				
1	The staffs are limited to understanding of the change and its impact	129	3.37	1.031
2	The staffs have negative attitude towards the change practices	129	3.93	.859
3	Lack of involvement of employees let the organization for failures	129	4.20	.842
4	Poor or insufficient communication of change let the organization for its failures	129	4.24	.737
5	Inadequate resources or budget challenges the change management practices	129	3.91	.662
6	Resistance to organizational culture shift the change management practices	129	3.88	.787
7	The bank has lack of management support for the change practice	129	4.26	.745

8	Poor planning of the change management affect the practices of the change	129	3.71	1.078
9	The banks employees are committed for the change practices	129	4.01	.815
10	Lack of Employees morale is factor for the change practices in your bank	129	4.18	.579
11	Lack of consensus is one of the factor for the failure of the change process in the bank	129	4.36	.610
12	Not adopting new technology in your bank is one of the challenges in the change process	129	2.88	1.235

Discussion and Interpretation on Practices of Change Management

Concerning the challenges of change management, the bank has access to prepare amount of funds and dedicated resources having (mean value of 3.12 with STD of 1.04%) and (mean value of 3.08 with STD of 1.129%) respectively , this implies that the bank has potential to facilitate funds and resources . The other challenges of the bank is not adopting new technologies holding (mean value of 2.88 with STD of 1.235). This indicated that, the bank in average adopting new technologies that enhance the bank’s activities and implementation of change management. In addition, the bank in average, provides tools or necessary materials for the implementation of change as rated by respondents holding (mean value of 2.84 with STD of 1.12) .

Envisioning a change management process assembling a team for the initiative and gathering resources for the whole shebang, is no good if it isn’t seasoned with an amazing tool to care of all of those elements of initiatives without a tool, you can lose a lot of information and your team can develop a lot of blank spaces between them. This is why you always have to keep in mind that an idea of change that has all of the qualities of being a huge success can fail very quickly if there is no tool to support it. Moreover; as respondents rated the bank has low attention in maintaining direct communication about change management scoring (mean value of 2.67 with STD of 1.233). This shows that one very important element for the success of managing change is the ability to communicate to employees the kind of changes the scheme will obviously cause to each person’s responsibilities, tasks and working environment. The company can most successfully manage change in the organization when have carefully involved all of those employees who will need to implement the changes in planning the changes and respondents rated championing the change by leading and motivating others in the organization holding (mean value of 2.77 with STD of 1.215%). This implies

that the bank has in average champion the change. As respondents rated the bank has no any integration with other related parties or teams with the lowest (mean value of 2.16 STD of 0.882%) This implies that the bank has no any integration with others.

The purpose of “integrated change “management is to achieve the desired targeted state by integration of the organizational and individual change process on the one hand by the integration of project and change management on the other hand. Changes are manageable by applying “integrated change management”, strategic initiatives are more successful and benefits will be achieved by increased organizational agility.

The other challenges, the lowest rated by respondents is the bank doesn’t focus on awareness building how the change affect them, the business reason for the change and a need for the change management holding (mean value of 2.28 with STD of 0.901).

CHAPTER FIVE

5. SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter aimed to summarize the key findings, conclusion and recommendations of the study based on the research questions. The purpose of this study was to analyze the challenges of change management and its practices in private commercial banks in Ethiopia the case of Oromia International Bank s.co .

5.1 SUMMARY OF MAJOR FINDINGS

The demographic characteristics implied that

- ❖ As indicated in the above table the gender proportion of female respondents is 51.2% while male respondents is 48.8% the ratio of the respondents is almost proportional.
- ❖ The age distribution of the respondent who participated in the table 4.2. Accordingly, the result showed that 8.5% were aged between 25-30 years old and 31-35 years old while 27% were aged between 36-40 years old and the rest 3.9% were aged between 41-45 years old. This implies that most of the respondents were young followed by middle aged; the smaller proportion of respondents were between 41-45 years old.
- ❖ The educational level of different respondents is shown in the Table 4.3. As summarized in the table, the respondent's educational levels were listed as Diploma, first degree and second degree with respective proportion of 3.1%, 79.1% and 17.1% This is an indication that the respondents are at adequate educational level to understand the concept of change management and its challenges.
- ❖ Implementing change management practices and overcoming the challenges of change management is responsibility of workers in all levels in the organizational community . Obviously, the respondents were with required Knowledge of change management concept. Thus, the survey made to assess the position of the respondents indicated that 10.1% were junior ,53.5% were officers, 31% senior workers, 8% were division manager and 4.7% were directors.
- ❖ As indicated in the table 10.1% respondents have 1 up to 3 year of experience 41.9% have experience of 3 up to 5 years of experience which is the highest range and the rest 40.3%

and 7.8% have 6 up to 10 and 11 up to 15 years of experience. This means the workers have 3 up to 10 years of experience in average.

Based on the survey questionnaire responses from employees of systematically selected private commercial bank which is Oromia International Bank S.co and the analysis made so far, the following key findings are listed below;

- As showed in the table 4.7 above the highest response rate is that employees are committed for change practice scoring (mean value of 4.01, 0.815 STD). This shows that, the workers are ready to practice the change in their organization.
- The bank in average provide necessary material, tools for the change to overcome the challenges that hold back the bank from success with (Mean value of 2.88 with STD of 1.235) and (mean score of 2.84 with STD of 1.12) respectively.
- Poor planning of the change management affects the change practices having the highest rate response of (mean value of 3.71 with STD of 1.078) this indicated that the organization hasn't give due attention in the planning of change.
- The organization hasn't provided adequate resources or budget for the change practices holding (mean value of 3.91 with STD 0.662).
- Insufficient communication of change holding the highest (mean value of 4.24 with STD 0.737). This implies that the bank's emphasis is so weak in communication what is going on about change.
- Lack of consensus holding the highest (mean value of 4.36, with STD 0.61). This indicates that the bank doesn't have harmony with other organizations or concerned bodies to practice the change.
- Lack of employee morale which is rated by respondents with the highest (mean value of 4.18, with STD 0.579). This indicates that the bank has less emphasis on constructive of workers work spirit.
- Lack of involvement of employees holds the highest (mean value of 4.2, with STD 0.842). This implies that the bank doesn't create conducive environment for employees in change implementation process.
- Resistance to organizational culture shift is one of the challenges to practice the change in the bank scoring (Mean Value of 3.88 with STD of 0.787).
- The bank doesn't support the change process as rated by respondents having (mean value of 4.26 is STD of 0.745).

- The other challenges to practice the change is, negative attitude towards change holding (mean value of 3.93 with STD of 0.859) . This shows that the bank didn't give awareness about change management.
- The other challenges of the bank is not adopting new technologies holding (mean value of 2.88 with STD of 1.235). This implies that the bank doesn't give due attention for adopting new technology.
- The bank in average, provides tools or necessary materials for the implementation of change as rated by respondents holding (mean value of 2.84 with STD of 1.12) .
- Direct communication about change management scoring (mean value of 2.67 with STD of 1.233). This shows that the bank doesn't open ways to communicate about change to its employees.
- The bank has no integration with other related parties or teams with the lowest (mean value of 2.16 STD of 0.882%). This infers that the bank has no harmony with related units of concerned teams.
- The bank doesn't focus on awareness building how the change affect them, the business reason for the change and a need for the change management holding (mean value of 2.28 with STD of 0.901). This indicates that, the bank gave poor attention to provide awareness building training on the change management.

5.2 CONCLUSION

The study analyzed the challenges and practices of change management. The results of the study shows challenges of change management that push back the bank, What major challenges or barriers to the change management practices in Oromia International bank S.co compared to the existing theories and How Oromia International bank S.co practices the change . In order to implement or practice and overcome the challenges that all contribute for the success of the bank.

Based on the findings that revealed the study reaches the following conclusion:

The study concluded that the bank was not using new technology that support the practice of change management, has poor planning, and not using adequate resources or budget for the practice of change management.

There was also problem on sufficient communication about change practices, lack of consensus or harmony with the employees or change management teams. The bank didn't on employee's morale and involvement in the practice of change. Therefore; in the above issue , the Company had gap and had very Poor concern for the Practice. The bank also has Lack of commitment.

In relation to the practice of change management study found actions were not taken on problem of resistance to cultural shift and also the management didn't support the change practices and training hadn't given to the employees to overcome the limited understanding of change and also no action was taken to change negative attitude towards change.

Different forms of organizational culture could lead to be supportive of ,or against organizational change in different situation . The culture of the organization can result in a negative overall performance of an organization. In addition to this lack of management support and limited understanding of change can affect the overall performance of the organization. In contrary to the above issue the bank didn't provide funds or resources and the bank gave less emphasis to overcome poor communication about the change practices , the bank didn't engage and integrate with change management teams.

5.3 RECOMMENDATIONS

Even though the change management concept is new for most private commercial banks in Ethiopia, specifically Oromia International bank s.co, it is indispensable for the bank's successful or survival. Companies should develop change management strategies to overcome the challenges of change management and obstacles to practice the change. Since these challenges' pushback the bank's success.

Therefore, based on the study the following points are recommended.

For best practice of change management, the bank should fix problem of lack of consensus. The bank should get everyone on board with corporate changes. The decision to implement changes should come from top level of the bank, all management level staff needs to be on board and able to deal with the changes or may face dissent with the staffs.

The management also should support the practices of the change together with employees in all levels . Moreover, the bank has to provide sufficient information about the change practices if employees have no information about change, they resist it. In addition to this, the bank should let employees know what is going on, whether, it is positive or negative news. The feeling of uncertainty when management doesn't communicate disrupt works and makes employees feel as they aren't part of the decision.

The bank should have team building activities weekly or monthly to support employee morale to get away to lift employees spirit . In addition to this , the bank should provide adequate resources and budget for practice of the change and overcome the challenges since they are one of barriers of change management . Concerning negative attitudes towards change the bank should give emphasis on acknowledge the change, involve employees in the change process, communicate effectively about change. These are some of the mechanisms to overcome negative attitudes towards change. Regarding on limited understanding of change, the company have to create awareness of the change process . At the last, the should integrate with change management team for the successful of the change implementation.

This study also highly recommends the bank to adopt "change management audit check list" it is an opportunity to improve, based on auditor analysis and advice. The audit check list helps the organization up on implementation of change. Moreover, the auditor controls what is done or missed

in the implementation process. (source : change management practical guidance for managers (WWW.ITCinstitute.com)

5.4 RECOMMENDATION FOR FURTHER STUDIES

The focus of this study was Oromia International bank s.co, and its employees. The results therefore were limited with regard to generalizations, and therefore are not a complete representation of the entire Commercial banks. Considering this research should be carried out to examine the challenges and practices of change management and over all employees in banking sector and other private and public organization of Ethiopia.

Numerous complex issues that surround the topic of challenges and practices of change management that have not been addressed by this study, additional research should be carried out in order to improve the current study and increase information and understanding on change .

This study used questioner method of data collection and other researchers will use additional methods like interview, focus group discussion, observation. At the end for further research it is advisable to assess other variables like leadership, technology, changes.

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APPENDIX

Appendix A

Addis Ababa University
Faculty of Business and Economics
Msc. In Management Program

Appendix I

Questionnaires to be filled by employees of the bank

dear sir / madam

I am a student at Addis Ababa University pursuing studies in masters of Science in management.

The purpose of this questionnaire is to collect data for a research paper entitled challenges and practice of change management in Ethiopian banking industry the case of Oromia international bank s.co. To analyze how Oromia international bank s.co. Practice the change management and what are the challenges during process or implementation.

Your genuine response for all questions provided is crucial for the success of the research.

The information obtained will be coded and will be remain confidential and it will be used only for the academic purpose and will not be disclosed to any third party. Your input is highly appreciated and will have value for the research.

NB. If you have any questions, suggestion and comment you can contact me through my address below

Telephone; 251 912610864

E mail –fraoljazzy8@gmail.com

Thank you Very much for your time and support.

1. Questions to be asked Employees of the bank .

General instructions

Please indicate your choice by putting the symbol () where you think is appropriate in the table provided to each preference.

Part 1 Demographic information

1. Please indicate your gender:

Male female

2. Level of education

Diploma first degree Second degree third degree

3. Please indicate your position of Expertise

Junior Officer senior division Manager director

4. How long have you been working at the bank? Please give your answer in years here _____ years.

✓ 1 up to 3

✓ 3 up to 5

✓ 5 up to 10

✓ 10 up to 15

Please select the statement below that describes your idea during the implementation of the change process?

TABLE 4.7 Challenges and practices items

No	ITEM	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
CHALLENGES OF CHANGE ITEMS						
1	The bank supports the change by giving consistent attention to the change and the need for change management					
2	The bank champion the change by leading and motivating others in the organization					
3	The bank maintain direct communication with the change management teams and being accessible during the change					
4	The bank has access to the appropriate amount of funding and resources					
5	The bank has access to dedicated resources with change management experience					
6	The bank has access to a change team or community of flexible ,ambitions, decisive , collaborative individuals					
7	The bank use a structured change management approach					
8	The bank let the frontline employee to engage in the top contribution to success					
9	The bank insure impacted groups receive the appropriate level of training					
10	The bank communicate frequently and openly about the change management					
11	The bank engage and integrate with change management teams					
12	The bank emphasize communication about the change and the managers role in change					
13	The bank hold one on one meeting , team meetings and alignment sessions					

14	The bank focuses on awareness building including how the change will affect them , the business reasons for change and the need for change management					
15	The bank provides materials ,tools and support that will help managers understand and navigate the change					
	PRACTICES OF CHANGE ITEMS					
16	The staffs are limited to understanding of the change and its impact					
17	The staffs have negative attitude towards the change practices					
18	Lack of involvement of employees let the organization for failures					
19	Poor or insufficient communication of change let the organization for its failures					
20	Inadequate resources or budget challenges the change management practices					
21	Resistance to organizational culture shift the change management practices					
22	The bank has lack of management support for the change practice					
23	Poor planning of the change management affect the practices of the change					
24	The banks employees are committed for the change practices					
25	Lack of Employees morale is factor for the change practices in your bank					
26	Lack of consensus is one of the factor for the failure of the change process in the bank					
27	Not adopting new technology in your bank is one of the challenges in the change process					