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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS

**THE ROLES OF LEADERSHIP IN CHANGE MANAGEMENT IN ADDIS ABABA
CITY HOUSES DEVELOPMENT CORPORATION: IN THE CASE OF FOUR
SELLECTED BRANCH OFFICES**

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DECLARATION

The Undersigned, Certifies the Thesis Prepared by Binyam Endale, titled “the leadership roles in change management in Addis Ababa city Houses Development Corporation: in the case of four selected branch offices in Partial Fulfillments of the Requirements for the Degree of MSc in Management Complies with the Regulation of the University and Meet the Accepted Standard with Respect to Originality and Quality.

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ACRONYMS

BPR: - Business process re-engineering

BSC: -Balanced score card

HDC:-houses Development Corporation

KSA: - knowledge, skill and attitude

CIP: -Change initiative program

ABSTRACT

Due to volatility of business environment, the leaders' primary role and effort becomes to enable their organization constantly to adapt towards of managing changes initiatives. Hence the objective of this study was to determine the vital leadership roles in order to ensure effectively managing organizational change initiatives. A qualitative research method was adapted, while two kinds of data collecting tools were used, i.e., semi-structured interviewing complemented with secondary data mining, in the case study of a project branches offices of Addis Ababa city Houses Development Corporation, namely branch-1, branch--2, branch--3 and branch--4. After referring some helping secondary documents the targeted respondents were selected from the these branch offices using purposive sampling method. Therefore interviews were conducted totally with 28 representatives or 7 persons from the four branch-offices inviting one person to participate per work team section. The finding indicates that even though the corporation's leaders have been making the effort, their role is not practiced properly to manage change initiatives, due to people's indifferences and extenuative factors. Thus it is the reason for the occurrences of change failure in the corporation. Therefore, suggestions and recommendations were proposed accordingly, for the need of leadership's practical and behavioral amendments to realize the visions .

Keywords: - *Leadership roles, Change management*

CHAPTER ONE

1. INTRODUCTION

This report part will shed highlights of the paper width stating the importance of managing change and an eminent leadership' challenges manifested in ensuring organizational change success in the frame of the study background and statement of the problem meanwhile mentioning other the study's related and relevant issues;- of objectives, research questions, organization, limitation, scope and its significances.

1.1 Background of the study

Actually change management has not recently emerged, but its recentness is in theoretical application. It is almost above century when the real change management was began; it is since the time of first industrial revolution carried out at 1750 in Britain (Judith.K, 2008, Jeeloo.L,2017). But in the formal theory, the scholar called Lewin Kurt pioneered the concept seven decades ago (Syed.T,2016). And after this scholar; still several new change concepts are being emerged; in the implication of change management has turned to be compulsory from optional sphere for guarantee of organizations to keep their survival in the context of contemporary management (Revenio.C.2015). To its appropriateness organizations constantly ought to undergo change (Nadler & Tushman, 1990). As organizations are surrounded by frequently volatile environments that disrupt the pre-established operating systems, consequently these events are habitually cited as a prospective reason to undergo changes. Considering the importance of managing business in new trends in order to adapt to fast-changing circumstances; change management is being proliferated throughout the world.(Jaton and Samed,2015). Regardless of their administrative nature; today organizational change has become more and more widespread globally in large organizations, forced to choose for changing the matured system otherwise to liquidate their business. (Jacobsen, 2013).

Admitting the fact, as change is demand of the time, for its sustainable success; a leader endeavors to play a key role. Because the ultimate responsibility of change management rests on managerial people regardless of engaging in any form of change from shifting organizational boundaries to altering the firm's structure; revising the administrative course of action etc... (Kanter, et al 1992). "Whenever talking about change management; it is inevitable to raise an issue of leadership due to the fact that without leadership change is not brought about. In other hand the sole purpose; why a leadership alignment is enforced in a certain organization; resumes bringing about a change (Ali.A,2017)."*If there*

is no leadership in an organization they will not be able to change in the direction they desire and could experience negative change instead"(Moo. J, &Rashad.Y, 2015). In essence, during managing their own organization, leadership must mechanize typical protection against the altered dominants which cause working area burn-out. Following the emergence of burn out; leadership is forced to replace an old operating system with a new one to mitigate the emerging phenomena before the probable impact takes place. All these leadership's operations are in the direction of enquiring a modification in functionality for better favorable outcomes. Therefore a certain organization's leaders have to be departed from looking at things similar to previous times and the need of being ever ready for the new proposed atmosphere.

However; driving change so as it can bestow result, is not perceived as an easily implementable goal, in the facet of several traced internal and external barriers which reducing internal staff '& external stakeholders' readiness to put-in into change practice. Despite the outside barriers' may challenge leadership; it is possible to reduce the probable impacts if organizational staff and stakeholders are volunteer to queue at the back of a leadership(Thomas.U. 2010).However in special case; the internal subordinated staffs; most probably resist to accept new atmosphere in tendency of keeping their adapted atmosphere instead of desiring a new fortune (Paul, 1996).Also, unless otherwise the leaders do their role defeating the internal staff's resistance; they cannot confer the targeted goal as expected; only in initiating the program; (Stavros, 2015).since who operate change program frontally are the internal staffs.

Therefore, a leader's challenge is a matter of leading based on an equilibrium maintained between the importance of change and the difficulty of getting the incidents to go smoothly in challenge of influencing others' readiness. In other words, bringing change is a question of survival but driving it without acceptable leading practices a favorable result is not anticipated. That may be a great struggle that a leadership must triumph in advance to drive organizational change in the right way.

To verify this reality a study has been conducted in assessing the factual leadership's needed roles in maintaining peoples' readiness to be involved in change at 'Addis Ababa city houses development corporation'(HDC). In advance; the relevant issues have been raised about the corporation. It has been established based on the federal regulation number 64/2012 first in the form of enterprise however since July 2019 with the same proclamation number it has been altered into corporation form through mergence with other similar house projecting firms. The corporation is one of the governmental

developmental sectors for realizing urban development policy. The urban development policy formulation purposes for the general and holistic developmental directions of multi-sectored constructive activities that are inter-related and coordinated for expansion of industrial, commercial, infrastructural and service rendering; according to Ethiopian federal regulation number of 58/2014.

To realize these visions and missions; the corporation is usually affected by work procedural exchanging, to resolve its predicaments and to improve performance progress throughout its span of life. Eventually to shootout messes, impacting its maneuver, its managerial leaders have been sponsoring premeditated options by administrative session. That is alteration of structural arrangement and applying change initiatives programs (CIPs) consists of six varieties to accelerate its progress interfacing with Addis Ababa regional public service and human resource development agency. And these initiatives are managed in the agency too as referred in its change initiative strategic plan. The CIP applied in HDC are categorized into two categories by aspect of their internationally standardized level.

The first category of un-standardized CIPs, which are varied by their ways according to organizational cultures:- in accordance their nomination, scopes and procedures then named in HDC context:- "Quick-wins" which is an individual's his own daily routines preparations based on predicted challenges with proposed solution; "Bench-marking" which is the process of bringing good experience periodically from another institutes and synthesizing into the corporation's work and "Career-development" that is individuals' private plan preparation per quarter or semi-year to probe own KSA gap then introducing to directorate/department supervising leader to confirm it.

Whereas the standardized CIPs internationally nominated in total quality management and applied in HDC are; in the trail of new organizational strategy formulations here the two interrelated programs; BPR and BSC came together, the former for rearranging of work flows curbing unnecessary activities to re-sequence the procedural activities for smooth running of operations (Kwang, 2018). The latter too; it is purposed to measuring the achievement of the four organizational improvement perspective pillars; financial return, internal process, customers' satisfaction & learning-development (Dirk, et al 2015) and Finally, Kaizen tool is also managed for the purpose of continuous small improving records in work conditions anticipating a large size result in accumulation; commonly guides reducing of resources wastage and to enhance Productivity during operations (Becker, 1997).

1.2 Statement of the Problem

There is a predominant question always asked related to change managing that is why a change running organizations do not deliver as they should deliver. Currently change management, beside the fact of being sought; it is often called most difficult part of a managerial work requiring a great leadership KSA to predict its accomplishment (Maciej.T. etal, 2017).Scholars emphasize; as one of the defining reason is a challenges faced to organizational managers; to seize their organizations into the future ongoing betterment in planned or non-planned changes that corresponds to premeditated interventions intended to transform firms into fine-tune functioning. As leadership has a central role in cultivating organizations in the process of change managing; it demands highly competent leaders that are well capable to perceive the most desirable shape of an organization. Whether scholars/researchers agree on the point that, the role of leaders is important while managing organizations in addressing the issue of organizational change and effective leader can transmit effective change through the practical steps to make things happen optimistically (Kennedy 2000).

However in the scarcity of competent leaders; several empirical researches proved that amongst the organizations which attempt to managing change programs; 70% shows fail (Mark. H, 2001).Further according to the study conducted by(Worku.T,2019); the findings conclude out; even in a local sectors that drive change/reform program relatively incredible amount of organizations have been challenged to capture change amid of manifold governmental institutes whether public service deliveries; project running and others profit oriented companies. In emphasizing the construction sectors' which attempt change management in Ethiopia; none of them reported in their significant success (Desalegn.G,2019) This has an implication of that change programs could not bring the expected advantage to most organizations and plentiful leaders could not manage them effectively.

Evidentially in the scarcity of competent leaders; several empirical researches proved that amongst the organizations which attempt to manage change programs; 70% of them; show failure (Mark. H, 2001).Further according to the study conducted by(Worku.T,2019); the findings conclude out; even in a local sectors that drive change/reform program relatively incredible amount of organizations have been challenged to capture change amid of manifold governmental institutes whether public service deliveries; project running and others profit oriented companies. In emphasizing the construction sectors' which attempt change management in Ethiopia; none of them reported their significant success

(Desalegn.G,2019) This has an implication that change programs could not bring the expected advantage to most organizations and the appointed leaders could not manage the initiative as effective as the respective organizations demand.

Thereon with the fond of this paper, stating the role of leadership to change; in local no studies has been publicized with the intention of identifying to bridge the gaps in the assessment of leadership roles in relation with change programs principles; spotting core reasons of change failure mentioning each kind of leadership needed roles. Even in abroad which researched in the fond of this paper discussing leadership roles; as example the most approximated (Wasim& Imran 2010), the dual researchers stress about the qualities of “Vision” & “Innovative Approach” in a leader, which is a profound to better manage the process of organizational change and may increase the chances of its success. So organizational change success is based on the leader's vision and then followed by his/her innovative approach to get this vision. But the coupled researchers didn't bridge the gap in detailing each kind of core practical leadership roles needed. Additionally according to the study of (Ida Rosén,2014) about the leadership roles in managing change; the study focuses more on the required personal trait of leaders; unlike this paper's deal combining both leaderships' behavior & practices together. Therefore, from those facts, this paper is uniquely aimed to investigate the extent of leaders enthusiastically commit the expected roles to ensure change success in houses Development Corporation and to give solution to the fundamental matter of so far change futility considered in spotting the potential reasons.

1.3 Objectives of the Study

1.3.1 The general Objectives

The general objective of this study is to suggest for HDC's leadership on the gap of practicing expected roles to manage change towards a positive outcomes.

1.3.2 Specific Objectives

- 1) To identify the leaders' crucial role practices needed to manage organizational change process towards of ensuring the success.
- 2) To assess the HDC's leadership state of role practices in change management process;

1.4 Research Questions

- 1) What crucial leadership role practices must be displayed in determining organizational change success?
- 2) How the HDCs' leaders describe own state of role practice during managing change process?

1.5 Significance of the study

This study finding will have significance to the following missionary organs:

To the Addis Ababa city houses development corporation:

- The findings help for the studied corporation to assess its so far change managing practices and to take remedial action on attributes that affect the change performance guiding leaders in the future to ignite the vision adjusting the previous ways of leading in this new thought

To other similar organizations in Addis Ababa and Ethiopia

- The finding of this paper has tried to show the leadership practice and behavior for leading change programs at the corporation and a good understanding of the practice in firm will help similar change managing organizations to prepare in better of taking experience.

To academicians/Researchers:

- Furthermore, it would add to existing narrow empirical studies in the subject matter giving an insight for academicians who are interested to identify leadership roles in managing change.

1.6 Scope of the study

The study in data accessing the space is limited to the boundary of Addis Ababa City houses development corporation's four branch project offices, excluding the remaining. The limit of time duration covers when the corporation's change initiative starts at the end of 2015 until this research data collecting mid of November 2020 G.c. further conceptually, spotlighted its leaders manifested behavioral and practical reaction to change Progression in managing organizational barriers. In these scopes cognitive views, social interaction, and interpersonal perspectives lived experience of the respondents were explored to uncover the respective issues investigated under the study; via interviewing and referring of the selective documents that can provide the essential information pertained to the topic area.

1.7 Limitation of the study

This study was not without limitations; in laying its base, only on the major informants' view, participating in the interview and sighting of documents. That means, the findings drawn out in the relevancy of the targeted study is not advocated by the other important information sources. These are;- The supportive and ancillary stakeholders of the corporation such as the mayor's secretariat personnel; the construction consultants; housing bureau; the public service and human resource development bureau that might provide perspectives on the issues but they were not invited to participate. Hence, this study in lack of ancillary stakeholder perspectives limited its scope not to become fully fledged of informational input to the investigation because their role may influence the corporation's change success; so that they would give their experiential opinions to reinforce the findings obtained from the internal sources.

1.8 Definitions of operational terms

Corporation:-the studied organization called Addis Ababa city houses Development Corporation

Directorate:-a departments led by lower level leaders which hold teams under them.

Employees:-an individual subordinate staff who are expected to hold his/her own portion to implement change programs.

Initiatives:-the integration of the lines arranged in the studied corporation to manage change programs according to their schedules and ways of implementation.

Leadership:-the group of people in the studied organization inclusive of head office top director, deputy directors, and directorate leaders; and at branch level; general managers and directorate (lower) level leaders. These units are who strategize change initiatives in mutual council and who approves.

Programs:-each kind of change elements; with the regular tasks are attached, called BSC, BPR, kaizen, bench mark, career development and quick wins. or commonly called CIPs.

Reformers:-the group of people selected in the composite of reform experts and tentative reform committees to derive; supervise and commend initiatives of the change/reform management.

Respondents:-the informants participated during interview or interviewed staffs

Team:-the integration of employees aligned to change embraced in a given directorate.

Representatives (of team):-the employees among the members in a given team assigned to coordinate, to cooperate and to collaborate team members in change initiative activities.

1.9 Organization of the study

The report has five chapters. Chapter one presents the introduction, highlighting background of the study & its statement of the problem; guiding research questions, objectives of the study, significance of the study, and scope of the study, the organization of the study are also presented in this introductory chapter. The literature related to the link of leadership & change management is presented in chapter two. Chapter three explains the research methodology and approaches used. The results and discussion part of the data collected to evaluate leadership's role practice on managing change in HDC is presented in Chapter four. Finally summary, conclusion & recommendation is disclosed out in chapter five.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Theoretical Literature

This chapter presents the theoretical literatures, empirical studies and conceptual frame works regarding to the basic concepts of the key words applied from context of the topic issued to explain the relationship between leadership prominence and effective change management; more emphasizing on the issue of leadership roles and other related literatures. The terms of leadership and change are defined in various connotations according to the authors' facet. Therefore, this paper will report among the all referred, filtering the more capable in supporting the research's maneuver. But the conclusive point of each author's analysis is generalized into the views of; change is the transformation of organizations through leaders' practicality of getting the overall members passionately exert the exhaustive effort to the visions.

2.1.1 Change management overviews

Organizational change is a fact of life which involves amendment of an organization's vision, mission, or strategic work processes at individual, teams and organizational level. Change is underlined as a fact of administrative life in alternating of an organization's visionary, cultural, operational and humanistic perspectives (Andrea, 2017). Change management operation is conducted in sequence of quitting the previous performing habit and adopting the updated one in the purpose of enhancing the organization's productivity to benefit the respective stakeholders (Aketch, 2015). It's structured approach to transition individual, team & organization from a current state to a desired future state fulfilling and implanting strategic demands (Adnan & Nadir, 2016).

A certain organization's managers usually pursue revision of the old structural, working systems and employee's relational aspects in planned or non-planned ways. Organizational changing idea are always originated from the peoples' attitudinal escalation through learning & development in the conscious of noticing the need to rectify the undesired proceedings affecting operational results, sourced from turbulent environmental dynamics (Anathony, 1998). Subsisted features to be replaced with others, mainly are the accumulated common belief what everyone accepts entailed with the adapted operational processing and the people's aggregated KSA status

Whatever's; change initiatives should not be driven at random deprived of applying own scientific approaches of managing the initiatives. The approaches so far introduced are numerous including the particulars like kaizen, BPR, BSC, ROPA etc. and still new ones are being innovated out example the latest, deliver-logy (Watkins, 2013). As the implication elicits, change management becomes one of the disciplines of study on its importance for organizations to build their managerial capabilities.

2.1.2 Importance of managing change initiatives

The reason of needing to run organizational change is; from the general truth of phenomena, underlined that operating ways are always the managers' brainstorm determinations that can never become the last best decisions; unless otherwise they are revised well through repetitions (Michael, 2015). Moreover, organizations are not detached alone rather connected internally and externally with close & open systems, which are determinants of their business operational success. These circumstances vary more frequently in the particular of this century, triggering organizations to encounter to instability of their business conditions.(Howard, 2007).That means their volatility acceleration is surprising more than the previous time's happenstance.

The internal close systems like the staff's demographical diversity may occur in recruiting new entrants having unmanageable background. In terms of external open systems are also the surroundings called "PESTLE" namely; politics, economy, society, technology, legality and ecology changes, directly affect organizations' business security, marketing transaction, products demand, productivity rate, trade restrictions and areas disaster respectively (Fred R.2001).and the strategic path what previously used may not be in conformity to the current ones.

Therefore, environmental circumstances in "SWOT" analysis are the main grounds for the importance to carry out the initiatives to assert internal adaptations with the peripheral dimensions. The evaluation of management system in planning requires a new synchronizing ways, in the purpose of letting organizations settle in the constant environmental alterations managing owned tangible and intangible resources in guarding, against the undesired coincidences what they may cause (voiculet et al 2010).In this regard, any organization leaders; ought to be familiarized with a daily disseminated information and redirecting the adaptations in compliance with the new events taking place.

2.1.3 The paradigms of organizational change

The base to classify change kinds are determined by multi-dimensions. Note whatever change kind it is; any total quality management tools or organizational drawn CIP can be applied to facilitate the process. And the perspective of each kind change is entailed with respective meanings are as follows;- based on the projection's magnitude; they are classified as transformational and transactional change. Transformational change occurs when the program is made in an organization's wide range; like structural change; otherwise if the amendment is made gradually on partial parts of the organization by bit improvements on the lines; it is a transactional change (Kirti, 2019).

According to the planning preparation's level too; - it is categorized as a planned and none-planned change; in concept of whether in short-term or long term if there is planning layout it is called planned change, out of this track some change may be conducted emergently without any preplanning called emergent or none-planned change (voiculetet al2010).

Finally according to (Quy, 2002):- by its projection trend program, the change kinds are classified in three bases, developmental, people-centric and remedial change. Developmental change is a kind of change to improve an organization's working system bringing new technology or administrative system removing the obsolete; people centric change is too replacing of an staff on certain position by other who is more competent; finally a remedial change is the process of eradicating a certain emerged burn-out appeared in the work area; as best example mitigating a rent seeking.

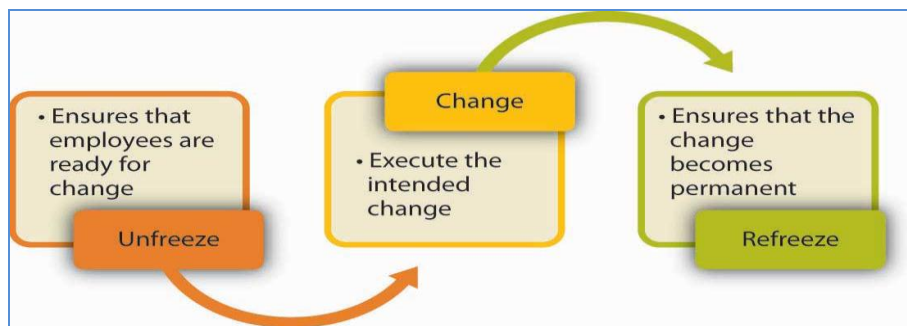
2.1.4 Cyclical phases of change process

To arrive at the end of change goals; various authors draw their own change model. And all of them stress; it is needed to keep the required steps according to their own depicts. Each author's depictive illustration comprises its own critiques in giving hint of change management. Whenever each of them is evaluated there are stepping arrangements which are not the same. for example in (kotter 1996) in the eight steps of change; 'a sense of urgency' is the first phase but according to (kanter 1993),sense of urgency is the fourth step; a function mentioned in one author missed in other authors ;and the number of phases dealt in each column is differentiated(Maciej.T,et al 2017).

The main point is regarding to the approach followed by each author is criticized in its weakness to the extent of difficult to judge whose one to be accepted as a general principles to conceptualize change processing. However among the all kinds of change model the oldest kurt lewin depicted in1947;three model of change phase is more acceptable; but its internal functions found in each phase are still argumentative by scholars (Stephen et al 2015).

The change model proposed by Kurt Lewin compiling into three phases dispersed into multiple steps according to another scholars; to be kept as procedural routes of change management. The change shaper necessarily passes through these illustrated three steps (Syed, 2016).the phases are nominated to mean unfreezing the first step of preparing the organization to accept change, making promotion to campaign all individuals to do their own contributive effort and breaking down of existing ways of operating. Freezing/changing also represents the second step molding of the old broken fashion into a new planned shape in other words; it is the time when the members are expected to start building the new destiny of working atmosphere; refreezing: now the new atmosphere has been built out so that the concerned organ can start use it. The phase’s sequence is illustrated by various illustrations the below are picked significantly (kurt.L, 1952).

Figure 1 the model of effecting new system leaving the old; sourced from lewins Kurt, 1952



2.1.5 The leadership concepts

The term leadership has different connotations to different people that it usually creates ambiguity to conceptualize its meaning. Why this ambiguity creation is seen; related to the fact of multifaceted entailment interaction among leaders, their subordinates and the particular situation. However, all definitions underline, that leadership is not only imposing subordinates but also whether subordinates

have belief, good faith or confidence in the leadership KSA competency (Jha, & Kumar, 2016).

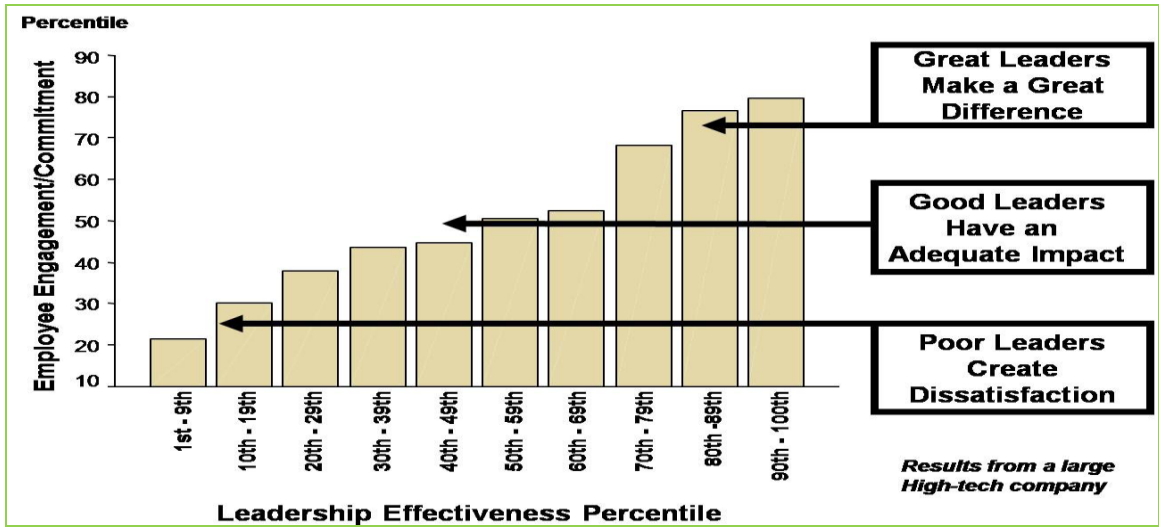
The “Leaders are individuals who establish direction for a working group of individuals and who gain commitment from this group of members to established direction and who then stimulate members to achieve the directions’ outcomes (Conger, 1992). Leadership is a process of influencing an individual or a group aimed to the achievement of the common organization’s new goals. (Benscotter& Rothwell, 2012). Leadership is defined in the aspect of four common themes: a process; influence; occurs in a group context and attaining of goal whereby an individual influences group of individuals to a common shared goal (Northouse, 2004).

Some People may miss-understand that leadership is synonymy with management. However, except familiarity and interrelatedness of each other they don’t transmit identical meaning. While management deals with the manner of getting regular works done through imposing, others’ interest in boss and subordinates relation. Management is a process of setting and achieving organizational goals through its vital functions: of forecasting, organizing, coordinating, training and monitoring-evaluation(Okafor, O.2014). while leadership is the technical art of getting people to have bright vision oriented mind and attracting their interest in instructor and disciple relation (Virgil,2012). Leaders unlike managers do not concern only organization’s survival controlling exercise; rather it is a propensity, to create system for rapid growth beyond of survival request. Leaders during leading their group consider contingencies, emphasizing their followers put trust in leading acceptance (Kurt 2010). Leaders, amid of encouraging people to be passionate to vision; they don’t try to manage and manipulate people unlike inventories (Anderson, 2015). Leadership is the ability to influence, to make others follow you, the ability to guide, the human side of business (Virgil.2012). Leadership is not linked necessarily to authority; it is about mobilizing people to tackle the toughest problems and to do their best work. To clearly teaching its concepts still new theories have been getting developed stating to identify the exact meaning of leadership principles (Ann.M, 2004). Among these popularly known are; what kinds of trait the a leaders to have mostly vision concern; in behavioral approaches too; prescribes the necessary deeds of the leaders; in contingent approaches tries to explain the necessity of new style per conditional alterations to shape the leaders’ behavioral style.; (Cleveland, Stockdale and Murphy,2000).

Leadership is an ability of bringing organizational change/differences and this is measured according Zenger depicts like the below drawn illustrationn; the level of leadership change managing qualities.

According to the stand of Zenger; he categorized leadership quality level in the spectrum of poor, good and great leaders. poor leadership feature; it means the one who cannot challenge even the rudimentary or normally required goal of the organization; good leaders too in spite of the fact who cannot bring special achievement but can manage standardly set commonly sought goals; but to define the persons as a greater leaders; implies the individuals, expected from hitting the standard level further who brings a difference to the entire organizational development. The illustration implies the great leaders are those who can make positive difference to their firm. And currently the temptation to any firm is getting of such type of leadership quality (Zenger.F.2010).

Figure 2 the models of measuring leaderships change competency source of Zenger.F.2010



2.1.6 Leadership styles

The kinds of style which the leaders follow is the source to their role exertion (Hassan.E,2019).The classification of leadership style is a multi-dimensional. Particularly the next mentioned are underlined as particularly recognized ones though the classification consists, still are not compacted, according to authors there are others too. However; related to change management the concern of leadership style is in matter of subordinates’ performance expectancy intensity. The leaders who do not care to any else are laissez-faire (David, 2016), the leaders standing on standard level of accomplishment out of this who do not concern are transactional leaders but mainly in modernly transformational is demanded to

bring organizational positive differences beyond of standard expectant; despite of there are times for transactional leadership to be demanded in the need of accountability (Yeliz. etal 2018).

In another context this point is about the extent of leaders' extreme of pursuing innovational culture in work relation by cooperating paradoxes between employees' desire and organization's side (Johnson, 2015).The classification of leadership style viewed from the spectrum of innovational culture; as transformational leaders are who envision changes of new things and as transactional leaders depend on punishment/incentive on the set of standardized goals, 'thinking inside the box' (Moses, 2020).The transformational leading style stimulates the employees' devotion beyond of the expected level in order to persuade discretionary efforts (Aymn.S2018).

The appropriate leadership style is determined by the situation in which the leader is able to integrate the leadership style to his/her followers. That is the process the leader and followers cooperate/engage reciprocally to achieve the common goal (Ria., et al 2017).Though mostly transformational leading is preferred, it may not be always true, determined by unusual conditions outfaced in organization and individual leaders, so should be situational to reconcile their style suitable to the circumstances, with talent of buying the subordinates' stimulated obedience (David, 2016).

2.1.7 The significant leadership roles in change management

The definitive leadership's role in change program is creating of peoples' change readiness; adjusting organizational climate consequently bringing acceptable organizational culture. Both climate and culture are necessarily faceable traced barriers to achieve organizationally aimed change goals. Here the interrelatedness is sourced from born of internal systems organizationally adopted practices. Both organizational climate and organizational culture are the intertwined incidents in which climate to be the source of culture and the latter is the source of people's attitude towards, either in resisting or in accepting change visions (Philip.W, 2014)

Climate is an experientially based description of what people "see" and report the episode to them in an organizational situation (L. R. James & Jones, 1974; Schneider, 2000). Climate involves employees' perceptions of what the organization looks like in terms of practices, policies, procedures, routines, rewards, training etc...(Schneider et al., 2011). Hence, climate's focus is on the "situation" and its link

to perceptions, feelings, and behavior of internal staffs and external stakeholders. While climate is about experiential descriptions or perceptions of what happens, culture helps define why these things happen (Schneider, 2000). Culture pertains to fundamental human ideologies or assumptions and is influenced by symbolic interpretations of organizational events and artifacts (Hatch, 2011)

Organizational culture and climate are attributed to affect the concerned bodies' readiness to change; But can be under leaders' control if the leaders discharge their roles properly and adequately (Doris.X, 2016). The roles of leadership are a key to the success of change effort manifested in the practice and behavior. The key roles are taken from (Revenio. &Jalagat 2019;William.M,2016) who summarized the various kinds of different change models in composite of their points. During change management for prediction of getting internal staffs and external beneficial stack holders' buy-in to the vision; the key leadership significant roles are summarized as follows;

2.1.7.1 Communicating the shared visions

"Communication is a source of information which is a catalyst to change efforts, so its requirement is not only for goal alignment but also for establishing learning culture regarding the advance of the change initiative" (Nancy, etal 2007).In change management communication involves information sharing in advance and regularly in order to avoid potential loss of momentum, disappointment, and cynicism in certain of change implementing and supporting groups; about the nature, timing, and the significance of change as well as internal staffs or other change armies' embracing from starting of the campaign to prevent informational breakdown. The need of communication is throughout all phases of change process; whether unfreezing, freezing and refreezing (Syed, 2016).

"Induction, inspiration, participation and advocacy" are the eminent concern of change communication to buy-in others' consent to the visions. During a change initiatives; communication starts at downward informational flows inducting a sense of urgency for people to raise an awareness about the general purpose of the aligned change initiatives (Hiatt.J. 2006,Kotter 2001).This process aims to create understanding at freezing phase for change implementing armies so that they can react accordingly to contribute their own portion to the vision success. And according to other authors' expression; "*The first issue is to create an interest for the change and a willingness to be a part of the change. This shall be done by presenting an overall picture of the reason for change, why the change must be done and what the purpose of the change is*"(Göran. B. 2007)

Inspirational activity is preaching of the vision promptly to remind the people on whom they are aware; with Positive and appealing language characterized by framing the message and crafting one's rhetoric (Hasen.E, 2019). (Conger.J.1999). *'Connecting your message with the needs, interests and feelings of those whose commitment you need'* and, thereby, Goodwin (1998) says, *'making people feel they have a stake in common problems'* Examples of framing language. At the pre-discussion arose the campaign of creating a sense of urgency to develop awareness. But inspiring is the operation to show staffs bright futures dreaming to keep from pessimistic perception of fail anticipation and not to refrain from the vision (Oludolapo & Victor, 2019).

Participation; is giving chance mainly to internal staffs in managerial session when sitting to decide on change initiative directions. Involving subordinated staffs to participate in managerial decision is helpful to take their' views and to get them feel be valued; on the campaign of setting the direction for the next process. The participation will lead to high quality change and prevail over the resistance in implementing stage by doing this a variety of information and ideas may perhaps be generated, which may contribute to the innovation's effectiveness and suitability (Rashad.Y, 2012). Several studies recommend internal subordinated staffs involvement for organization to elevate the consent of change phases (Syed., 2016). *"Employees 'involvement is abroad concept that encompasses a wide scope of practices. It is taken here to be the exercise by employees to influence over how their change work is organized and carried out. Involvement is equivalent to participation and distinguishes informational and knowledge in managers' decisions"* (David and Morgan 2003).

The word advocacy come from the Latin word which means to call out for aid. Advocacy involves group of individuals who communicates with target group who share the change campaign of advocate organization (Katie.T.et al 2017) the target group has potential to contribute to realize change. The advocated ones are mostly external stakeholders, like owners, suppliers, customers, government, society's political sponsorship etc. to contribute whether financial, intellectual or exceptional effort. But mostly the aid expected from these bodies; are sponsorship to change success of the advocating organization; beyond of affordability it can galvanize change armies' morale (Pierre.E.T, 1968).

2.1.7.2 Building organizational capacity

Organizational capacity building is inclusive of accessing tangible materials resources; developing intangible human KSA and preparing helpful guiding credentials to direct the ways of executions (Sue.2006). The most vital function of building organizational capacity in change management is in regard of arranging the factors accommodating to capacitate change participants, stressing internal

staffs whether implementing employees, intermediates or leaders to operate their assigned duty and responsibility with maximum effort devotion. Building organizational capacity helps for organizations to respond to change demands quickly and correctly. (Meredith.&Jane M.2012). Organizational capacity building also scopes beyond of individual at teams, inter- teams' level (Susan.R,2019). where this aspect is required in specialty of at unfreezing stage (Mark.S,2010). Before starting the operation, the participants whom involved in the vision must be armed with intellectuality and materially. Concurrently "Action plan endorsing, scheming training-development and vital resource allocations' are the main components of building organizational capacity (Vinesh. D. 2014). And the respective aim of each these capacity factors as follows; - the fulfillment starts at creation of effective change strategy in designing clear action plan to cope with the volume and complexity of business strategy (John.C, 2013). The action plan also should hold the prescription of each detail in short term and long term. An action plan preparation is the factor of arranging execution programs which fits with the already drawn structure, policy and manual of the organization (Kotter.19196). hence if and only if its endorsement becomes in conformity to organizational characteristic how it can enable the implement of change initiatives. In developing implementers' KSA; training & developing schemes should be given to enforce technical, procedural application of change programs. Training and development is usually needed in any change program and through the scheme, change army staffs are given the opportunity to further develop their skills and knowledge (Gould-Williams & Davies, 2005)."*Change management training course gives the learning and abilities to deal with change in own association, and additionally the ideas, methods of insight, and apparatuses related with change management*" (Mostafizur. R.2018).The author quoted to express the need of both training and resources. Facilitating training and action plan is not enough, additionally it is necessary the allocation of fundamental tangible resources used to functionalize the complicated work routes, including of appliances tools, materials, spaces. However nowadays the application of information technology is tremendously increased in its demand related to resource desire flexibility (Yaqun.Y,2017).

2.1.7.3 Empowering employees to self-decisions

Not less than other kinds of leadership roles; empowering employees at all level is required in change management to prevail the vision concern to reduce passiveness and rather to assert pro-activeness. When aligning empowerment at any level, aims for the respective persons is thought to make her/ him

feel ownership or liable to his/her endorsed consigned goal (Okland. 2012; Kotter 1996). "Empowering others to act on the vision – eliminate the obstacles and systems etcetera that will threaten the vision as well as encourage new ideas" (Hasan.2019). The key precondition in empowerment is as the requisite of accountability and responsibility. As someone is the more empowered the more is he/she will be responsible and accountable. *“Empowerment literally is giving people power. It is about making them able to do what needs be done in the change process. In practice, empowerment is giving people the knowledge, skills, opportunity, freedom, self-confidence and resources to manage themselves and be accountable”*(Roger.G, 2003).Employees’ empowerment ought to be enforced at unfreezing stage and sustained in all phases in such away to make the staffs can move proactively.

The alignment is beyond of individual level, empowering employees; it is needed to be enforced at team/sectional level and organizational level (Drita 2009: Ingrid. 2006).At sectional/team level is enforced through establishing own division/unit which manages unit mission of the organization in its operational function or informally integrating peoples together in comfortable taxonomy. While at organizational level mostly human resource department takes the ownership or an autonomous change reform department is opened as options. Still some organizations may entrust tentative committee otherwise combining together .The empowerment level at individual each person to endeavor in own spectrum at team level the heads to oversee own members change initiative and at organizational level who oversee the overall integration of the units together (Jeroen_Denise and David 2018)

2.1.7.4 Reinforcing a teams’ cross-functionality

Forming and reinforcing cross functional teams is too important to ensure the chain of each single person join to the synergy of organizational goals (Kotter.J.1996). A cross-functional team is a team in which the members have different skill sets, but all are to leverage towards a common goal. Related to change initiatives; enables each person to refill own experienced gaps in such a way ensuring existence of united arms to overcome the difficulty of individually trying separately. In establishing teams; 3Cs are expected to happen; these are; - 'Cooperation, coordination and collaboration.

These elements are which often used to describe the effective and efficient teamwork; therefore, these are needed to accomplish the organization's goals within its time frame (Bryson, 2011). A completion stages of the strategic plans; closely associated to the 3Cs in terms of determining the duties, priorities,

responsibility in the implementation, planning, providing the information's and the experiences; these 3Cs are needed (Bryson, 2011). According to Bryson; the meaning of each 3Cs terms are as follows; coordination; when members are harmonized, each has own goals but behave in such a way as no interferences and lessen conflicts to create peaceful relationship. In cooperating too team members in ones' way there is a necessity of considering others' nuisance and in absence of cooperating, it will be severe competition bringing individualism behalf of team sprite. In collaborating; each member need to be able to explore their own ideas independently but also need to be able to come together to exchange ideas in order to fuse multiple viewpoints into a single shared output. Users need to see what the other users are thinking to build off of those ideas by applying their own unique skill sets. In team managing systems, users' actions are directed by a supervisor in order to achieve common goals. Systems that use coordination, cooperation or collaboration are often hierarchical or role-based, since by definition the supervisor assigns tasks and the other users carry them out. It is the job of the supervisor to determine which users are best suited to perform which tasks, and to develop processes and assignments that lead to achieving the desired goals with the least amount of waste. (Gulati,et al 2012).

2.1.7.5 Demonstration of leadership's trustfulness

Until now discussed is about the matter of technical application of change managing but only these are not sufficient; the leaders must reshape their behavior of conducting to get the subordinated staffs buy-in during change management means at freezing stage of implementing(Syed,2016). Unless otherwise the leaders build trusted behavior it will be the factor; the staffs to be de-motivated to the visions (Moo &Rashad 2015).change had a range of positive influences on overall leaders' trustworthiness, the tendency towards destabilization. Thus, it is contended that trust is essentially a relational phenomenon, based on the recognized (i.e. stable) and reciprocated (moral) obligations in an action"(David. E.2003).investigating an effect of change antecedent conditions on subordinate staffs' trust in management; determines employees' organizational loyalty then the anticipation of their devotional level to the organizational transformation (Moo &Rashad 2015).

"Responsiveness, exemplarity and fairness:-these are foremost trust indicators of leadership' behaviors in change running. Exemplarity is modality to others to follow superior's footstep; responsiveness is to

support others throughout their challenge and fairness is prevailing justice among all (William Makumbe2016).Additionally the other authors who advocate the ingredients express as follows. First about exemplarity of leadership modality resumes the concept of "change starts at the top and real change happens at bottom"(Brad.Y. 2019).In the purpose of seeing the all staffs to demonstrate change in advance the leaders must commit themselves showing modality in executing taking their portions (Roger. G, 2003).Second at the time when the employees forward requests seeking the leaders' support on their challenge in operation is important thing for the employees to stand on their stance of endeavoring to visions being energized in morale; in the reverse true; when the leaders ignore the employees request the employees trust will be eroded out looking leaders as lacking competency or integrity (David.R,2014).Third Prevailing fairness is also the other leaders' behavior on which employees build their leadership trust. The mess of this in temporal; is indirect reason of employees change resistance (Zoryna.O'2012, Maria R, &António C, 2014).so when staffs are imposed and treated equally, they are more initiated.

2.1.7.6 Managing sustainable motivational schemes

Both reward and incentives have the end purpose of motivating implementation upon individuals despite of their course disparity. These are the mechanism of increasing the individuals' endeavor expecting to get some benefit in return of personal value added. At refreezing stage, to reinforce the change participants to continue in their positive outcomes putting motivational infringe is trusted practical role (Stamatis. K, 2015). The particular one dealt here is about reward and recognition schemes. In managing change programs similar to regular administrative works reward and recognition both intrinsically and extrinsically is predictable to the likelihood of increasing the employees' desire for implement transformational visionary activities in repeating mood (Robert.L.2007).But to make it effective there is a need of executing the scheme in such away the possibility of attracting the competent. Further than reward and recognition; it is possible to prompt employees to change vision through attractive incentives. There are differences and similarities between the term of reward and incentives; both of them holding the impression of calling someone to the goal with the promise of giving benefit, but in terms of their technical application are varied from accordance of reward; it is benefiting few individuals who performed better than the rest in comparison while incentive is

everybody to be benefited independence of others' result only calculating his own contribution (Ava .E.2020).

2.2 Empirical studies

This part is to strengthen the arguments on the various types of leadership roles needed and stated in the literature which reviews with bases of some researchers' studied and concluded the contribution of these roles. The major roles discussed were about the need of communication, capacity building, empowerment, team reinforcement, trustful leading and motivational schemes.

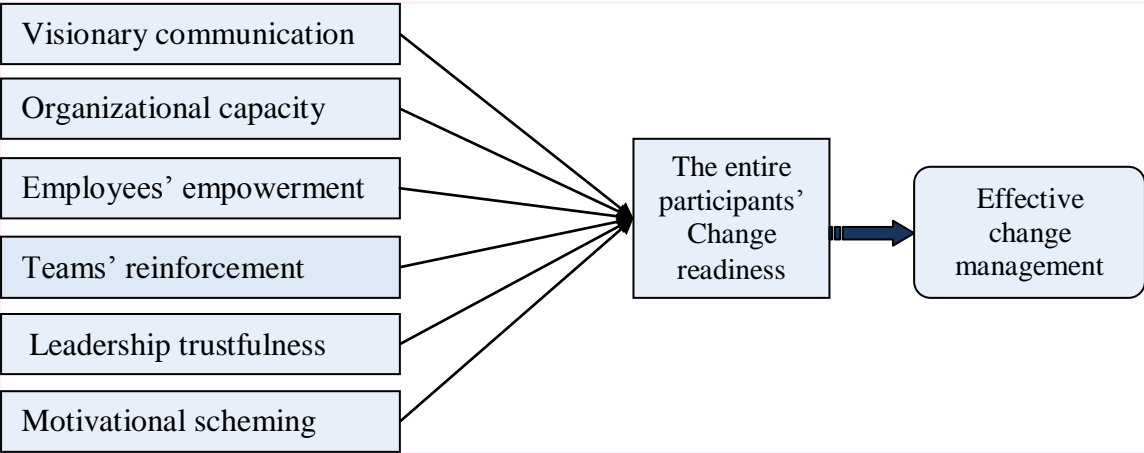
Regarding to the role of communication expected to get the employees can stand on consciousness; 1st at Saab Aero systems company, the deficient of inducting/introducing all subordinated staffs about change initiatives at an earlier stage and in a worse manner to facilitate an understanding it challenged the employees' acceptance for the change within the organization (Matilda.O.2007).2nd according to the study of (David&Stephen,2008) in their Multilevel Study confirmed to prepare others to change; inspirational or transformational leadership is thought to be important during times of change because of the ability of transformational leaders to inspire followers to support the leaders is a chosen direction. 3rd the so called researcher (Katie.T,2015) by his study in two local European governmental sectors reveals a findings confirming the importance of involving employees in change decision to gain their lucrative ideal support. 4th in the study conducted in the company found in Kenya certain powder and lighting company limited; after advocating the stakeholders' in change management; the company brought high success, the stakeholders believing the change devoted valuable views, and support (Aketch E. & Omwono. G,2015).the other study concludes the prediction of a change success in furnishing resources; intellectuality and preparing effective action plans; it ensured their contribution in the study of managing Change in OECD Governments (Oscar, H.2008). There is a significant impact of employees' empowerment on the success of organizational change; according to the study conducted at Jordan private enterprise (Abdelhakim.O.2017).Establishing teams is a guarantee of radical change in the study of Multi-Health Systems, Inc. in Columbia by enabling the Role of team diversity (Alice. M.2011). It is argued that organizational change represents a critical episode for the production and destruction of trust in management in study conducted in Norway, (Rune.L.et al 2014).The other findings which suggest is the study of reward role on culture change according to research done in Serbia companies stressing that reward is prerequisite for peoples cultural shifting to change initiatives

(Ekonomski.A,2007).Again if reward is attached with incentives ensured in bringing high difference to change according to study in Göteborg, Sweden on construction industries(Ahmet.A.2011).

2.3. Conceptual Frameworks

A conceptual framework can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Rachel and Ramey, 1987). The literature reviewed in this section has provided clear insight about the width and depth of factors that affect the success of leaders in change management; if and only if can make the participants i.e. Internal staffs and external stakeholders show readiness. Thus the researcher developed a model based on the analysis of theoretical and empirical literature reviewed. Thus, success of the leaders in managing change is seen on the direct effect of the change leading roles as the conceptual framework is depicted below.

Figure 3: the conceptual frameworks adopted from (Gill, 2003; Elving, 2005; Armenakis et al. 1993).



CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

As mentioned earlier, the study was to identify significant leadership roles during change management; and in this lens to assess the functionality in the subjected organization, studied in this paper. The researcher to answer the research questions; he assessed, identified, and described the problem at hand, in designed the process as below analyzed. In devising the way of data collecting the researcher based on theoretical principles made a pilot study in the corporation to decide the methodologies; to validate the interview questions and reliability of the responses. A pilot study is defined as “a small-scale preliminary study conducted to evaluate the feasibility, time, cost, adverse events, and improve upon the study design prior to proceeding of a full-scale research project” (Hulley et al., 2007).

3.1 Research approaches

There are several techniques used to carry out research depending on the research problem area. A research design is the roadmap arrangement of collecting and analysis of data in a manner that aims to combine relevance to the research purpose with economic considerations (Kothari, 2004). Based on the truth, this research predominantly used explorative/qualitative research design through contrasting “what exists” with “what desired” based on the respondent’s experience in situation, to assess the leaderships’ roles during change management. The reason of applied this approach is because of the contents need deep discussion to get the respective views. Since the research focuses on identifying the problem and indicating solution to achieve this, exploratory method has been selected. according to typical suggestion for qualitative data; as applied research is preferred; it has been implemented under this paper too (Joseph .M.2005).

3.1.1 Data collecting instruments

The focus of the study is on leaders’ commitment in change executions. Thus, the usage of primary data –firsthand information from respondent groups cannot be over-emphasized. Further, secondary data documented in the corporation such as organizational reform initiative directives, strategic plan and periodical reports; were referred up to augment the study. Thus, the research used both primary and secondary data sources. In conducting the research; interviewing supplemented with secondary data

references were the deployed tool to collect the relevant information in identifying the leadership practical gaps which has not been bridged to the smooth change running. The methods helped to survey in-depth understanding of the personal experienced views of the representative interviewees' insight whereby reflected as well as the researcher's documentary reviewing clues obtained.

3.1.1.1 Primary data sources

Semi-structured interview was the only dominated primary data collecting source in taking verbal opinion of the interviewees about the subjected issues during the process. The data source was planned with the help of relevant theory and, what the researcher is argued to be reasonable deductive from theoretic applications. The areas where the interview had been conducted was at Addis Ababa city houses Development Corporation in the case study of among its eighteen dispersed project branches offices; in the four of branches. The process was dealt explicitly from the corporation's Permanent employees in the selected branches with one person per team section/sub-directorate.

3.1.1.2 Secondary data sources

The use of pre-existing data is in some cases problematic as one has little control over how they had been made. However the researcher preferred the primary data collecting instruments predominantly but to consolidate the facts additionally he deployed the application of secondary documents found in the subject organization head office libraries. The secondary document found in head office library is which distributed to each branch project offices to be guided in it. At this level among the accumulated documents in HDC; the five year strategic plans and the annual reports were referred deeply before the interview process: -. The secondary data referred at time, assisted the researcher to scrutinize the study findings in reviewing of the HDC's forward, concurrent and backward change managing phenomena.

3.1.2 The population and Sampling Procedure

In qualitative approach, usually purposive sampling is selected targeting some individuals among the population who can give deepest information and the participants' number is determined through the

consideration of researcher’s subjective judgment of data saturation may occur at certain sample size (Chinelo, 2016). Data saturation occurs in assumption when newly acquired data does not lead to new information and themes. Perceptively if new ideas or themes may be revealed after each respondent, there is a need of more sample size and vice versa (Walker, 2012). Like so some theorists preferentially put for interviewing until 60 individuals with consideration of time and individual’s variety can be selected (Konstanita et al 2018).thus as the corporation has 18 branches having uniformly structured with similar regulation, 28 immediate team representatives in 4 branches which are branch-1, branch-2, branch-3& branch-4 project offices; were selected in pursue of this principles as below illustration.

Table 1 the research sampling respondents’ amount determination

No	Project branch offices	Total staffs	Interviewees
2	branch-1 ('Bulbula' site)	80	7
3	branch 2 ('Meri CMC' site)	79	7
4	branch 3 ('Arabssa' site)	81	7
5	branch 4 ('Ayatcheffe' site)	77	7
Totally		317	28

The interviewing was conducted selecting one representative; from 7 team section/sub-directorate likewise from each 4(four) branches then given their code number sequentially from “C.01-C.28”. The researcher has found that the data saturation has reached as the all participants reflected few views variety to a given question. It means almost all respondents, participating in interviewing share the same insight on the leaders’ practices effect on the success of change programs.

3.2 Ensuring the degree of reliability and validity

Validity and reliability are key aspects of all researches. Meticulous attention to these two aspects can make the difference between good and poor research and can help to assure that a fellow scientist to accept drawn findings as credible and trustworthy. The measure of validity and reliability in

quantitative research measured numerical whereas in qualitative relies on the researcher's subjectivity can so readily cloud the interpretation of the data, and where research findings are often questioned or viewed with skepticism by the scientific community.

3.2.1 Ensuring the reliability

The concept of reliability refers to the degree of exactness or credibility of a data if wherever a piece of information gained to have proximity in certain question. High degree of reliability means; the different procedures lead to the same result if the process is repeated (King et al., 1994: 25; Hendrix, 2004: 108). Taking this in mind several precautions were made in order to increase the reliability of the data input of this thesis. In qualitative research, the most important means to ensuring reliability; the researcher spent significant amount of time in comparing each piece of response in line of the asked questions; then above 85% of the respondents reflected similar responses in the collected data under evaluations of leadership practices during change management in subjected organization.

3.2.2 Ensuring the validity

Validity concerns whether the operational variable can cover all the relevant aspects of the concept and no extraneous items inclusion in variables' relation. Or in other words it is that, while someone is measuring to measure only what he intends. There are two key concepts where validity is tested as the concept is very complex and in reality determined by near immeasurable number of variables. The character is classified into external and internal validity in application the former represents; the extent to which the link between the result and its independents of a study can be generalized across all scholars' acceptances whereas the latter represents the degree to which the result is attributable to the generally identified independent variables and excluding none attributable variables in a given studied area. (Denscombe, 2007). Accordingly the action, taken by this paper researcher's gait; to ensure the external validity; he evaluated the questions prepared including the relevant points and excluding irrelevant ones thoroughly in the mirror of a multiple leadership and change management authors' deductively applicable concepts. To ensure the internal validity too; caring neutrality of the explored informational sources; in the secondary data, did never trace other parts except those written and signed by the authorized bodies. Beside in the primary data in driving interviewing process; among the people

named leadership, reformers and teams; only the teams are selected because in pilot study the other bodies are claimed in their fault if so are not thought to give exact figure to protect their censure.

3.3 Data Analysis

Data analysis in qualitative research consists of preparing and organizing data for discussion/analysis, a process is operated whereby the data is going be reduced into themes through coding and categorizing. And at the end, may be represented in alternatives expressions, in narration or other depicts. (Creswell, 2007). As noted in (Madison 2005); a researchers commonly focus on vital element of qualitative data analysis, i.e. coding, which involves deconstructing the data in to meaningful categories and naming these categories, arranging the codes into broader categories or themes, and putting the data to comparisons. As discussed in the methodology part, the data was collected by using interviewing and supplemented with secondary documentary references; in order to input it for the succeeding process of summarizing, analysis and interpreting ;the data were transcribed verbally each respondent said as well as written on documents.The procedural advance continuation is based on the compilation of the data and the purpose of the study; the information obtained from employed sources grouped into six main themes and analyzed by means of their respective sub-themes(indicators). The main themes expressed about the leaders' roles in creating change ready armies are:-communication; capacity building, empowerment, team reinforcement; trust demonstration and motivational schemes. The method of analysis compositionn is aligning with a narrative and somewhat with descriptive to compare the respondents' proportionate per question indicators. The more are summarized in the next page tabular enlightenment.

Table 2 Thematic basis of data analysis

No	Major themes(variable)	Indicators
1.	Communicating a shared vision	a) Raising awareness b) Inspiring vision c) Allowing participation d) Advocating externals
2.	Building organizational capacity	a) Action plan preparation b) Training and development c) Resources accessing
3.	Employees' empowerment at self-decisions	a) At iindividual level b) At team level c) At organizational level
4.	Reinforcing teams' cross-functionality	a) Coordination b) Cooperation c) Collaboration
5.	Demonstrating leadership's trust	a) Responsiveness b) Exemplarity c) Fairness
6.	Managing motivational schemes	a) Reward and recognition b) Incentives

3.4 Ethical Considerations

Due to different reasons, there is a need for ethical considerations throughout research process of data collection, analysis and dissemination. In Wimmer& Dominick's (2011:65) words Most mass media research involves observations of human beings asking them questions or examining what they have done. However, in this probing process the researcher must ensure that the rights of the participants are not violated. This concern for rights requires a consideration of ethics. Ethical issues are grouped into informed consent procedures; deception or covert activities; confidentiality of participants; benefits of research to participants over risks; and other participant requests as (Creswell,2007: p141).Unethical behavior may have a consequence for research participants (Wimmer& Dominick, 2011: p65). Hence, the researcher complied with the above ethical issues; particularly keeping in mind sensitivity of the topic under investigation, the researcher has kept editors' confidentiality. Because, of the nature of interview, there is a need to keep confidentiality of information.

CHAPTER FOUR

4. RESULTS AND DISCUSIONS

This chapter contains the presentation and interpretation of the findings obtained from the various information sources. The result provides answers to the questions posed in concerning the relationship of the leadership qualities on managing change programs in the case of Addis Ababa city houses Development Corporation. The chapter is organized into three sections as follows; the demography of the respondents; the practice of leadership on change management and discussion of each type of result based on theoretical background in assessing the implicated leaders' gap.

4.1 Demographics of the respondents

Table 3 Respondents demographic summary Source: Own Computations, 2020

Age category			Educational level			Seniority in the corporation		
Issue	Frequency	ratio	Issue	Frequency	ratio	Issue	Frequency	ratio
31-35 yrs	10	35.7	Diploma	-	--	above 2 yrs	2	7.1
36-40 yrs	11	39.3	1 st Degree	21	71	above 3 yrs	8	28.6
41-46 yrs	3	10.7	2 nd Degree	7	29	above 4 yrs	10	35.7
46-50 yrs	4	14.3	PhD	-	-	above 5 yrs	8	28.6
Total	28	100.0	Total	28	100.0	Total	28	100.0

From above table 3, result regarding to respondents participated in the interview; their age; educational level and seniority in the corporation during interview have been drawn. Thus; in the age category 10(35.7%) of them were from 31-35 years old, other 11(39.3%) of them are from 36-40 years' old, similarly, 3(10.7%) of them are from 41-46 years old and the rest of 4(14.3%) of the participant were from age of 40-50 years old. Regarding to respondents educations; 75% of the respondents were first degree holders and the rest of 25% of them are master degree holders. Finally regarding to respondents seniority tenure in the corporation; 2(7.1%) of them are above 2 years, other 8(28.6%) of them are above 3 years' experience, similarly, 10(35.7%) of them are above 4 years of work experience, and the rest of 8(28.6%) of them are above 5 years work experience serviced in the organization/corporation.

4.2 Secondary data results

In the attempt to get a detail information in line with the all leadership's role practices questions, from the secondary sources, in the case of the corporation weakness; the data accumulated about the change practices; most of them are found controversial and not compiled well. However, the preceding data are taken being filtered as reliable rejecting another.

As the researcher reviewed the respective CIPs related documents ensured that, HDC; after drawn its BPR, it has prepared the five years BSC strategic action plan inclusive of regular tasks and other CIPs activation; in long and short term divided in sequence of per 5years, per annum and per month initiated commonly using a top down approach from the management council being cascaded and applied across the departments then to individuals with descriptions of each piece of activities in timetable. The purpose of the action plan is for the implementers, supervisors and leaders to be guided in it whenever discharging their obligations. Again referring the strategic direction from which the action plan is cascaded, it puts a critical goal of HDC in bringing of organizational features improvement. the listed features targeted by HDC are performance in project progress; reducing wastage and prevalence of justice among staffs.

To achieve all these; managing CIPs is a guaranteed packages. The important findings stating as good opportunity to HDC; is the access of getting support from its outside stakeholders who have work relation; inclusive of the contractors and Addis Ababa city mayor secretariats in sponsoring the initiatives in tremendous financial provision to run change programs. This can be seen as good opportunity to institutionalize/reinforce the program. With help of stakeholders; the corporation similar to the principle of john kotter (1996) to protect change failure in new program the need of new structure; like so the corporation has made repetitively structural revision to ensure the success of organizational change in the fitness of CIP managing. Additionally, in data mining to appreciate the effort to of the leadership to formalize in running the roles; most of them have their own schedule of implementation from the individual level till organizational level too.to supervise the schedule there is a unit established consists of reform directorate and tentative reform committee together called reformers. The reformers are delegated to stick change to the corporation strategizing alternatives identifying obstacles and integrating directorates to change lines to the direction of its success; from the process of communicating vision until reporting of the outcomes.

However, looking the annual reports prepared internally reveal that the CIPs accomplishment is too weak because of this the aim of CIPs to capture tangible organizational features improvement is not obtained. In the reports' side the leaders, believing the reformers; blame subordinated staffs' in lacking of change commitment and organizational atmosphere; instead of evaluating their weakness what they missed in playing their roles to influence the subordinates' resistance and managing atmospheres. Yet there is no research assessing about the corporation's CIP activities; if this was made it might inform the problem to the leadership then to take remedial actions.

4.3 Primary data Results

This part has been prepared to state the reflected, respondents' views in interviewing process; in line of the questions provided them and according to their proportional number the results are presented compiling the respondents' notions. How leadership group play their supposed roles during managing change according to the interviewees' experiences in their work relation is expressed as follows in six major themes regarding to communication, capacitating building, empowerment, team reinforcement , leading trust and motivation.

4.3.1 Communication

A) Raising awareness:-The entire participants without exception have indicated that, the employees do not suffer from status of unawareness about the importance of the programs; due to the closure of their academic level and pre-experience of their previously respective organizations' inducting thereon this corporation did. Virtually, what the informants have noted is; at the experimentation (piloting period), the employees used to show temperate activation to the vision imply of their awareness level, however, after the passages of times' they refrained out from the activations due to accumulated managerial weakness of addressing the subordinates' demands.

Respondent.-11 *“Many employees are heard speaking positive annotations about the importance of change management at formal meeting and informal social discussions, but it's because of presently prevailed unacceptable leadership approach; they lost a commitment to the implementation of institutionally aligned change initiatives.*

Some respondents explained their awareness level mentioning foreign companies' fast developmental secret is still has relied on their own devised change initiatives programs. Taking one respondent's

quote he said to express it linking with earlier staffs' good habit to the initiation:-

Respondent -04“ *The importance of change programs is not questionable since until now the foreign companies' economical competition relies on these. Even at the starting period on 2016Gc in the corporation staffs used to show good activities believing in the program “*

However there're staffs who misunderstand that HDC has strategized CIPs for political mission in masquerade of change. Why the employees think so; is because of still the leaders are pre- assigned by pre-regime based on their political commitment. Then most employees have not been communicated until evoking the exact organizational purpose of CIPs in to their mindset. Selecting one quote:-

Respondent-22“*Currently, there are many employees hesitate to the dedicative implementation of the change programs because of their doubt that the program alignment is out of a political mission. “*

B) Inspirational deeds:-it is one of communicational part to remind the change armies especially staffs, after once being inducted about the vision; next it is essential to promote the vision to create ever consciousness. Since the employees may lose hope about the success seeing pessimistic climates. The findings in the studied organization indicate that the leadership cannot be said; this much, to have accomplished well inspirational works to raise the staffs since the majority that is 18/28(64.3%) are reluctant to define the campaign is done properly. According to the expression of one participant, the leadership follows defaulted stances to Precede the coercive approach to command the subordinates to the vision instead of making strong preaching to spur the staffs' motive.

Respondent-12“*.... Our leadership' propensity is more likely to impose administrative compliance and punishments than going on a track of convincing and encouraging subordinate workers to seek to change implementing vigorously, in the eager of its mutual benefits.*

In fact, there was the previous habit of the leadership' visions inspiring; combining both verbally and pictorially; but now become devastated in connection with the casualty of desperation at their tiresome in promoting deprived of nurturing the employees' mindset.

Respondent-07 “*...Currently our leaders feel tiresome to encourage employees. In desperation of the possibility to envision the employees throughout several operational tries what they had conducted, was void of the staffs' enough readiness. The workforces; observing in the*

corporation and another organization they feel unhopeful to the success of change".

Currently almost the corporation is limited in usage of the reckoned authors' quotations posting on the walls to inspire the vision. The respondents accentuate this kind promotion is not enough to play a role to inspire subordinates unless otherwise fronted by other strong promotional mechanisms like arranging staff's get-together ceremonial program at least in certain periods, like one said; -

Respondent-06"*...the leaders are seemed to think Just posting quotes on the wall to be a sufficient stimulus to inspire the employees for change; while there are many other approaches enabling to preach change activation; in subsiding an atmosphere in which the people can be ready to listen like the preparation of special ceremonial programs “*

C) Allowing participation: - the subordinated employees' involvement in managerial decisional sessions during the process of deriving the strategic roadmap planning; related to handling and steering of CIPs, there are evidences witnessing of the employees positioned at all level; to have participated in several managerial sessions. Unfortunately, the interview respondents' proportional numbers of 22/28(78.6%); resisted to believe this; emanated from impression of no precise opportunity given to employees to participate in setting the overall direction. In fact, there was meeting invitation for the all employees to participate on the session. Nevertheless, the strategic/directive framework's decisional outputs were completely; the leaders' force of ordering; rejecting the participants' shared opinions. As one participant convicted; the leaders and the reformers bring the discussion points to subordinates that is already confirmed in none existence of the chance to revoke it out: -

Respondent -15.... *the leaders; when they invited calling the employees to participate during the managerial session, was a trick in the vacuum of listening and accepting our views. How extent the subordinates' ideas become worthy it is not regarded as valuable.*

The other respondent expressed the meeting invitation to employees; is not deemed as holding dialogue with employees but he considers it as introducing the derived strategic plan. Since while the discussion had to be at the bottom line of deriving the strategic plan, but the employees' participation is after the all have been ended up in preparing related to the corporation's change initiative management, it is almost similar with above respondents' idea.

Respondent-13.*The other people may think participation but, in my opinion, it is not participation*

rather it is possible to say it introduction of change strategic plan to employees; because prior to the endorsement the employees had not gotten a chance to share their views.

There were reactive employees who commented worthy ideas which can boost the likelihood of strategic excellence, whom the leaders do not pay due attention sourced from skeptic on the employees' attitude is mostly drained away from the executive leaders' idea. In statement of a certain respondent; -

Respondent-19... *The propensity of the leaders' delegated organs and the leaders themselves to allow for the employees to participate in sessions before setting the strategic map was always restricted with the threat of forecasting the impossibility of to getting employees who stand beside them in their course of actions.*

D) Advocating stakeholders:-For a given organizational change initiatives success reliance is not only on the internal staffs' contributions; even the external stakeholders like customers, suppliers, owners and other societies can have their own. In this measure HDC leaders have made strong mobilization of these bodies and according to the all respondents' sight, in spite of not the others, but the suppliers, owners, alliances are ever sacrificing to build the corporations affordability to the vision's success.

Respondent-12...*I do not think the other stakeholders; but surely I know the owners found in mayor secretariat, the alliances who are small-micro enterprises, contractors, consultants and construction input supplying organizations often support high financial donation to strengthen the change initiatives which implies the success of the advocacy.*

The other respondents too express a good result has been captured in the advocacy campaign looking the tendency created in the stakeholders' side to help the corporation's change management to success in financing the initiatives. Taking one respondent view he said;-

Respondent-22...*the stakeholders whenever being advocated; their determination of supporting the initiative is surprising. I think they assume the corporation shall achieve real change once, since until now their supports have not been ceased. Even looking the change failure; they have not been hesitated to prolong their support.*

4.3.2 Capacity building

A) **Setting an action plan:** -During interviewing sizable number 24/28(85.7%) of interviewees have confirmed; that the prepared change initiative action plan document is overwhelmed with visible multi-critiques; that could not help clearly to transmit and receive an orders identifying the individuals responsible per specific deeds and these events usually cause activities and responsibilities overlapped among change implementing employees as the following quote shows;

Respondent.-01...*In evaluating the prepared action plan; it is confusable to the extent of boring to refer it. The document explicitly holds a high degree of responsibility sharing gap to each one and it consequences in one's duty others are overlapped"*

Additionally while another individual said; the activities mentioned in the action plan do not have effective parameters to gauge their progress of accomplishments like his quote reflected one individual undermined the plan's immeasurability:

Respondent -07...*Actually the plan is drawn but my question is how its success to be measured since most functions do not have reliable measure. As example in BSC program stated picking one human resource function; recruiting of external applicants in which their number is undeterminable in time horizon so how to measure this, but it has been written in the action plan and there are others too which can be mentioned like this.*

Moreover, the action plan defines undue burden against the implementers not to operationalize CIPs with a robust of handling their daily routines. All kinds of CIP activation schedules are clashed with each other causing a challenge against change implementers to organize each program sequentially. In expression of some respondent about the plan's unseeming of its attainability;

Respondent -06"...*the action plan applied in the corporation to manage change program is not attainable in its goal drawn since its prescriptions are usually creating a challenge beyond of our managing ability. I do not think the possibility of attaining the goals set on it since the goals are beyond of the staffs' capability in the corporation's site "*

There are respondents underlined; ineffectiveness of the action plan is emanated from the leadership' reliance on ordinary expertise in preparing the document. The preparation of the action plan was except

slight modification; it was in the way of much coping from the public service and human resource development bureau without complying with the corporation's status quo.

Respondent -13".... *The people who engaged in preparing the action plan were internal tentative committee; who prepared it quite carelessly and in deliberation of reducing their foreseen burden so copying from Addis Ababa region public service and human resource development bureau.*

B) Training and development: -The majority of respondents 22/28(78.43%) has reservation on the existence of a strong training and development system in building the required KSA level which enables the change implementing employees as well as enhancing leadership capability through strategizing sufficient organizational atmosphere. In explanation of one interviewee; indicated the leadership' effort to develop the staffs' competency in the reforms through coaching, mentoring and guiding was inadequate in its effectiveness.

Respondent.05" *the leaders try to lead change initiatives without having the technical knowhow as a result rather than provide a guide they end up confusing us. The implication is the prevalence of poor coaching, mentoring training and guiding"*

Actually HDC has been training over & over for many individuals hired there pertaining to change initiative complemented with internal publication of written brochures, magazines, flying papers and mentoring with counter organizational visitations. The problem of training and development schemes' result-less linked to the trainers' incompetency. So far training amount pursued, it might acquaint the employees well with the required KSA level for implementing the CIPs if were conducted by the persons who have good alignment of training experience. But in related the case of poor alignment in taking the quote of a respondent participated, said so:-

Respondent -02 " *...Personally, I think the training programs are resumed to employees randomly without pre-analysis of their result in getting employees to become acquainted with the skill and procedural applications of change initiatives in such a way of engaging experienced trainers. But preferred to use the corporation's appointed reformers "*

The wonder is that the assigned trainers/reformers, themselves cannot give exact answers when asked

on commendable issues vis-à-vis to the programs. This phenomenon is a signal that they have not expertise better than the trainees. The trainers/reformers were some internally selected staffs, when deployed to train; it was with little preconditions pursued by the leadership caring the training effectiveness. In other hand there are people who comment betterment of hiring a licensed professional to train otherwise outsourcing the function sending the trainees to training centers.

Respondent-23 “.... *though training and development schemes are given again and again on change program skills, the trainers’ inefficiency internally selected to train; is prominently seen in employees’ frustration of implementing change initiative program; being confused its technical and procedural applications. When this happened, it had better to call a professional trainer or deploying employees into training institutes.*

C) Resources accession: -In the BPR frame work planning; the corporation aligns the strategic plan associated with budget to acquire the vital identified resources which are; miscellaneous stationeries, spaces, appliances and information technology systems as top toolkits required as engines of driving organizational change. According to the majority 20/28(71.43%) responded there is not satisfactory resource allocation. because the change implement is not supported by informational technology system. Other resource accessing/allocation is not remained as request, but still which is the main demand that’s information technology system has not been given appropriate concern to structure it upon the initiatives profound. In spite of the fact, establishing a department charged called "informational communication technology directorate" to the goal, beyond of the common basic computer skills application, the implementers are not provided the developed system as they can run the program properly; therefore, mostly manual operations are enforced. According to the points mentioned by the respondents if an informational technology is developed, the more likely of innovative culture to be rooted and sustained in HDC. The following quote expresses this.

Respondent-20 “... *If the availability of information technology were dominated; the employees would make any innovative implement supportive to the corporation’s development. But this dream was not possible in traditional work system now adopted. So, it is as one case what the corporation needs to install data base system to bridge the informational gap “*

The participants also stress in lack of developed information technology system, their discouragement

with bulky paper accretion in processing CIPs, causing disquiet boredom, while there is the possibility of simplifying the operation complicatedness with an advanced the technology. As one participant said, referring other organizations' experience.

Respondent-14"*...unlike another most public sectors and companies in the country; our organization does not provide us at least easily accessible software; to evaluate, to retrieve & to encode data by complete accuracy and to save the else related records for easily accessibility.*"

Similarly, some implementing employees who are recruited from another organization considering their former organization's change entailment with developed information technology system their interest is lost to implement with the conventional and obsolete method of managing change initiatives what HDC has arranged, as expression of this respondent; -

Respondent -11" *...In pre-experience of implementing change programs in my previous organization before recruited here, it was with the available ICT system. But the aspect faced in this organization is, in an obsolete resource running that diminished my interest"*

4.3.3 Empowerment

A) At individual level:- beyond of the daily routine tasking; in decisional works; mostly lower level leaders are the ultimate procedure going-on determinants in their directorate regardless of the affaires types and magnitudes. The all (100%) respondents' protest the posture of lower level leaders' highly authority retention in contradict with the two kinds of CIPs' among what HDC applies which are called BPR and "career development" plan. These CIPs bear a mutual shared precept about the importance of employees' self-decisional empowerment and what lower level leaders do not observe it. In BPR, principle to speedy customers' service delivery whereas in "career development" for employees' to exercise deciding the affaires as exact as possible.

Respondent-18"*...the main mutual inclusive code of both career-development and BPR was; for individuals to make self-decisions at least on regular affairs. But the adopted in the corporation is the opposite in forcing the individuals depend on their bosses' decisions.*

In further, the respondents explained the worst jeremiad in dependency on lower leaders that obstacles

the morale of paying to own extraordinary effort devotion:-

Respondent -10" *....The Leaders 'authority parsimony makes the employees engaged passively to do their portion. This condition also brunets them whenever they want proactively to incorporate routines with change programs in their adaptive manner"*

As the key aim of change running to suit the organizational affairs fast accomplishing as well as to help employees develop their KSA but nullifying the precepts most respondents stated the coincidence of the leaders' wrong philosophy pursuit, thinking of empowering the employees, it means as if gradually leaving of held authority to subordinates and the subordinates might decide illegal decisions.

Respondent-12" *...The leaders may have wrong assumption if they delegate some authority; the delegated man will gradually snatch their ultimate power in such a way that the empowered man would exploit the corporation in abusing"*

And another respondent expressed his experience using the next quotation to elicit the leaders' gap of believing the importance of employees' empowerment instead of holding other threats.

Respondent-14" *....Employees are always undermined to make decisions by the habit of leaders' putting themselves at top of superiority and with afraid of if subordinates might come into peak of dominancy instead of organizational purpose they run to personal use"*

B) At team level:- in the same fashion like considered in individuals; the team representatives are reserved to be empowered at duty area in their supervision of team works. All respondents put the same preposition of contradicting the level on which the team representatives have been empowered. Each team representative is encountered with difficulty of mobilizing others in their course.

Respondent -11" *...the lower level leaders as they have authority in their own directorate & responsible for delegating team representatives at least some level; but the team representatives are strained to lead their members devising their techniques and procedures.*

The lower level leaders have approved their own action plans to direct the directorate change, and the leaders' intend to cascade the action plan to each team but the circumstance is out of its base. The respondents say that directorates' lower level leaders' change leading practice is not as proposed from the executive leaders.

Respondent -08- *the department heads (lower level leaders) according to the mandate; they have been given, had to delegate team representatives as themselves delegated from top levels leaders. However unless otherwise their willingness; do not tend to transfer autonomy to team representatives.*

The respondents stress ignorance of the lower level leaders to mandate teams under them is attributed to the result of all staffs to stroll behind their footstep. And the top leaders after mandating the lower level leaders have never investigated the directorates' work relation.

Respondent -12-*owing to' top leaders' weakness; they have never investigated how the lower level leaders treat their team representatives; the all teams have become extreme dependent on boss's order to move in their compass of coordinating their respective teams.*

C) At organizational level:-empowering some people among staffs; to have handed ownership on the project/change management in overseeing at the corporate level of change initiation; is a success factor for change vision. In this respect, with reference to 18(64.3 %) of the surveyed respondents clearly reflected that managing leaders actually assigned; however it is not a persons who have a tendency to supervise the initiatives. In line with above stated ;the respondents reflected that one of the basic challenges in change initiatives management is a lack of the individuals assigned to supervise and to institutionalize change initiative competently. Actually the ownership consists of the regular reform directorate staffs backed up with tentative committees together called reformers. These people are undermined in their KSA level and in commitment to manage such time bound and constrained change management activities in an integrated manner and this is usually the result from improper assignment of the personnel to supervise the overall HDC change programs.

Respondent-13“*....The personnel (reformers) assigned to supervision of the overall change initiatives; are without their competency and commitment of being assigned. Rather they are blamed to be pioneer for the corporation's change failure“*

The supervising personnel conduct a supervision, monitoring and evaluation works using a checklist-template to report the individuals' and teams' performance to the leadership grouped , after making the periodic CIP evaluation. The checklist template holds column and rows stating about individuals' and directorate teams' weakness and strengths in suggestion what to do in the next periods. Per quarter HDC accustomed establishing of new committee to assess each employees and teams' change

initiatives acquaintance. There is an associated problem with the supervising personnel/reformers assigned to the operation, in recommending opposing ideas at every schedule of feed backing by case of the reform supervising personnel or reformers exchange per quarter; causes ideology discrepancies. The following quote is reflection of the point.

Respondent-03 “...while the personnel monitor the employees’ change initiative performance at their turn of evaluating each evaluating personnel group brings its own disagreeable ideas with pre-suggested by another groups. This condition becomes the factor of change initiatives confusion to employees how to hold the implementations properly”.

According to HDC’s culture; they perform evaluating, monitoring process periodically. Nevertheless, their operating is not the aim of accomplishing their mission of institutionalizing change instead their engagement is to get personal use of allowance incentive payment calculated by the amount of period’s deployed to visitation of change mission; regardless of result tangibility. Further, the report contents they provide are counterfeit cheating the leaders as if they do real visiting process. Sizeable numbers of employees suggest the reformers are assigned by managerial gap but not fit to coordinate and oversee others so ought to be replaced.

Respondent-04 “...The leadership have already made mistakes and are not ready to correct this mistake by re-assigning other bodies who feel ownership to the programs initiation than the current authorized who took the responsibility without being committed”

4.3.4 Teams’ functionality

A) Coordination:-The interviewed who are 21/28(75%) have rated negatively the leaders’ in team forming to ensuring of members coordination. Actually they have formed teams at each directorate; in the previous time informally but now formally organized in the new structural demarcation to prevail interaction among the all. Leaders have made the attempt of organizing teams in the manner of “who-to-report-to-whom” in the sequence of “members –to team representative- representatives to directorate lower level leaders’; lower level leaders to the reformers; finally the reformers to leadership groups. The purpose of establishing the teams was to unite for common goal as one said;-

Respondent-27 “...Referring the directive in which teams are structured, indicates there is a ruled

frame work of report flowing in coordination principles. But difficult for me to judge there is good coordination among the members looking harsh conflict that passes out of team representatives' and directorate leaders' manageability.

The notion of respondents is something regarding to the arrangement of the teams in line of connecting each other is visible problem if HDC seeks to focus must focus on coordination, since it is the base of team functionality first creating harmony among team members;-

Respondent-14" *....once team representatives have been assigned based on human resource merit and the executives 'recommendation of assigning; however they are not able to coordinate the teammates in the possibility of directing into unified direction that stops most persons go through their varied personal ways.*

B) Cooperation:-As cooperation is the aspect of creating team spirit among the members in which in ones' challenge the others to give hand, and sharing of information, idea etc for the purpose of a frustrated members to be tension free in their responsibility. Again according to the some respondents' expression, HDC has formulated teams for good dream of creating unity in holding one direction through each member's queue:-

Respondent-27 " *....Referring the directive in which teams are structured indicates, the ultimate aim of the corporation when formulated teams was to pave ways for tying members together in supporting each other to solve challenges that cannot be solved by alone for easiness in united arms grasping experience and skills among each other.*

However as the experienced idea of the all respondents especially, cooperation is not visible; all members are individualism not to support their teammates:-as one of them stated the fact:-

Respondent-08" *....unless otherwise a huge problem occurrence; no one considers its own mates' the usual challenges and passes it with ignorance of "see as if doesn't see". If there had been cooperativeness more likely of shooting the institutional problem easily.*

The other respondent too; said to express inexistence of cooperation among the members contrary there are groups who target to make others do fault and next to accuse the influenced mistaking man on his/her wrong.

Respondent.-01" *....It is foolish thinking to expect cooperation of inter-helping in the reform program;*

in the condition of even ignoring each individual his own duties. Rather cooperation opposite behavior is seen while some individual tries to attack another deliberately to mislead and to accuse his/her workmate.

C) Collaboration:-the all respondents (100%) have a rejection in this aim at managing among team members. as the collaboration is the aspect of issuing or discussion of innovative idea while the teams do meeting; HDC; to its fruitfulness; has a norm given to each team to dialogue per week at every Friday and team representatives at every Saturday. But as a fact proved is they have not been implementing, that means the teams making dialogue is too interruptive and when they assemble their dialogue shifts into ad-hoc, mockery and political aspect instead of collaborating in new ideas creation for the entire organizational transformational purposes.

Respondent-11 "*....whether inter teams and intra team contact looks like, they hold meeting for the purpose of making jock and other irrelevant idea. Even they do not meet regularly which ensures plenty new idea exchanging.*

The respondents claim its ineffectiveness is because of the leadership's less devotion to follow up beyond of forming the teams; not played the expected role exhaustively. Leadership entrusts lower level leaders and reform supervising personnel (reformers)to strengthen teams' collaboration. but these clusters do not give concern totally to change initiatives prevalence. Majority of the interviewed men claim the underperformance on the part of the leadership in fostering and building effective team amongst the HDC's staffs for the change implementation. out of who explained this quote said it:-

Respondent -10 "*....The leadership beyond of forming teams they have a problem of following-up their activities deeply to ensure the functionality of the teams and to remediate any problem in case it existed. But their fully entrusted other bodies; namely directorate/lower/ level leaders and the reform experts; impeded the development of collaboration.*

4.3.5 Trust in the leadership

A) Responsiveness:-The utmost substantial effort of the leadership in the vision, have not outshined their preaching; with proper readiness to respond to employees' requests according to 26/28(93%) of the respondents' claim in the leaderships' irresponsiveness. Irresponsiveness of the corporation's leadership is found one of the change implementing discouraging factor. The staff's request is not

responded immediately being stayed for elongated period. With change principles in the corporation suggestion box and logbook have been set up; but the arrangement does not give meaning in the condition of no concern to the suggestions. Further the respondents mention one of the CIPs called "Quick-wins" which has a purpose to defeat challenges at the time of discharging their responsibility along with their leaderships' help. However the employees are dissatisfied at Quick-wins preparation speaking its soundless since it's unframed by responsiveness.

Respondent-18".....*Previously our requests streamed to leaders both formally in Quick-wins and in suggesting rules as well as informally via various means to get solution to troubles; were plentifully. Nonetheless the responses gotten in the respect to the forwarded requests are only few that limited us only with asking but no replying*"

So the employees do not emission a motive assuming the leaders do not stand beside during their challenges to enable them to operate. Where, one respondent said,

Respondent-11".....*resonating only change is not meaningful. Change is intricate which cannot be executed only by subordinates' effort in the inexistence of the leadership' support during our challenge faced us frequently*"

B) Exemplarity:-"Change starts at the top and real change happens at the bottom; inherently unsettling for people at all levels of an organization, the leadership must change first to challenge and motivate the rest of the institution to model the desired behavior".(Gary.N.2004 etal.). Contrary to this quotation, the verity considered in the subject organization is the leaders' rigidity to put their own to realize the vision. They couldn't be model for the employees to take their footstep. 25/28(89.3%)of the respondents explained beyond of preaching change most leaders do not comply with modality joining in change campaign together with subordinates. Especially lower level leaders are to be online of executing change beside the subordinates according to the HDC's rules.

Respondent-08".....*According to the corporation's rule, there is no such thing of regarding as leader or subordinate to execute change; while all have their portion in the vision, the negligence manifested by many leaders pulls the subordinates' mind out of the vision.*"

Merely they have been releasing tension and anxiety into implementers without devoting at least their minimum effort expected from them. Generally the leaders are known; in expecting the implementation

to be on accomplished only on subordinates' shoulder.

Respondent-17“ *...The leaders are argumentative in default stance, trying to mobilize subordinates, to effort devoting activity; reserving themselves out of the contribution while they must embrace the employees working together in modality to the shared vision“*

C) Prevailing-fairness:-Unfairness perceptions during operating of change activities in uneven burden loading, is immense barriers adjacent to the implementing employees' trust in the leaderships' ethics as oppose of 26/28(93%)the interviewees' notion. The respondents expressed its impact on the staffs' concentrations lack to the strategic goals set; instead of paying attention to complain of being maltreated that prompts comparing the temporal effort distributed unevenly among staffs:-

Respondent-11 “ *...it is possible to say the corporation administrates its staff segregating primarily and secondary citizens because; since of operational loads are not distributed equally to all individuals. Instead of fairness; servility, illegal networks; discriminations etc are prevailed.*

The leadership is vexed with subordinates perception of not prevailing fairness at expected level and this led the employees into minding whether the corporation is transformed the actors fall on a feeling of inferiority looking the others having close relationship with leadership are not to be pressured. only shouldering loads on some people; discourages the implementation looking others taking relaxation.

Respondent-14“ *...I and my colleagues consider that the corporation makes unequal load distribution in searching a pitiful man to carry a weighted load but less to their close friends; in the circumstances of making impartiality looking every individuals differently. But if it is organizational campaign; all must owe equally in accordance of each individual's beneficial intensity in the corporation.*

Connectively to the above argumentation, employees' claim is arisen from noticing of missing relevant procedures in deciding managerial affaires in giving opportunities. As example; giving higher position within teams to some individuals at higher level only without inviting others to compete in appropriate human resource recruiting perspectives, keeping “equal-job-opportunities to all” in procedural and distributive justice. And the others administrative actions are plentiful conducted through unaccepted procedural routes; as one of the respondent expresses.

Respondent -09 “...*We cannot mind to think ahead about change in the existence of sever unequal treatment and ignorance of the leadership to this basic employees claim to get good administration out of straining employment relationship. If the load is to me but the benefit to others who are spending working hours in film; internet and café’ makes me to think myself as slavery instead of saying I am staff.*“

4.3.6 Motivational schemes

C) Reward and recognition:-There is an annual plan that precepts how the corporation rewards and recognizes employees on the basis of CIP achievement attached with their regular works that is by tangible rewards per six months at organizational level and announcing of outperformers per week at departmental/directorate level. All respondents (100%) participated during interviewing viewed, the leaders could not "walk the talk" to operationalize the written & throughout the corporation history rewards were conducted only twice, but according to the schedule until the now the 9th rewards had been expected.

Respondent-24 “*There is an annual plan to reward and recognize best achievers per six month however, the execution of reward and recognition is not in the virtue of the written by its continuity except twice during the time of jan/2016 G.c and jun/2019 G.c no more the celebrity we have seen*“

And the following quote illustrates how the event creates disengagement to the campaign upon staffs considering those previously rewarded but now switching off the schemes;

Respondent -04“*Nevertheless for the last successive term the schemes have not been on existence consequently the employees’ motive has been eroded out. When doing the scheme is not keeping the schedule rather the leaders do it in accordance of their mood*“

The mess of fulfilling the written promise in continuity of motivating to the achievers precipitates the staffs to opt completely the cancellation of the scheme if the conduction is not continuously. Since it is bringing a discriminative complain of benefiting on the partiality. Among the informants explained this notice in taking one respondent said:-

Respondent-11 *“It is preferable to cancel the reward and recognition programs since the corporation could not hold it continually rather conduct it by keeping unplanned occasions which brings injustice rewarding to some individuals; where the others are not rewarded in their turn although they expect to get the chance like the prior compensated ones“*

But the reason of none continuity arises from the problem of the competition is plunged on the directorate leaders’ subjective rating results in void of convincing performance measuring indicators. The corporation’s performance evaluating system is victim to lower-level leaders’ both intentional and un-intentional biases to define employees’ accomplishments. They evaluate biasing intentionally either to harm or benefit individuals based on personal adversity or servility relationships. And the top leaders fall in skepticism that if the reward is given reversely in biased rating the real performers would be discouraged to the visions.

Respondent-18" *.... the performance evaluation by favoritism is long period existed sickness, because mostly better efficiency result is given reversely to sluggish workers. Consequently, the actual performers are demoralized considering such, and the reward and recognition schemes so far conducted is based on unfairly evaluation done. This event put threat on leaders for real performing employees to be badly discouraged looking its unfairness.*

B) Incentive provisions: -Similar to reward and recognition; incentives have a motivating power. If an individual without the need of competition with others; is compensated based on his personal vision contribution the more likely of being motivated for extra achievements. According to the findings actually HDC has a plan to do so but until now the implementation is not actualized with the fear of like in reward and recognition lacking of convincing individuals’ performance ratings. Once tried to apply BSC and 360% rating did not become functional as aimed.

Respondent-12 *“...Similar to the reward & recognition scheme; in the lack of objective performance measurement, the leaders have not actualized incentives. Since doing it in this stance; it will inevitably cause biases among the staffs in reversely compensated by performance. Actually, some days tried to use BSC and 360% which could not solve the bias.*

All respondents commonly replied that there is no incentive which has ever given; whatever value someone has contributed. The incentive is not given to change implementers but to reform supervising

personnel who are reformers when they evaluate the overall performance of initiatives.

Respondent-06“.... *Totally incentive compensation to change implementing employees is not known in the corporation from the beginning until now except to reform supervising personnel consisting of reform experts and tentative committees after they do evaluation of the entire corporation's BSC performance per six months.*

4.4 Discussions on the major findings

The discussion parts in its turn would express the interpreted ideas from results to stress the implication of HDC in role playing to manage change in line with the questions and the replied responses. As stressed by (Philip.W, 2014.); there are various organizational climates and culture that is directly impacting peoples' change readiness consequently nullifying the leadership's exertions. The impacts are differentiated from organization to organization and in accordance to HDC; have cited a notion from the collected data per themes dealt. In assessing the HDC leadership to hold the position of greatness in leading as the concept of (Zenger.F, 2010); they are too far in the case of facing struggle to bring difference to organizational performance in change management as discussed per theme.

4.4.1 The challenge to share vision

As the main target of creating a mutual consensus; in terms of setting up various forums; the corporation has devoted a large scale of change armies' interactions. In addressing the main goals of persuasive communication for pronouncing change for both the internal staff and the external stakeholders; it is getting good response from outside stakeholders in advocating side, nevertheless from the internal staffs is not getting ample acceptances. That is to say, though for the internal staffs; it has been conducted an induction of awareness and even if the employees believe in the need of change, but they act reserved on the change initiative aligned in the corporation level, because of their skeptics of that; the change initiative in the corporation is not out of a political interest. The cause for this skeptic is the previous regime introduced the first campaign of change, intertwined with political system and in the course of the time; most of the staffs have not given up this view. In the concept of " Göran. B. 2007; the first step is not prevailed to create a willing and interest for the change. Beyond

that, most staffs, by looking at other organizations which are managing change and their corporations' realities; they have become pessimistic to possibility of change success and refrained from the effort. Related to this the leadership's effort; in the medium of inspiring staffs; in the repeated efforts to spur the staffs to the vision was futile and in the fact of this they have not flexed the inspiring mediums. This is because of not inspiring with appealing language crafting one's rhetoric as (Hasen.E, 2019) stated. The other point in terms of the subordinate staffs' participation in managerial change initiatives decisions is which disregarded principles. Engaging the all staffs in managerial decision is not only to increase the executor's desire, but just as there are important ideas that perhaps can be obtained from many subordinates on which leadership decides to strengthen the soundness of the decision as Syed., 2016; contends. The leadership's failure to pay attention to this made the subordinate staffs accept the executives' decision without own willingness then lost enthusiasm for the action, believing that it was done by force without believing the strategic direction.

4.4.2 Organizational capacity Obsolescence

What Sue.2006 stated; to exit a certain organization out of obsolescence; its capability is built on guiding plan; resources and training schemes. But in HDC, the effort to build the overall capacity of the organization, there is still no backlog in terms of funding for this aim by the leadership. However the problem is emanated from the people; that are assigned to facilitate this aim. As spending the large amount of investment to transform the corporation in to the capacity peak-edged; each demand has not been performed as expected. And the leadership lacks the commitment to rectify identifying the cause roots. As whether implementers and other units involved in the initiatives in priority they need to base an effective action plan document to manage and steer change. Although the document is intended for guiding the users but who prepared it were the composited committee that have not prior knowledge or experience of the strategic analysis; and because of this the document lacks its important contents and remained only paper format which is not used by the change armies. Additionally in a regard of developing the change armies' KSA; a large number of trainings have been schemed with deploying of the internal coaches/reformers who could not train the staffs ensuring of acquitted with the needed intellectuality level. How to dare saying this; it was proved from the imminent findings; that most change implementers/executors are confused in technical approach of each CIP. Once again else organizational capacity factor; in addressing of the necessary resource; which is among others, majorly

demanding expansion of information technology; is an issue of why it's not accessed in event of the directorate assigned to take ownership title to this; have not developed well in the guarantee of facilitating change effectively and the implementers are enforced to implement change in struggle with conventional methods consuming stationary materials.

4.4.3 Empowerment problems

In ensuring decision-making opportunity to be given to each employee at individual, team and organizational level; is seen as a principle by the HDC's leadership. and to achieve this, first, to control other departments based on the corporation's general initiative plan; the reformers consists of the autonomous directorate experts along with reform committees are the frontline responsible units to institutionalize change. This unit has been established to enable the reformers to evaluate and apply their own system at organizational level being empowered extremely. Nevertheless; the unit bodies according to their obtained authority level; are not seen doing as well as expected. And the respondents express the reformers or supervisors are not interested in the occupation at all. Essentially, these units are not believed able to mobilize others without their own initiation. Rather unethically they are deceiving the leadership groups reporting counterfeit reports. When this happens the corporation needs to apply people-centric change according (Quy, 2002). The teams under the directorates also according to the corporation's principle had to be empowered by their respective lower level leaders in the directorate; to plan and mobilize their own teammates aligning in their own ways; to oversee the teams' coordination, cooperation and collaboration. However the lower level leaders who supervise team representatives are found obstacle in tending to hold the whole power. Similarly each individual per team in their operational area needs to be empowered by the respective lower level leaders in respective directorate. But the same is true whether team representatives and the individual employees at each team are not delegated appropriate power and remained dependents on their superior. Therefore the lower level leaders lacking confidence in their subordinates; became the ultimate decision maker alone in their directorate; so the subordinates are faced potential obstacle to maneuver proactively to realize corporation's change vision and this is proofed by Okland. 2012 and Kotter 1996.

4.4.4 The team's functionality weakness

Which considered as strength of HDC is; that the teams have been incorporated into the formal

organizational structure; which was in the previous seasons informally established so as one of change phase stepped by the leadership toward fostering teams. Whenever issuing teams there are three expected outcomes; these are coordination for creating a unity, cooperation for ensuring existence of helping each other and collaboration of discussing transformational ideas streaming; (Bryson, 2011) but all these, the three expected outcomes often are hardly being actualized in HDC. In fact this responsibility is assigned to team representatives frontally; however, in relation to the previously raised idea due to the lack of a sufficient decision-making power given to them by the lower leadership as expected, they have not mobilized the team members to this ends. The functionless of each team formed in each directorate is manifested in their meeting period interruption and whenever meeting in talking of irrelevant issues to the side of the organizational values. Further than; team representatives, the directorate leaders and reformers are responsible to strengthen the development of 3Cs in teams. But both of them do not devote passionately to their responsibility.

4.4.5 Trust loss in the leadership

as a leadership must have fine or good-faith by the subordinates; to direct change effectively (Zoryana.2012).However in this regard, HDC has a widespread cases which put it out of this, in strained leadership behavior that can be rejected by employees, and the employees lose confidence in their leadership competency and integrity. To come across the all lost vital behavior one by one are; - responsiveness, exemplarity and fairness are considerable leadership qualities during the transformation process as William M.2016; but that ignored in HDCs leaderships in work relation with subordinates. In change campaign the workers are faced frequent impediments; then as leadership needs to be on their side, to do this, they had to look at the plight of the workforces and take the information from the workers and to solve their problems. But the reality In HDC, unexpectedly the immediate follows up of teammate's problem; even could not give fast response to the workers' requests provided on their challenges. On the other hand, in order to be able bring the workforce under influence; primarily the leadership had to be self-model to others according to he has invested in the vision he has set. However, the leadership instead of being exemplary model it shows wide range of self-dignifying behaviors as coercive boss so getting far giving hand to subordinates. However, as the corporation's rules and regulation, all staffs have their own responsibilities to implement change regardless of the position status. Albeit of the subordinates have to shoulder more; aside, the leadership has its own role

to play especially lower level leaders. Finally, there is an issue that needs to be addressed in terms of promoting fair treatment among the staffs putting unequal pressure and treatment on each individual in equilibrium of the compensational status. And this has brought justice complain which is an unresolved problem in the corporation. The problem stems from misconduct of some lower leaders and so far studied various manuals and organizational structure which are pivotal sources to the event. Even though the leadership was unable to solve the problem at once, throughout the time horizon too little effort it has been doing.

4.4.6 Performance scale and motivating schemes

rewards; recognition and incentives are the vital motivating factors for the dominance of other barriers against the workforces' change motive; it is viable to encourage change armies with these schemes as confirmed by Ahmet.A.2011 in his empirical study done in Göteborg, Sweden on construction industries. In understanding these HDC actually has planned the schedule to implement the schemes following each individuals' change contribution. And at few seasons tried, could not precede it in the threat of bringing organizational injustice connected to lack of convincing individual's performance measuring parameters. Since the teams' and individuals' performance rating plunges on the immediate lower level leaders' subjective judgment, proof of it causes biases. This is because of the fact that the partial leadership is deliberately distorting and the results are being reversed. A people who are not eligible for the reward and incentive might get the reward or the incentive; consequently the eligible ones are demoralized. If so leadership decision not to continue the scheme is acceptable since the result would be reversely instead of motivating , it de-motivate the employees who contributed to change in the event of their worthy is given to others. HDC had made to establish many alternatives to solve the problem like the recent un-functional BSC and 360 degree rating; but all these measures could not solve the problem to evaluate individuals contribution. In the secondary data as obtained the reformers as their delegation should have played the role in developing convincing parameters; but that has not been done in either of their ignorance or the function's difficulty beyond of their capability.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 SUMMARY

The study was conducted to investigate authenticity of the leadership in discharging their roles in managing organizational change in HDC in the data collected from both secondary sources document usage and dominantly the primary source of interviewing. The main objective of the study was to assess how the leadership is viewed at committing in practice of; the necessities comparing the findings and theoretical ground so that to suggest the ways to improve organizational change outcomes. As the implication stated in the discussion part the following summaries have been drawn squeezing the main implication to resonate why the leadership could not manage change to positive outcomes.

In communicating visions; the internal employees have a negative perception on the initiatives because of; though an awareness of change initiatives have been inducted and the employees do not doubt the importance of change, but stereotype it in the corporation its endorsement targets for a political agenda; So far inspirational activities conducted to spur the staffs' vigor; it has not functioned in taking out the internal change armies from the pessimistic view on the possibility of change achievement; finally the employees' involvement/participation in a managerial sessions was not authentic enough to sharing of their' views to managerial decisions. But in advocacy, it was effective in getting the external units' good response in contributing their own to realize change success.

In building organizational capacity; the various parties assigned to these goals; in either of their incompetency or indifferences they have not built the corporation's executing capacity to get it out of obsolesces. It means who prepared the action plans; prepared it incompatibility with the climate and structural arrangement of the corporation; who trained the employees, haven't acquainted employees with ample knowhow which enables to implement change and finally those assigned to access the important resource called information technology; they have not been doing as much as they should have done.

In empowering employees to decisional works to navigate change independently decreed at the top leadership at individual, team and organizational level; Due to the lower level leaders' authority parsimony; the individual employees and team representatives have not been empowered enough to act proactively to the visions opposite of the corporation's principles. But those who are out of lower level

leaders' controls; the reformers authorized at organizational level; do not face anyone to challenge them but they have not been exercising well feeling responsibility to institutionalize change.

In team forming in each directorate; the teams formed keeping their work integration; have not been effective in coordinating each other by harmonizing upon emerged conflicts; in cooperating by supporting each other in sharing one's challenge to another and in collaborating of discussing transformational issues properly while the directorate leaders and reformers are assigned to rectify these negative events instantly.

According to the HDCs' rule and regulation to build leadership trust in change management; the lower level leaders violate the decrees, by not responding quickly to teams' requests; violate the decrees in not being model example by implementing change themselves and violate the decrees by following a unfair discriminatory approach in seeing every individuals managed under them unequally.

Although the corporation has a plan to offer recognition and rewards to workforce per a certain periods racing each other, in lacking of a convincible developed parameters to measure the output of the each workers objectively, it challenged to implement it for fear of partiality among staffs and this case similarly affected the decision of giving the planned incentives based on individuals per contribution.

5.2 CONCLUSION

Looking at the above summaries; overall, the corporation's leadership is committed to manage change in observing each kinds of role practices expected from certain change leading organization. But the hindrance of effectively managing is sourced from its weakness of following up deeply the line of each change operation to identify the prevalent problem in such a way to take an action to mitigate it. If the leadership had done this properly, they would have been informed; and could have identified who was responsible for the failure of the effort exerted to the practiced change roles and the responsible person regardless of his/her duty to be taken into accountability. In respondents' view; evidenced the people delegated by the leadership group to care the initiative, are called the reformers at top responsibility of institutionalizing organizational change and next directorate leaders found at lower level per their department. However both reformers and other bodies do not discharge their responsibility well if so they have to be taken into accountability for their censure. Accountability is not just a matter of only imposing punishment against somebody; but to let him/her explain why he/she has not fulfilled his/her responsibilities properly and if the fail is in the extenuative condition to find a solution from multiple

alternatives .But the leadership comes into view of accepting the untruthful reports unwavering, that is counterfeited by other units in the vacuum of verifying the feelings of the workforces who are directly implementing change. In connection with the needed effort; the HDC leadership is usually investing heavily to bring about change, but only investing could not bring result; first it was important to get the workforces ready for change. A vital role has not been actually accomplished while it was supposed to take it into practice, so it was not able to escort the change effectively. The leadership might solve the problem over time, but it is clear from the findings that so far the leadership has not turned around to look at own gap to try in order to rectify the problem. Further according to secondary data findings, it is the leadership's weakness to blame only the subordinates for the failure of the change; at the outset, it was their failure to understand properly that it was the responsibility of the leadership to correct the staff's mind and bring them to the line of vision.

5.3 RECOMMENDATION

Based on the conclusion, spotlighted gaps in the corporation; the following recommendation are given to HDC leadership

- ✚ It is also strongly recommended for the leadership groups to adopt the culture of following up others' delegated bodies; the extent of their responsibility discharging; through visiting the teams exact feeling, perception and experiential challenge in operating the campaign.
- ✚ They have to align a firm responsibility on whether the delegated organs or implementing employees to their responsibility indifference which causes change hindrances.
- ✚ In the case of impediments sourced from organizational climates beyond of internally delegated or implementing bodies' managing ability; it is needed to carry out massive bench mark from change succeeding outside organizations and employing external professionals for supporting the internal units.

Suggestion for further research

The current study is not without implications for further research. The scope of the study could be expanded to include other public organizations. The results could be more informative if the views other similar organizations were included and compared.

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Appendixes

INTERVIEW QUESTIONS PROVIDED FOR TEAM REPRESENTATIVES

Addis Ababa university business and economics faculty department of management MSc in management specialized in total quality management and organizational Excellency Interview questions (English versioned)

I. The respondents' demography

- How is your current educational status?
- How long your service tenure in the corporation?
- When was your birth date?

II) The main semi-interview questions provided at the study

1. How was the level of effectiveness in the conduction of change initiative communicational process in the corporation?

- A. Inducting (raising) awareness about change initiatives to internal staffs.....
.....
- B. Inspiring a shared vision to internal staffs.....
.....
- C. In involving the employees to participate during the managers' sessions:
- D. The extent of advocating to external stakeholders about the change vision.....
.....

2. How effectively built the organizational capacity factors in order to enable change armies' to execute the initiatives easily?

- A. How is effectively prepared; the action plan used to guide change implement.....
.....

- B. How effective training and development scheme is conducted to entire change.....
.....
- C. How is the vital resources have been accessed in the change initiatives.....
.....

3. How empowerment is practiced in the corporation?

- A. How is employees' empowerment granted throughout the corporation.....
.....
- B. How is the team representatives have been empowered to mobilize members.....
.....
- C. How the established reform directorate experts are empowered and discharging expected..
.....

4. How is the effectiveness of the teams established in the purpose of transformational purpose?

- A. According to their coordination.....
.....
- B. According to their cooperation
- C. According to their collaboration

5. How is the entire subordinates' trust in the leadership's competency and code of behaved?

- A. The extent of their responsiveness to employees request on facing challenge.....
.....
- B. The extent of their exemplarity in implementing change beside employees.....
.....
- C. The extent of their devotion in prevailing fairness among staffs

6. How do you express the corporation's leadership effort to motivate employees' to change implementation?

* A. Does the corporation tool reward and recognition contesting each ones score properly?

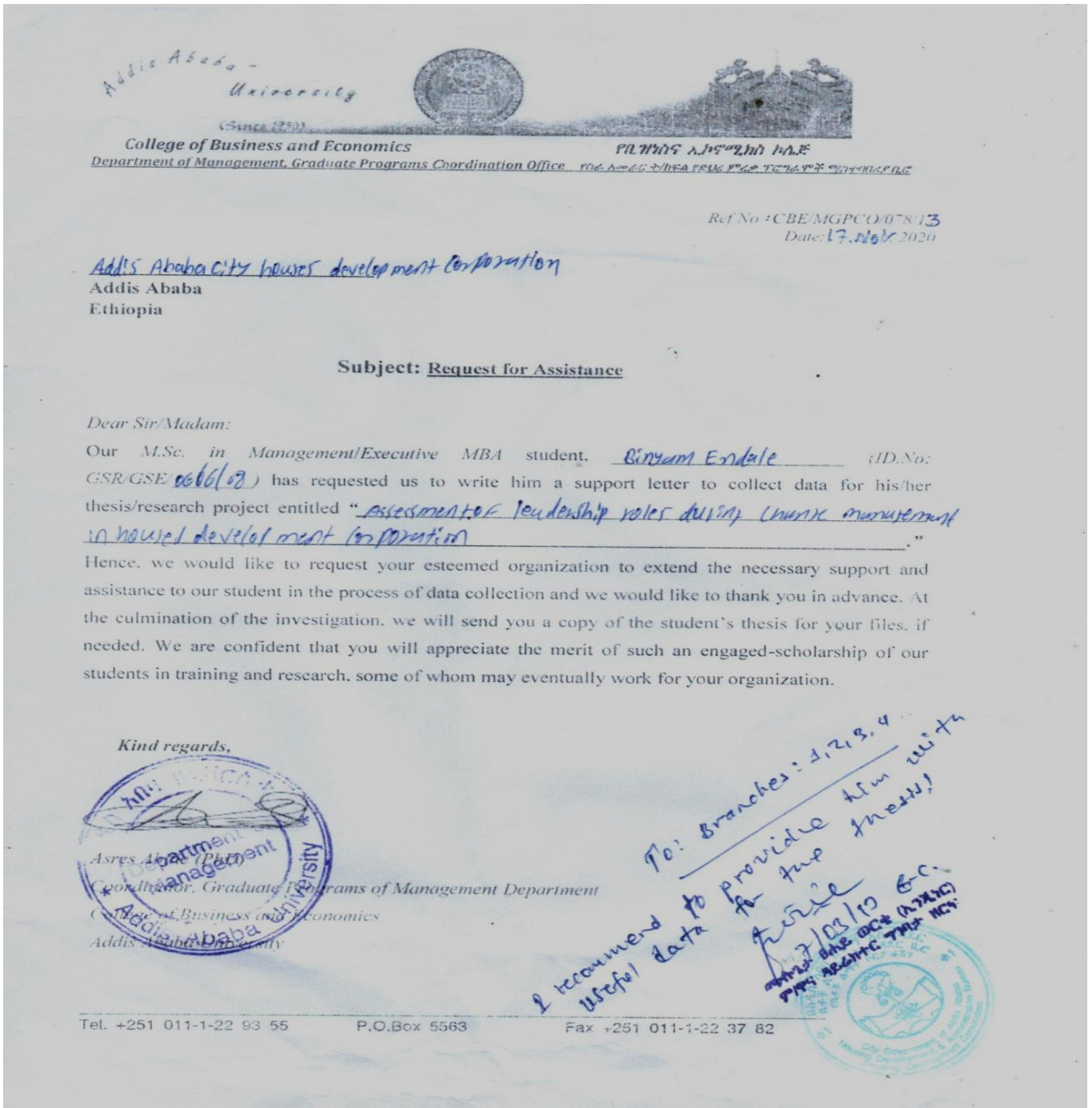
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B. Does your corporation provide enough incentive in response of your personal score.....

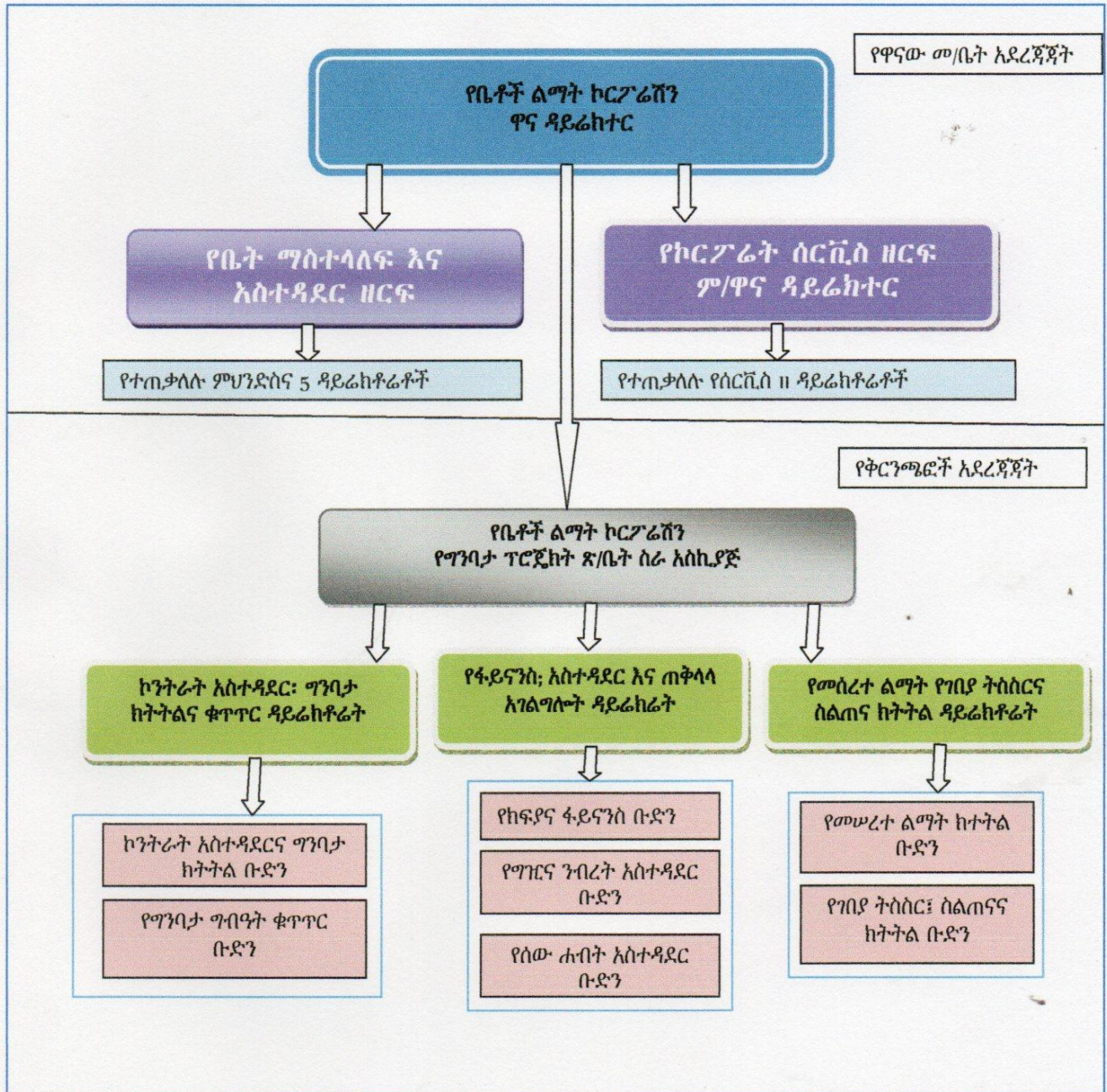
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Thank you for your sincer cooperation

The Addis Ababa city houses Development Corporation's approval of the research



Addis Ababa city houses project the head offices and branch offices uniform organizational structure devised at 2019 the fifth structural change



Some selectively viewed villages constructed by Addis Ababa city houses Development Corporation

