

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS**

SCHOOL OF COMMERCE



**Factors influencing implementation of change
interventions at Ethiopian Electric Utility (EEU):**

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A Research Project Submitted to

Office of Graduate Studies Master of Business Leadership
Program

Presented in Partial Fulfillment of the requirements for the
award of Master of Business Leadership (MBL)

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Addis Ababa, Ethiopia

June 2021

DECLARATION

I, the undersigned, hereby declare that the work contained in this research study paper is my individual original work and that I have not before in its entirety or in part submitted at any university for a graduation thesis paper.

Signature: _____

Date: _____

ENDORSEMENT

This is to Certify that the research project prepared by Asmamaw Baye, entitled: Factors influencing implementation of change interventions at Ethiopian Electric Utility (EEU), submitted in partial fulfillment of the requirements for the degree of Master of Business Leadership (MBL) complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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ABSTRACT

Considering the continually growing need for change in today's environment, handling changes within organizations has turned out to be extra important than ever before. Electricity has become a vital part of the societies however, poor service delivery, frequent power interruptions and delayed responses to the problems encountered are continuous problems of the Ethiopian Electric Utility (EEU). Even though the organization tried to implement Change management interventions such as Business Process Reengineering (BPR) when it was as part of the Ethiopian Electric Power Corporation, Kaizen and Balanced Score Card (BSC) with radical change, yet the expected results and outcomes did not achieve as planned. These poor deliverables by the organization brought an impact on economic, social, political and image of the organization in general. The research approach was Mixed (both Qualitative & Quantitative). In quantitative research, samples of a population particularly staffs of the organization under study were questioned and interviewed to establish its characteristics and for qualitative survey three directorates (Process Excellence, Change & Good Governance Directorate, Procurement, Logistics, Property & facility Directorate and Corporate Planning Directorate) were selected and one director from each directorate and one officer from one directorate interviewed using interview guides. The research project was based on explanatory research design and with Stratified Random and purposive sampling techniques. The study concludes that leadership commitment, leadership involvement, employee participation, employee competency and organizational culture plays a vital role in BSC implementation, and they have statistically significant association with the BSC implementation. The study recommended that while implementing BSC Organization should ensure effective and efficient leadership involvement, Leadership commitment, appropriate training and staff development to improve employee competency, appropriate organizational culture, role of organizational cultures has to be aware among the staffs and stakeholders. Leaders and management of the organization should also appreciate and include employee participation.

Key words: *Change intervention, BSC implementation, Leadership involvement, Leadership commitment, Employee competency, Employee participation, Organizational culture.*

ACKNOWLEDGEMENTS

I would like to express my profound gratitude to my Advisor Solomon Markos (PHD) for giving kind advices, for his detail review of my draft proposal and final thesis followed by his respective crucial feedbacks given for the successful understanding and preparation of my proposal and thesis project, his kind detail advices made me not only to accomplish my thesis project but also it initiated me to develop more interest to proceed further studies on such similar fields for my future career. Second Ethiopian Electric Utility Personnel especially Mr. Esubalew Tenaw, Ethiopian Electric Utility Process Excellence, Change & Good Governance Directorate Director, Mr. Esayas Dender, Ethiopian Electric Utility Procurement, Logistics, Property & facility Directorate Director, Mr. Solomon W/Tsadik, Ethiopian Electric Utility Corporate Planning Directorate Director for their willingness for discussions, for providing relevant information and collaboration for further cooperation for questionnaire distribution and giving their time for interviews. Third to my friend Mr. Mesfin H/Mariam for his good initiative and empowerment me to do my best. Fourth to Almighty GOD, nothing is possible without him.

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CHAPTER 1: INTRODUCTION

1.1 Background of the study

According to Smits and Bowden (2015), change is universal: Human bodies change during life cycle, similarly the physical, economic, technological, social and surroundings in which human live. Then it would come as no astonishment that the organizations at which we involve also change. It is designed to change and that is the reason human hire leaders and managers and allocate them accountabilities to be agents of change. Change in Organization poses major challenges. Change by itself is changing; evolving in ways that bring new rules, new methodologies for winning, and more dynamic complexity.

Coetzee, Visagie and Ukpere (2014), depicted that the reality these days is that organizational institutions and leaders are challenged with unrelenting demands for change. Globalization, effectiveness, and ever-changing business surroundings have pushed organizations to continually consider advanced changes. The challenge nowadays is for leaders to be able to decrease the resistance to change, thus letting for effective change navigation. It is therefore essential to be mindful of the different tactics to change to ensure that effective change can be successfully applied.

As stated by Coetzee, Visagie and Ukpere (2014), an achievement of any change intervention depends on the quality and capacity of the leadership in the organization. Thus, it is important to remind that leadership is an enabler of any kind of change, Globally, on entire fronts, whether politically, economically and socially, it looks as if there is an increasing and rising crisis with respect to leadership.

According to Tadesse (2019), the Ethiopian Government has introduced consecutive public-sector improvement initiatives in the past couples of years. However, initial studies and observation disclosed that such efforts were not achieved their targets of improving the operational efficiency and effectiveness of the public sector to the required level, it has been found that the public-sector improvement reform programmes were top down, lacking the essential ownership from the side of lower-level leadership and employees. Consequently, the public-sector improvement reform programmes were not well-known and did not play a sensible level of commitment at the lower level of the hierarchy where the reform process and efforts supposed to be brought down on the ground for execution and institutionalization.

As said by Adenike, Omotayo and Abolaji (2013), while an organization is implementing change, what role does human resource plays? Organizational changes are driven top down and began largely due to strategic business goals which an organization needs to realize. The role of human resource is to anchor the management of the change process and assist the transformation across all players including teams and work dimensions.

As stated by Hudson, Hunter & Peckham (2019), there is a growing awareness that policies do not fail or succeed by themselves. Within difficult messy systems, it is not clear how to ensure efficient policy design and implementation. Although, instead of just let policies drift into total or even partial failure, regimes are now starting to take an interest in ways in which the policy process particularly the implementation stage can be reinforced and supported.

According to Shahbandarzadeh, Salimifard. & Saeedi (2012), findings regarding business processes reengineering (BPR) projects in Iran and many other countries disclose that the most essential and fundamental changes on processes did not implement, it only remain as a suggestion. Thus, before trying to redesign and re-engineering business processes, variables and factors affecting the evaluation of organizational readiness for the re-engineering process should be known to improve situations and building good infrastructure to implement re-engineering projects.

Hoang, Dinh, Tran & Nguy (2018), stated that Balanced Score Card (BSC) is perhaps one of the most essential recent accounting innovations. It is supposed to improve organizational performance by letting top leaders to manage their companies process resulting better competitive financial performance and market position.

According to Tadesse (2019), after the structural changes that was started in the beginning of the 1990s, government of Ethiopia deployed reform tools to improve civil service delivery by governmental organizations and institutions in the country. The reform tools comprised of BPR, BSC, the introduction of change army, Citizens Charter and deliverology.

1.2 Statement of the problem

Beyene (2015), described that Institutional transformation and new organizational changes need effective leadership to know the new directions and to build impetus. With this intention, since the early days of the 1980s, as an innovative insight of the optimal organizational arrangement and techniques of institutional management, governments have been observed in reforming their civil service.

According to Ayee (2001), among the factors that determine the failure or success in Civil Service Reform includes high level political administrative obligation; the initiation and participation of civil servants in a bureaucratic system that is very weak to enforce central top-down reform.

As stated by Repucci (2014), one of the most intractable yet essential challenges for governments and their allies now a day is Civil service reform. Though, civil service reform has largely failed. Yet the present understanding of how best to encourage civil service reform has improved, it remains largely inadequate due to a combination of complexity of the topic, lack of agreement on the objectives, and failure of practitioners to reveal on their skills and then distribute the results.

Duressa and Debela (2014), depicted that government of Ethiopia has shown commitment to advance public service leadership by introducing different initiatives under the scope of Civil Service Reform. But public service organizations' undertakings highlighted a number of operational deficiencies in terms of efficiency, effectiveness and a leadership practice has not been as it was expected. The main findings shown that the changes in Ethiopia enabled to make demanding society for efficient services. Though, leadership effectiveness is not with in the required level to advance public service organizations in terms of striving for effective performance so as to be universally competitive and manage changes. Lack of communication to the vision and motivation, the commitment to reform is criticized as insufficient, since several organizations are lacking visionary leadership, the accountability relationship among public service providers and government has not been explained. There is high degree of differences among managers of various levels in the sector of organizational performance.

Geneti (2014), illustrated that Ethiopian government is trying to bring organizational transformation since 1994, by using various change tools. Balanced scorecard is one of the change tools that applied in public sectors since 2010. However, the outcome was not as adequate as intended. The author concluded that top management commitment was insufficient to successful implement BSC and working culture of the organizational bureaus were unfavorable to successful implement BSC. In addition, the author added that infers that perception and understanding of employee towards BSC implementation was one of the difficult factors. Employees perceive that, it is not management tool, it is political tool, their interest does not accommodate, and it is too much of paperwork. This impedes the effective implementation of BSC.

Gaps Observed: most of the factors that influence implementation of change interventions were addressed and recommendations were provided as per the reviewed articles. The observed knowledge gaps between the information retrieved from reviewed article and the proposed research study was that, why leadership commitment is less in change intervention implementation were not well addressed, employee capacity and development were not briefly addressed and even how essential it was really were not addressed very well. Follow up and documentation were not addressed very well. The value of feedback during employee training and leaders' awareness were not addressed and considered very well.

The Ethiopian Electric Utility have been implementing Change management interventions such as Business Process Reengineering when it was part of Ethiopian Electric Power Corporation, Kaizen and Balanced Score Card (BSC) with radical change, continuous improvement assumptions and strategic planning and management system respectively, however the expected results and outcomes did not achieve as planned by the organization.

As per the preliminary interview with two directors, even if the utility tried to implement different kinds of change management interventions, such efforts were far from achieving their targets of improving the operational effectiveness and efficiency of the utility to the desired level.

Quality of services provided by the utility, the power delivered, and the overall organizational business activities are very poor and insufficient, there are frequent unscheduled power interruptions and poor rehabilitation activities, in addition the organization faced huge amount of power and financial losses, there is no acceptable financial audit reports in the organization. The organization tried to implement change interventions as explained above, however still the change implementation interventions did not achieve what it intended for.

Change management is now a day is one of the most sought-after business management technologies. Usually, change management is called the most difficult part of a managerial work that needs great skill. This is especially relevant in the context of modern business, when deep, almost constant changes are in principle considered a factor that is very important for a company to adapt to the changing demands of the market and the global economic situation.

Therefore, the research project was focused on identifying the main factors that influence implementation of change intervention at Ethiopian Electric Power Utility especially the balanced Score Card (BSC) intervention which was supposed to get fresh information since the

intervention is still under implementations (as per the preliminary interview with two directors as well as an information from the qualitative discussion) and tested how they correlated with the overall implementation of change intervention and recommended for the future improved implementation of change intervention. Consequently, organizations, leaders, management members and respective stakeholders will focus on positive and significant part of the influencing factors while implementing BSC in the organization under study.

1.3 Basic Research Questions

Basic research question of the research thesis project includes: -

1. What are the factors affecting the implementation Balanced Score Card?
2. To what extent those factors are affecting the implementation of Balanced Score card?
3. How is the implementation of Balanced Score Card affected by the identified factors?

1.4 Objectives of the study

1.4.1 General Objective of the study

To assess the practice of change interventions in Ethiopian Electric Utility (EEU).

1.4.2 Specific objectives of the study

- To examine the influence of Leadership commitment in implementation of Balanced Score card in Ethiopian Electric Utility (EEU)
- To determine the influence of Leadership involvement in implementation of Balanced Score card in Ethiopian Electric Utility (EEU)
- To investigate the influence of Employee competency in implementation of Balanced Score card in Ethiopian Electric Utility (EEU)
- To found out the influence of Organizational Culture in implementation of Balanced Score card in Ethiopian Electric Utility (EEU)
- To examine the influence of Employee participation in implementation of Balanced Score card in Ethiopian Electric Utility (EEU)

Definition of Terms:

- Business Process Reengineering (BPR) as defined by Tadesse (2019), Business process reengineering is seen as being at the more ‘radical’ end of reform initiatives, pursued by countries especially interested in importing.

- Kaizen: Service improvement, according to Imai (1986), *kaizen* is a concept meaning an ongoing improvement involving top management, managers and workers.
- Balanced Score card (BSC) defined by Tadesse (2019), BSC is being used as a planning, change management and communication tool and is also considered as an opportunity to embed strategic management principles into the strategic plan.

1.5 Significance of the study

The study will give information about the factors that influence implementation of change intervention and their associations in Ethiopian Electric Utility as well as the possible recommendations to alleviate such influencing factors in the short- and long-term plan. The proposed study had both practical and theoretical benefits. Stake holder who will benefit from the study will be, the organization, employees in the organization, the customers and scholars.

Theoretically the significance of the study on factors influencing implementation of change intervention especially Balanced Score card (BSC), BSC is an acceptable tool to choose a balanced set of indicators and objectives that reveal the strategic vision of the company, helping organization to achieve its stakeholders' interest, to clear and communicate strategic objectives and to assess their implementation, it converts the mission and strategic objectives into actions, allows employees and leaders to communicate with each other and observe their contribution in line with organizational mission, empowers improvements in the quality of the services delivered and perpetual feedback and learning. Thus, it will represent an equilibrium between external measures associated to stakeholders and customers and internal measures associated to critical processes, such as invention, learning and development. In addition, the study will be important for scholars, it will provide new outlooks of information and initiation for further enriching the subject studied.

Practically employees will get awareness about the change intervention, internal process will be improved, innovation increases, and knowledge of the individual employee will also increase, the return of the organization will increase, accordingly employee benefit will increase. Customers will get fast and quality services; customers will satisfy; image of the organization will improve as well.

1.6 Delimitation/scope of the study

The scope of the study was focused on Ethiopian Electric Utility (EEU) Head Quarter.

Conceptually, even though the organization tried to implement Change management interventions such as Business Process Reengineering (BPR) when it was as part of Ethiopian Electric Power Corporation, Kaizen and Balanced Score Card (BSC) with radical change, continuous improvement assumptions and strategic planning and management system respectively, the study was mainly focus on Balanced Score Card (BSC) since the intervention is still under implementation by the organization under study and fresh information for the proposed study was accessed. The change intervention influencing factors for the study includes leadership commitment, leadership involvement, employee competency, organizational culture, and employee participation.

The methodology utilized in this research was delivering the necessary procedure for finding the information required to structure the research questionnaire, gather data, analyze the data, and interpret and present the results.

The research approach was Mixed (both Qualitative & Quantitative). In quantitative research, samples of a population particularly Ethiopian Electric Utility Head Quarter employee was questioned to establish its characteristics and for qualitative survey three directorates (Process Excellence, Change & Good Governance Directorate, Procurement, Logistics, Property & facility Directorate and Corporate Planning Directorate) were selected and two managers from each directorate were interviewed using interview guides. The geographical scope of the study was held in Ethiopian Electric Utility Head quarter located around Paise in front of Degoul Square, Addis Ababa Ethiopia.

1.7 Limitation of the Study: -

Due to financial and time constraints as well as covid-19 impacts, the study was not cover other regional branch offices, even though the problem was expected to occur in all regional cities and towns.

1.8 Organization of the Study: -

The research thesis contained: - Title page, Declaration, Signature page, abstract, acknowledgment, and table of contents as a preliminary and: -

CHAPTER 1: - Introduction, this includes: -

- Background of the study, Statement of the problem, Basic research question, Objective of the study, Definition of terms, Significant of the study and Delimitation/scope of the study

CHAPTER 2: - Literature Review which includes: -

- Introduction, Theoretical review, Empirical review, and Conceptual framework

CHAPTER 3: - Research Methodology which includes: -

- Type and design of the proposed research, Subjects/participants of the study, Data sources, Data collection tools/ instruments used, Data collection procedure and Data analysis method.

CHAPTER 4: Results and discussions that includes: -

- Summary of results and Discussions

CHAPTER 5: Summary, Conclusion and recommendation which includes: -

- Summary of findings., Conclusion. and Recommendations.

CHAPTER 2: LITRATURE REVIEW

2.1 Introduction

The chapter presented literature review of the various research that were done by several scholars for the subject related to factors influencing implementation of change intervention. The chapter includes theoretical review, empirical review and conceptual framework.

2.2 Theoretical Literature Review

According to Bugubayeva, Sansyzbayevna & Teczke, (2017), now a days Change management is one of the most sought-next to business management technologies. Frequently, change management is named the most problematic part of a manager activity, which needs complex capabilities. Building on the work of the early theorists, change has been reliably conceptualized in two fundamental ways. The first realizes change as a strategic and rational process where the organization selects a new course of action and familiarizes to change. The second approach sees change as an evolutionary selection, wherever organizations typically counterattack the change happening around them (Ann & Fennell, 1995). This is parallel to prior viewpoints – organizations familiarize through tactical processes, or they fail to realize the need for change and are substituted.

Bugubayeva, Sansyzbayevna & Teczke (2017), concluded that it has to be noticed that none of the methods and models for a change management is the perfect one. The choice of a specific approach should be based on thought of actual circumstances, as well as when integrating many models.

Aldemir (2010), illustrated that all organizational change efforts include people related issues. Most attention is frequently given to the organization in terms of processes, structure, tools, policies, measurements and procedures. According to the author there are a number of theories tried to clarify why and how organizations change. Burnes (2007), is one of the most quoted theorists of organizational change who established a three-stage process: “unfreezing, mobilizing, and refreezing”. The “unfreezing” stage is named involved overcoming inertia and disassembling the present mind set. In the “mobilizing” stage, the change arises. Subsequently the footsteps of Lewin, new theories were established to describe organizational change. van de Ven and Poole (1995), recommended four ideal-type developmental theories that comprises “life cycle, teleology, dialectics, and evolution”. These four theories exemplify essentially different explanations of organizational change. van de Ven and Poole (1995), introduced a

typology of four ideal-type theories of development and change of an organization: “life cycle, teleological, dialectical and evolutionary”. These four theories have rich knowledgeable traditions and propose fundamentally different justifications of change and development processes. An Individual theory relies on a various motor of change, that can be mapped as a unique action cycle. Though, observed change and development processes in organizations frequently are too complex than any one of these theories proposes because circumstances may exist to trigger inter- play among many change motors that produce mutually supporting cycles of change. Although each type has its own internal logic, complexity and the potential for hypothetical confusion get up from the interaction among different motors.

Aldemir (2010), concluded that although larger system levels and groups of studies have great importance in the successful change, personal characteristics should not be ignored to realize employees’ responses to the process and develop more rational strategies. As every individual has diverse understandings and acts differently, it is tough to develop broadly applicable individual level model.

Swanson and Creed (2014), disclosed that force field analysis, as first defined by Kurt Lewin, is a sophisticated model. In the analysis of an organization, a creeping interpretation of the force field idea has been noted since his death. Generalizations of complex circumstances in the field run the risk of unsuccessful decisions being made. Complication and dynamism can be better unified into understanding the process and vector of change. Though additional development work is needed, there are signs that field theory, in its more sophisticated form, verified in this article, it can be considered as a dynamic change management tool rather than just for plotting static situations as a tool. The mere reality of knowing such a tool exists will let individual to agree the well complexity of the parallel nature of change and stability. It will provide reliability to more suitable prospects for organizational change.

As stated by Gerbec (2017), change of an organization is a process that will obviously handle unpredicted situations. Though, within the traditional management literature of organizational change, a focus on unpredicted incidents during change processes is not common.

According to Gerbec (2017), literature of the organizational changes have to a large degree adopted a leader-centric emphasis on change processes. The emphasis is largely on transformational leadership and inspirational visions along with an employee-centric attention representing how employees makes their attentions regarding embracing or refusing the change.

As explained by Nastase, Giuclea and Bold (2012) the change management comprises the organizational change controls and its flexible adaptation to the constant changes. According to the authors there is no generation from anyplace in the world, cannot expect to grow by the same political, economic, social and psychological patterns as the earlier generations. In a world of a constant motion and change, there is nothing more stable than the change: It is an important to forecast the change, to entertain for the change, to act on the change process accordingly it will be revealed in positive results. The change management scenario in the organization is precisely in view of that fact.

According to Todnem (2005) it can be argued that the effective management of change is vital to any organization so as to stay alive and proceed in the present high competitive and constantly evolving business environment. Yet, approaches and theories to change management now days are available to academics and practitioners are often inconsistent, mostly missing empirical evidence and not supported by challenged hypotheses concerning the nature of contemporary organizational change management.

Heckelman (2003) depicted that so as to react to the fast pace of social, political, economic, as well as technological forces, organizations should be nimble at efficiently responding to challenges and taking opportunities. Many organizations and respective leaders fight with developing and implementing all types of large-scale change.

As stated by Pa'dua et el. (2013) it is recommended that the enhancement team must choose for the use of the current reality tree technique when a wider process diagnosis is necessary. Consequently, the team can anticipate the best understanding of structural problems of the process and the root causes empathy that influence the effectiveness and efficiency of the process. The use of process modeling should be selected when the team is previously conscious that the major failure of the process is related to by what means the process activities are organized and the flow of information established. Via the analysis of the modeling, the team is being able to focus on localized improvements.

2.3 Empirical Literature Review

Costantini, Landi and Bonazzi (2019), described that the balanced scorecard (BSC) has given significant attention, by companies and researchers, for its potentiality in alleviating the drawbacks of traditional management accounting tools and assisting strategic management. Through a broad approach, the balanced scorecard combines old-style financial measures

providing the results of earlier taken actions with non-financial measures involving three performance perceptions: internal processes, customer, and learning and growth planned as the drivers for making long-standing shareholder value.

As of the current analysis, a larger diffidence towards the use of the BSC has arose among the smaller companies, that show that the BSC could be perceived as an unimportant instrument and a barrier in their business processes.

According to Abate and Mengesha (2020), in Ethiopia an introduction of kaizen doesn't have a long history as compared to the rest of the change tools like business process reengineering (BPR). The Ethiopian government chose Kaizen as a strategic change tool essential to advance the competitiveness of organizational business activities in the country. Though, in addition government's effort and temporal hype, business organizations are not effectively applying the change and able to benefit from the advantage that intended for. To implement kaizen successfully, organizations should create favorable environment for teamwork. Since the application process involves everyone, employees should have multi skills to be able to recognize and work with kaizen philosophy as it needs a versatile work force.

Tadesse (2019), described that the Ethiopian Government has introduced continuous public-sector improvement initiatives in the previous few decades. Yet, preliminary studies and observations shown that these efforts were far from meeting their goals of improving the operational efficiency and effectiveness of the public sector to the preferred level. Results shown that the reform programmes were top down, hasn't the required ownership from the side of employees and lower-level leadership. Consequently, the reform programmes were not famous and did not possess a reasonable level of commitment at the lower of the hierarchy where the efforts of the reform were to be brought down on the ground for application and institutionalize. The programmes of the reform were introduced in step with the acquainted as a market-led economic arrangement and as a part of a structural change Programme in 1991.

Omidi and Khoshtinat (2015), described that "BPR" is a process that is used for fundamental changes in organization and places a huge emphasis on changes in the process of an organizational labor and behavioral components. For the effective implementation of this course, there is a requirement for radical change in a way that it is guaranteed that this change is suitably conceptualized, Board of Directors justified the company's personnel, and its execution culture is established in the organization.

It concluded that according to the examined hypotheses, it was noted that the more the staff establish, the well relationship with their job, and in addition the more the employers have a sense of confidence to their employees and there is an appropriate designation of authority, individuals will be involved more and thus, their ability will be improved, and the organization will move toward development. Motivating individuals and organization to accept created changes is achievable through training, communicating with each other and firming the spirit of innovation is possible through encouraging providing new ideas, the creation of a suitable environment and reducing resistance to new changes.

Hanif, Khan, and Zaheer (2018), illustrated that Business Process Reengineering is a method towards changing the traditional approaches of working and reforming the process workflows in an effective and efficient manner. Any emerging new business process calls for a change is always greeted with confrontation in an organization. There are many factors accountable for such a reaction but here in this study the emphasis is on organization and human related factors and the influence of IT training and their role in clarifying organizational confrontation and its influence on BPR implementation.

As stated by Hanif, Khan, and Zaheer (2018), in spite of the development of dozens of methods and frameworks for measuring intangible assets such as knowledge and intellectual capital, question raises whether the inside measurement of intangible assets for management purposes is related with higher performance. Investigation also highlights the role of balanced scorecard in the successful management of change. It concluded that now a day, the Balanced Scorecard's worldwide appeal as a management tactic is better established. BSC delivers a pictorial framework that connects strategic objectives of the organization across these four perspectives. Change is more probably to happen when a strong reason for it exists. Any change activity brings both short-and long-term influence on the performance of an organization. The findings of the study show that Indian organizations have combined the dimensions of BSC as a measurement tools of the performance of the organization and use it to make change and improve performance.

As said by Coetzee, Visagie and Ukpere (2014), success of any change intervention relies on the organizational leadership. Thus, imperative to note that leadership is an empowerment of any kind of change. Organizations need transformational leadership for the effective implementation of any kinds of change intervention.

The pervasiveness nature of change is observable in every direction of human action. Turbulence and rate of change and innovation because of competitive pressures are obvious at organizational level. The fact about change is that it comes in several various forms and levels of complexity. The authors concluded that Change arises in various forms and will not ever remain the same. It will grow, bring about new challenges and will continue to push our margin of reference. One fundamental clear thing is that change remains the utmost challenging part of any leadership scenario.

von Thiele Schwarz, et al (2016), explained that shared intervention methods that are drive in existing organizational structures might improve the effectiveness and efficiency of an organizational interventions, however concrete tools are missing, the best standard for intervention assessment has been the process of randomized controlled trail.

The finding shows the importance of considering the use of particular tools, in this case kaizen, for applying organizational interventions.

Osano & Okwena (2015), depicted that organizations that have applied the business process reengineering (BPR) have faced many challenges throughout implementation especially reluctance and resistance to change. The authors concluded that management commitment influences performance of BPR project at the company under study to a great extent. Employees were communicated primary enough on the business processes, the requirements for change were precisely communicated to them and they found the interaction and discussion of the change very efficient in ensuring constructive implementation of BPR and the authors recommend that BPR efforts would be typically implemented in the most efficient manner through better leadership and management, this is the reason that top management support, commitment, sponsorship, championship, and efficient management of risks are the most clear managerial activities that seem to directly impact the success of BPR implementation.

According to Shahbandarzadeh, Salimifard, & Saeedi (2012), findings of business processes reengineering (BPR) projects in Iran and other several countries disclose that the most fundamental and essential changes on processes did not apply and remain only as a suggestion. Since the absence of inattention to recognize the factors affecting the measurement of willingness of an organization for processes re-engineering, it aggravates the time and cost needed to implement reengineering projects. The authors concluded that identification of abilities, effective factors of success or failure of BPR project has had a vast influence on the

results of the study. In Iran BPR is used in many institutions and organizations such as Customs, Railways, and Oil and Gas companies. Yet, the results of BPR projects not being used in practice and remain as suggestions.

As stated by Al-Kassem, Bakri. & In'airat (2013), total quality management (TQM) is a tactical commitment to make quality and to get customer satisfaction a guiding factor in all activities an organization does. The authors concluded that TQM is a continuous process to improve the quality and performance of organizational activities that will meet customers' expectations. It can be achieved when suitably planned and applied quality activities that consist of managing quality development and design, quality control and maintenance, quality assurance and quality improvement.

Kavanagh and Ashkanasy (2006), illustrated that finding show that in many circumstances the change that occurs due to merger is imposed on the leaders themselves, and it is frequently the pace of change that hinders the efficient re- engineering of the culture. In this regard, the achievement or else of any merger hinges on the perceptions of individual, about the manner in which the activities are managed and the way in which the culture is moved. Communication and a clear change process are essential; this will often decide not only who will be regarded as a leader but also how a leader will be regarded.

Several organizations that have applied the business process reengineering (BPR) have faced many challenges during application particularly reluctance and resistance to change (Osano and David, 2015).

Arumsari, Rachim and Aamer (2019) addressed the gap of what are the major factors influencing the implementation and transferability of Kaizen in a non-Japanese culture? Based on literature findings and practices the authors identified six major factors: employee participation and discipline of employees, personal Initiative and eagerness of employees, organization structure, top management commitment and organization culture. The results of the study were also intended to help other developing and least-developed countries in adapting how to implement the Kaizen philosophy, by adopting the developed framework.

Rashid, Sambasivan and Rahman (2004) reviewed about the influence of organizational culture on attitudes toward organizational change, the conclusions revealed that there are relationships among organizational culture and the affective, behavioral and cognitive tendency of attitudes towards organizational change. The result also indicated that variety of organizational cultures

have different levels of perception of attitudes toward organizational change. This indicates that certain kinds of organizational culture might facilitate the acceptability of change, whereas other kinds of culture might not accept it.

According to Nielsen & Randall (2012), attempts to adopt theories regarding teamwork usually do not lead to those theories being put into practice, consequently helpful results are not always found. The participation of employees in the adoption, development and implementation of an intervention may support to guarantee that changes take place. According to the authors pre-intervention stages of autonomy and job satisfaction forecasted the level of employee participation in the planning stages as well as in the implementation of the intervention. Pre-intervention welfare and social care were linked directly to the level to which workers reported changes in existing work activities concerning teamwork. Furthermore, participation and changes in work dealings were significantly interrelated with post-intervention autonomy, well-beings and social support.

Valeri, Matondang and Siahaan (2020) reviewed about the effect of employee participation and employee readiness on employee commitment to facing corporate strategy (spin off) through organizational support as a moderating variable. Based on the findings the authors concluded that, employee participation and employee readiness have encouraging and major effect on employee commitment in the organization studied. Organizational support is important in moderating the impact of employee participation on their commitment in the organization. The authors also point out that organizational support is essential in moderating the effect of employee readiness on their commitment in the organization.

2.4 Conceptual Framework

Globally the rate of organizational change has not slowed in recent years and may even be increasing. The fast and continual technological innovation is driving changes to organizational schemes and activities. The startling growth of the internet a witness, which is allowing much quicker and simple access to knowledge.

Organizational culture is an idea which describes the beliefs, experiences, attitudes, and values of an organization. Cultural differences have many influences on human behavior and hold likely for misunderstandings in business contacts, which might become obstacles to organizational change (Wiener, 1998).

According to Meyer and Stensaker (2006), organizations need to develop capability for change, by development and allocation of change and operational capacities that bear long term performance.

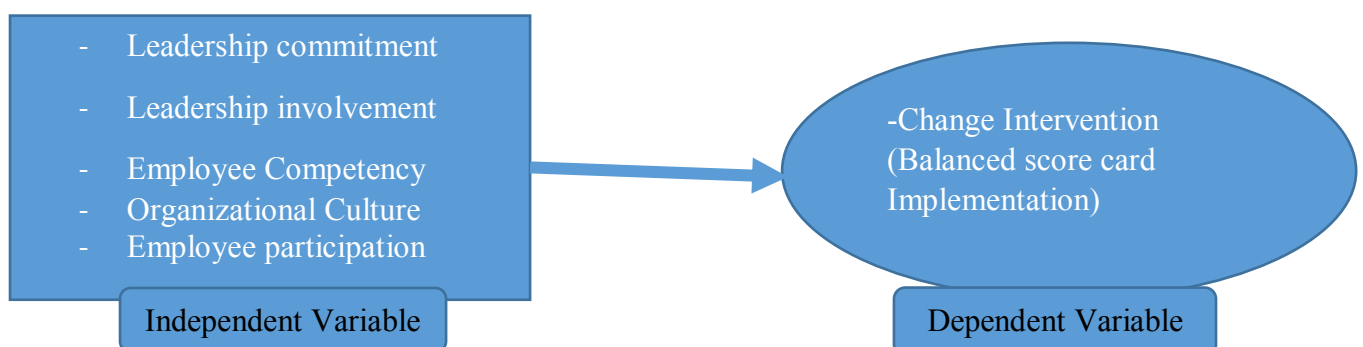
According to Todnem (2005), it is obvious that change is an ever-present element that affects the whole organization. There is an obvious consensus that the pace of change has never been bigger than in the present continuously evolving business atmosphere. Hence, the efficient management of change is a highly required competent knowledge.

As stated by Tadesse (2019), findings regarding public service reform in Ethiopia verified that the reform contributors as well as the process owners in the application and implementation activities were allocated based on political commitment rather than merit. Clearly, such an absence of commitment to merit demoralized those experts with the required abilities to make ends meet, forming a shadow on the efficient reform implementation efforts.

Even though Ethiopian Electric Utility (EEU) tried to implement Change management interventions such as Business Process Reengineering (BPR), Kaizen and Balanced Score Cared (BSC) with radical change, continuous improvement assumptions and strategic planning and management system respectively, the expected results and outcomes did not achieve as planned as mentioned above.

Hence the thesis research project was focused on identifying the main factors that influence implementation of change intervention particularly balanced Score Card (BSC) at Ethiopian Electric Utility and tested how they have correlated with the change intervention, particularly the balanced score card and recommended the possible scenario for the future better implementation of change intervention.

The factors of the thesis studied that influence an implementation of change interventions particularly balanced Score card (BSC) at Ethiopian Electric Utility (EEU) are explained in the following diagrams: -



2.5 Research hypothesis

The study proposed the following null hypothesis (H0) and alternative hypothesis (Ha) tested using Pearson's correlation and multiple linear regressions.

H10: Leadership involvement has no positive and significant influence in BSC implementation.

H1a: Leadership involvement has positive and significant influence in BSC implementation.

H20: Leadership commitment has no positive and significant influence in BSC implementation.

H2a: Leadership commitment has positive and significant influence in BSC implementation.

H30: Employee Competency has no positive and significant influence in BSC implementation.

H3a: Employee Competency has positive and significant influence in BSC implementation.

H40: Employee participation has no positive and significant influence in BSC implementation.

H4a: Employee participation has positive and significant influence in BSC implementation.

H50: Organizational Culture has no positive and significant influence in BSC implementation.

H5a: Organizational Culture has positive and significant influence in BSC implementation.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is the step-by-step procedure, it is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. It is used to determine a solution to a particular problem. The methodology utilized in this research was provided the necessary procedure for finding the information required to structure the research questionnaire, gather data, analyze the data, and interpret and present the results. methodologies applied are listed here under in the following sections.

3.2 Research Setting

The research has taken place at Ethiopian Electric Utility (EEU) head quarter regarding factors influencing implementation of change interventions, and the location of the organization is: - Piassa, Cunningham St. in front of Degoul Square, Addis Ababa, Ethiopia. The Utility company is engaged on Power distribution, selling of electricity, rehabilitation and maintenance of distribution line networks, construction of medium and low voltage distribution lines, customer connection and customer complaint handling.

3.3 Research Approach

The research approaches were Mixed (both Qualitative & Quantitative). In quantitative research, samples of a population were questioned to establish its characteristics. It included the generation of data in quantitative form that were subjected to quantitative data analysis in a proper and rigorous manner and in the form of a data base that realized characteristics or relationships. In qualitative research three directors and one officer from the three directorate were interviewed with interview guides and the information gathered from the participants were analyzed using content analysis.

3.4 Research Design

The research project was based on explanatory research design; the major purpose of explanatory research is it focuses on explaining the aspects of the study undertaking in a detail manner. So that the research project explained and considered factors influencing implementation of change intervention particularly balanced Score card (BSC) in Ethiopian Electric Utility (EEU).

3.5 Population and Sampling

3.5.1 Target Population

The research populations were comprising of both management and non-management members of Ethiopian Electric Utility personnel of the head quarter.

3.5.2 Sample Size Determination

A sample is a portion of the population selected for analysis. The sample size was determined based on the following Slovin's sampling formula.

$$n = \frac{N}{1 + N \cdot e^2} \dots\dots\dots \text{Equation 1}$$

Where:

- N = total number of populations
- n = number of sample size
- e = error margin / margin of error, at 95% confidence level was taken and e = 0.05

In case of Quantitative Sample Size Determination: -

Total Number of populations = 485

Number of sample = $485 / (1 + 485 \cdot (0.05)^2) = 485 / (1 + 1.21) = 220$ (two hundred twenty), In case of qualitative interview, one director from three directorates and one officer from one of these three directorate were selected and the total management members discussed were 4 (four).

With proportionate stratification, the sample size of each stratum is proportionate to the population size of the stratum.

$$n_h = (N_h / N) \cdot n$$

Hence, number of the employee is 403, number of managements is 82, so that the stratified sample become: Sample of employee = $(403/483) \times 220 = 183$.

Sample of management = $(82/485) \times 220 = 38$.

From these 40 samples were deducted for pilot project by stratifying, i.e 33 samples from employees and 7 from management.

In addition, four persons were deducted from the total sample of management members for qualitative interview.

Based on this, the net samples taken to final: -for employee, the samples were 183-33(pilot sample) = 150 and for management, it was 38-7(pilot)-4(qualitative interview) = 27 samples.

3.5.3 Sampling Design

Sampling design is a set of rules or procedures that specify how a sample is to be selected, this can either be probability or nonprobability. The sampling design adopted and utilized were both probability and non-probability sampling design since the study used mixed research types.

3.5.4 Sampling Technique

The sampling technic adopted were Proportionate Stratified Random sampling for probability sampling design and purposive sampling for non-probability sampling design part.

Proportionate Stratified Random sampling technique that involve dividing the population into fifteen subgroups according to their departmental division and selecting a random number from each department. Finally, samples from fifteen departments were combined into one.

Regarding Purposive/Judgmental sampling technique, selecting sample on the basis of their ownership, facilitation, planning, logistics and properties regarding the change implementation activities were selected. Hence the three directorates are supposed to be the main pillars for the change intervention, namely Process Excellence, Change & Good Governance, Procurement, Logistics, property & Facilities Directorate Director and Corporate Planning so that four personnel were selected from these three directorates and interviewed using interview guides.

3.5.5 Sampling Procedure

In the case of Stratified Random sampling procedure, the method is referred to as a systematic sample with a random start. This sampling involves dividing the entire population into homogeneous groups/stratum, departments in our case. Random samples are then selected from each stratum. This was done by picking at regular intervals.

In the case of Purposive sampling four experts from the three departments namely: one personnel from Process Excellence, Change & Good Governance Directorate, one personnel from Corporate Planning Directorate and two personnel from Procurement, Logistics, property & Facilities Directorate were picked for interviews and discussions.

3.5.6 Sample Distribution Plan

The sample distribution plan was based on Ethiopian Electric Utility (EEU) employees and management members at head quarter, and it was considered all staffs of Stratified Random probability sampling with random start and the approach was proportionate stratification. With proportionate stratification, the sample size of each stratum is proportionate to the population size of the stratum. Strata sample sizes were determined by the following equation:

$$n_h = (N_h / N) * n$$

where n_h is the sample size for stratum h , N_h is the population size for stratum h , N is total population size, and n is total sample size.

Purposive nonprobability sampling was applied for qualitative cases. As stated above selecting sample on the basis of their ownership, facilitation planning, logistics and properties regarding the change implementation were selected, accordingly three directorates were selected namely, Process Excellence, Change & Good Governance, Procurement, Logistics, property & Facilities Directorate Director and Corporate Planning so that four personnel were selected from these three directorates for further processes.

3.7 Types and Sources of Data

3.7.1 Primary Sources

The primary source of the research was collected through a questionnaire survey and interview responses with an interview using interview guides. A standard questionnaire was designed from literature review of various factors that influence implementation of change intervention particularly balanced Scorecard implementation.

3.7.2 Data Collection Instruments

A questionnaire was adopted for the research project based on the information sourced from the extensive literature review which has relevance relationship with subject of this research project and with the organizational contexts under study.

Four related thesis projects were reviewed for data collection instrument adoption, and one of the sources were believed to be more related for this study and selected for further interview and interview guides, the sources of these four compared related theses were submitted to an advisor for review and respective approval.

3.8 Validity and Reliability of the Data Collection Instrument

3.8.1. Validity

Validity is about the accuracy of a measure; the research thesis project adopted content validity which refers to the extent to which a measuring instrument provides adequate coverage of the topic under study. By ensuring the instruments content capability to address the purpose and avoided ambiguity. The validity of the instrument ensured by submitting the instrument to two

experts for their expert review in relation to the area under study, and experts reviewed the instrument to ensure about the validity of the instrument that can measure what it intends to measure under the study. Based on the expert judgmental followed by advisor’s approval, validity of the instrument was ensured.

3.8.2. Reliability

Reliability is about the consistency of a measure. It estimates the consistency of the measurements or more simply, the degree of uniformity of the results obtained from repeated measurements. The quality of data was measured, evaluated, and guaranteed using the correct techniques. The quality of the data was checked and evaluated through internal consistency reliability checking methods that applied for truly measuring the variables during the data collection time. Consistency of the data was evaluated using reliability test (Cronbach’s Alpha methods). The general rule of thumb is that a Cronbach's alpha of 0.70 and above is good, 0.80 and above is better, and 0.90 and above is best. Reliability was checked by performing a pilot project after expert judgment of the research instrument followed by approval by the advisor, so that 40 samples were selected from the population of the Ethiopian Electric Utility Employee, from 40 pilot samples 33 respondents were responded and Cronbach’s Alpha coefficient was tested based on these respondents, and the result of the Cronbach’s Alpha coefficients were listed in the following table.

Table 3. 1 Shows the Reliability Statistics/Cronbach’s Alpha coefficients of the variables.

Variable	No. of Items	Cronbach’s Alpha coefficients
Leadership involvement	4	.799
Leadership commitment	7	.719
Employee competency	5	.845
Employee participation	5	.761
Organizational culture	11	.841
The organization after balance scorecard implementation	9	.763

As indicated in the above table, Cronbach’s Alpha coefficients are within the acceptable ranges. Hence the reliability of the instruments was better and taken for the thesis project work. The samples of the employee for the pilot project were excluded for the rest of the sample that were considered for the research under study.

3.9 Research Ethics

These ethical norms that included issues like requirements for honesty, requirements for informed consent, right to withdrawal, the right of access to data for participants and duty of confidentiality for all those who undertake research were kept and confidential.

3.10 Data analysis methods

The factors that influence implementation of change intervention were analyzed using the multiple linear regression analysis. linear regression is a linear approach to modelling the relationship between a scalar response (or dependent variable) and one or more explanatory variables (independent variables). The case of one independent/explanatory variable is called ‘simple linear regression’ while for more than one independent/explanatory variable, ‘the process is called multiple linear regressions, and this was used for this research project and content analysis was applied for the case of qualitative part. The analyses were to understand which independent/explanatory variables are associated to the dependent variable, and to explore the forms of these relationships.

CHAPTER FOUR: RESULTS AND DISCUSSION

PART I: QUANTITATIVE PART

4.1 Introduction

The general information examines the fundamental background Information about the specific respondent, about age, gender, level of education, years of experiences in the institution under study, position of the respondent currently in organization, and way of distribution of the data against the diverse background information of the respondent's response rate as well as respondent scenario.

4.2 General Information

4.2.1 Response Rate

The response rate is the overall total of respondents participated in the questionnaire for the study and it is captioned in percentage. The study carried out with a sample population of 177 (150 employees and 27 management members) in Ethiopian Electric Utility (EEU). From these sample 139 staffs (117 employees and 22 management members) respondents 78.5% from the total respondents that took part under the study.

Table 4. 1: Questioner Response Rate

	Frequency	Percent
Distributed	177	
Returned	139	78.5%

4.2.2 Respondents by Gender

The distribution of the respondents by gender are shown in Table 4.2. From the Table, it has been shown that 24.5% of the respondents were female while 75.5% were male.

Table 4. 2: Respondents against their Gender

Gender	Frequency	Percent
Female	34	24.5
Male	105	75.5
Total	139	100

4.2.3 Respondents Age Distribution

The following figure shows the age distribution of the respondents. The study was represented by from the Table it has been shown that between 26 and 30 years representing 12.2% of the respondents, 31 and 35 years representing 16.5% of the respondents, 36 to 40 years representing 31.7% of the respondents, 41 to 45 years representing 15.1% of the respondents, 46 to 50 years representing 15.8% of the respondents, and lastly above 50 years representing 8.6% of the respondents.

Table 4. 3: Age Distribution of the respondents

Age	Frequency	Percent
26-30	17	12.2
31-35	23	16.5
36-40	44	31.7
41-45	21	15.1
46-50	22	15.8
+50	12	8.6
Total	139	100.0

4.2.4 Educational level of the Respondent's

Educational level of the respondents was requested to provide an information regarding their levels of education. An information regarding respondent's level of education is important in relation to the application of the balanced scorecard in the Ethiopian Electric Utility. The following figure shows the respondent's level of education.

According to the Table, it has been shown that 17.3% held diploma, 68.3% of the respondents held a bachelor's degree, 14.4% of the respondents held MA/Msc degree.

Table 4. 4 Respondent's level of education

Level of Education	Frequency	Percent
Diploma	24	17.3
Degree	95	68.3
MA/Msc	20	14.4
Total	139	100.0

4.2.5 Respondent’s Working Experience in the organization under study

Respondent’s Working Experience in Ethiopian electric utility were indicated in the following Table. It has been shown that 4.3% of the respondents worked for 1 to 2 years, 3.6% of the respondents worked for 3 to 5 years, 12.9% of the respondents worked for 6 to 8 years, 11.5% of the respondents worked for 9 to 11 years, 33.8% of the respondents worked for 12 to 14 years, 12.9% of the respondents worked for 15 to 17 years, 4.3% of the respondents worked for 18 to 20 years and 16.5% of the respondents worked for more than 20 years from the total respondents.

Table 4. 5: Respondent’s Working experience in the organization under study

Years of working experience	Frequency	Percent
1-2	6	4.3
3-5	5	3.6
6-8	18	12.9
9-11	16	11.5
12-14	47	33.8
15-17	18	12.9
18-20	6	4.3
+21	23	16.5
Total	139	100.0

4.2.6 Respondent’s current Job Position in the organization under study

The current job position of the respondents in the organization under study is shown in the following Table. As indicated in the figure, 84.2% of the respondents were representing general staff, 12.9% of the respondents were representing team leader//middle management and 2.9% of the respondents were representing processer owner.

Table 4. 6: Respondent’s current Job Position in the organization under study

Current position in the organization	Frequency	Percent
General staff	117	84.2
Team Leader/middle management	18	12.9
Process Owner	4	2.9
Total	139	100.0

4.3 Preliminary about the annual targets on balanced Scorecard (BSC)

This part surveyed whether the annual targets are properly prepared (financial, customer, internal process, and learning and growth perspectives) and how employees aware about it as a preliminary target. Hence from the response of the respondents it has been indicated that all the employee and management members selected for the sample and responded agreed that the annual targets addressed the financial performance (cost reduction, revenue generation, and profit maximizations), components of the customer respect (good client service, and customer satisfaction), issue of innovation and growth and issue of internal business process (efficient service, to one another, effective to other departments, promoting to team works and related issues).

4.4 Descriptive Analysis

Descriptive statistics disclosed the overall summary of data collection to be clear and comprehensible and also the methodology for classifying, analyzing, interpreting, and describing the data collected. The mean, frequency distribution, standard deviation and percentage distribution were applied to summarize the data.

Using statistical tools like number, percentage, mean and standard deviation descriptive analysis are carried out as follows.

4.4.1 Descriptive analysis on Leadership involvement and Implementation of the BSC

As indicated in the following table (Table 4.7), more than 80% of the staffs of the organization under study were agreed on the involvement of leadership in implementation of the balanced score card, specifically they have agreed that leaders are involved in setting team targets, they encourage ownership of targets, they set high and challenging targets and they viewed employee motivation as a key success factor to the organization under study.

The total mean score of Leadership involvement was 4.295 with a Std. Deviation of .327, which is nearly 4; the value 4 denote an agreement related to leadership involvement.

Table 4. 7: Descriptive analysis on Leadership involvement and Implementation of the BSC

Total Sample = 139		Frequency	Percent	Mean	Std. Deviation
Leaders are involved in setting team targets.	Strongly Agree	44	31.7	4.22	.602
	Agree	82	50		

	Neutral	13	9.4		
	Disagree	0	0		
	Strongly Disagree	0	0		
Leaders encourage ownership of targets	Strongly Agree	53	38.1	4.34	.559
	Agree	80	57.6		
	Neutral	6	4.3		
	Disagree	0	0		
	Strongly Disagree	0	0		
Leaders set high and challenging targets	Strongly Agree	50	36.0	4.32	.552
	Agree	83	59.7		
	Neutral	6	4.3		
	Strongly Disagree	0	0		
The leaders view employee motivation as a key success factor to the organization	Strongly Agree	49	35.3	4.3	560
	Agree	83	59.7		
	Neutral	7	5.0		
	Disagree	0	0		
	Strongly Disagree	0	0		
Leadership involvement				4.295	.327

4.4.2 Descriptive analysis on Leadership commitment and Implementation of the BSC

According to the result of the descriptive analysis as shown in the following table (Table 4.8), an average of more than 85% of the staffs in the organization under study were agreed on the relationship of Leadership commitment in BSC implementation, explicitly they have agreed that, leaders are highly valuing and appreciate our customers, they are highly considering their customer's views and opinions, leaders are committed to support their teams towards achieving individual targets, they are clearly communicating performance management systems to the employees, they are strongly embraced the organization's strategic initiatives, they are committed to providing all the required resources to implement performance management system and implements all stages of the performance measurement system.

The overall mean score of Leadership commitment was 4.255 with a Std. Deviation of .286, which is nearly 4; the value 4 denotes an agreement related to Leadership commitment (the independent variable).

Table 4. 8: Descriptive analysis on Leadership commitment and Implementation of the BSC

Total Sample = 139		Frequency	Percent	Mean	Std. Deviation
Leaders are highly valuing and appreciate our customers.	Strongly Agree	46	33.1	4.2	.650
	Agree	75	54.0		
	Neutral	18	12.9		
	Disagree	0	0		
	Strongly Disagree	0	0		
Our leaders are highly considering our customer's views and opinions	Strongly Agree	28	20.1	4.13	.508
	Agree	101	72.7		
	Neutral	10	7.2		
	Disagree	0	0		
	Strongly Disagree	0	0		
The leaders are committed to support our teams towards achieving individual targets	Strongly Agree	48	34.5	4.32	.514
	Agree	88	63.3		
	Neutral	3	2.2		
	Disagree	0	0		
	Strongly Disagree	0	0		
The Leaders are clearly communicating performance management systems to our employees	Strongly Agree	58	41.7	4.36	.590
	Agree	73	52.5		
	Neutral	8	5.8		
	Disagree	0	0		
	Strongly Disagree	0	0		
The Leaders are strongly embraced the organization's strategic initiatives	Strongly Agree	44	31.7	4.29	.503
	Agree	92	66.2		
	Neutral	3	2.2		
	Disagree	0	0		
	Strongly Disagree	0	0		
The leaders are committed to providing all the required resources to implement performance management system.	Strongly Agree	44	31.7	4.25	.566
	Agree	86	61.9		
	Neutral	9	6.5		
	Disagree	0	0		
	Strongly Disagree	0	0		
The leader implements all stages of the performance measurement system.	Strongly Agree	41	29.5	4.22	.565
	Agree	88	63.3		
	Neutral	10	7.2		
	Disagree	0	0		
	Strongly Disagree	0	0		
Leadership commitment				4.255	.286

4.4.3 Descriptive analysis on Employee competency and Implementation of the BSC

As stated by the following table (Table 4.9), an average of more than 80% of the respondents were agreed regarding association of Employee competency in implementation of the balanced score card, particularly respondents have agreed that, staffs understand the meaning of balance scorecard, they fully understand the strategy of their organization is attempting to implement, staffs are committed to seeing that their organizational strategy is effectively implemented BSC, they know where their organization intends to be in five years and they fully understand their role in this organization.

The overall mean score of Employee competency was 4.254 with a Std. Deviation of .295, which is nearly 4; the value 4 denote an agreement related Employee competency.

Table 4. 9: Descriptive analysis on Employee competency and Implementation of the BSC

Total Sample = 139		Frequency	Percent	Mean	Std. Deviation
I understand the meaning of balance scorecard	Strongly Agree	27	19.4	4.13	.508
	Agree	104	74.8		
	Neutral	7	5.0		
	Disagree	1	.7		
	Strongly Disagree	0	0		
I fully understand the strategy of our organization is attempting to implement.	Strongly Agree	38	27.3	4.24	.505
	Agree	96	69.1		
	Neutral	5	3.6		
	Disagree	0	0		
	Strongly Disagree	0	0		
I am committed to seeing that our organizational strategy is effectively implemented BSC	Strongly Agree	41	29.5	4.24	.536
	Agree	91	65.5		
	Neutral	7	5.0		
	Disagree	0	0		
	Strongly Disagree	0	0		
I know where our organization intends to be in five years	Strongly Agree	55	39.6	4.35	.574
	Agree	77	55.4		
	Neutral	7	5.0		
	Disagree	0	0		
	Strongly Disagree	0	0		
I fully understand my role in this organization	Strongly Agree	48	34.5	4.32	.535
	Agree	87	62.6		
	Neutral	4	2.9		
	Disagree	0	0		
	Strongly Disagree	0	0		
Employee competency				4.254	.295

4.4.4 Descriptive analysis on Employee participation and Implementation of the BSC

As shown in the following table (Table 4.10), above 90% of the respondents in the organization under study were agreed on the Employee participation in implementation of the balanced score card, mainly they have agreed that, they are committed to being effective and efficient and invest sufficient time and resources to meet their deliverables, their daily routine job serves their individual interests, they welcomed the introduction of the balance scorecard in the organization and they are involved in the implementation of strategy in the organization.

The overall mean score of Employee participation was 4.356 with a Std. Deviation of .302, which is nearly 4; the value 4 denote an agreement related to Employee participation.

Table 4. 10: Descriptive analysis on Employee participation and Implementation of the BSC

Total Sample = 139		Frequency	Percent	Mean	Std. Deviation
I am committed to being effective and efficient	Strongly Agree	34	24.5	4.24	.431
	Agree	105	75.5		
	Neutral	0	0		
	Disagree	0	0		
	Strongly Disagree	0	0		
I invest sufficient time and resources to meet my deliverables	Strongly Agree	52	37.4	4.34	.546
	Agree	82	59.0		
	Neutral	5	3.6		
	Disagree	0	0		
	Strongly Disagree	0	0		
My daily routine job serves my individual interests	Strongly Agree	64	46.0	4.43	.552
	Agree	71	51.1		
	Neutral	4	2.9		
	Disagree	0	0		
	Strongly Disagree	0	0		
I welcome the introduction of the balance scorecard in the organization	Strongly Agree	69	49.6	4.47	.543
	Agree	67	48.2		
	Neutral	3	2.2		
	Disagree	0	0		
	Strongly Disagree	0	0		
I am involved in the implementation of strategy in the organization	Strongly Agree	50	36.0	4.29	.583
	Agree	80	57.6		
	Neutral	9	6.5		
	Disagree	0	0		
	Strongly Disagree	0	0		
Employee participation				4.356	.302

4.4.5 Descriptive analysis on Organizational culture and Implementation of the BSC

As depicted in the following table (Table 4.11), an average of above 90% of the respondents of the organization under study were agreed on the association of Organizational culture and implementation of the balanced score card, definitely they have agreed that, Diversity is encouraged in my organization, they relate very well amongst themselves, Strategies formulation and decision making is based on their common understanding, there is high sharing of beliefs, values and symbols in the organization, people from different parts of the organization share a common perspective, they welcomed change whenever strategies are formulated, the organization strongly supports the employees whenever change takes place, learning is an important objective in their day-to-day work, the organization's mission is clearly communicated in the organization, the mission of the organization is broadly shared among members of the organization and they work very well as a team towards achieving overall organizational performance.

The total mean score of Organizational culture was 4.385 with a Std. Deviation of .250, which is nearly 4; the value 4 denote an agreement related to Organizational Culture.

Table 4. 11: Descriptive analysis on Organizational culture and Implementation of the BSC

Total Sample = 139		Frequency	Percent	Mean	Std. Deviation
Diversity is encouraged in my organization	Strongly Agree	62	44.6	4.42	.550
	Agree	73	52.5		
	Neutral	4	2.9		
	Disagree	0	0		
	Strongly Disagree	0	0		
We relate very well amongst ourselves	Strongly Agree	68	48.9	4.46	.555
	Agree	67	48.2		
	Neutral	4	2.9		
	Disagree	0	0		
	Strongly Disagree	0	0		
Strategies formulation and decision making is based on our common understanding.	Strongly Agree	64	46.0	4.46	.500
	Agree	75	54.0		
	Neutral	0	0		
	Disagree	0	0		
	Strongly Disagree	0	0		
There is high sharing of beliefs,	Strongly Agree	59	42.4	4.38	.570
	Agree	74	53.2		
	Neutral	6	4.3		

values and symbols in the organization	Disagree	0	0		
	Strongly Disagree	0	0		
People from different parts of the organization share a common perspective.	Strongly Agree	52	37.4	4.34	.546
	Agree	82	59.0		
	Neutral	5	3.6		
	Disagree	0	0		
	Strongly Disagree	0	0		
We welcome change whenever strategies are formulated.	Strongly Agree	56	40.3	4.38	.530
	Agree	80	57.6		
	Neutral	3	2.2		
	Disagree	0	0		
	Strongly Disagree	0	0		
The organization strongly supports the employees whenever change takes place	Strongly Agree	64	46.0	4.44	.540
	Agree	72	51.8		
	Neutral	3	2.2		
	Disagree	0	0		
	Strongly Disagree	0	0		
Learning is an important objective in our day-to-day work.	Strongly Agree	70	50.4	4.45	.604
	Agree	61	43.9		
	Neutral	8	5.8		
	Disagree	0	0		
	Strongly Disagree	0	0		
The organization's mission is clearly communicated in the organization	Strongly Agree	67	48.2	4.46	.542
	Agree	69	49.6		
	Neutral	3	2.2		
	Disagree	0	0		
	Strongly Disagree	0	0		
The mission of the organization is broadly shared among members of the organization	Strongly Agree	49	35.3	4.22	.668
	Agree	71	51.1		
	Neutral	19	13.7		
	Disagree	0	0		
	Strongly Disagree	0	0		
We work very well as a team towards achieving overall organizational performance	Strongly Agree	36	25.9	4.24	.468
	Agree	101	72.7		
	Neutral	2	1.4		
	Disagree	0	0		
	Strongly Disagree	0	0		
Organizational culture				4.385	.250

4.4.6 Descriptive analysis on Change intervention and Balanced Score Card implementation in the organization

As indicated in the following table (Table 4.12), with in an average of more than 80% of the staffs of the organization under study were agreed on the performance of Change intervention of the organization, specifically they have agreed that, the organization’s management consults all the employees before making decisions, the general staffs are engaged in the formulation of the strategies and balanced scorecard implementation, there has been an increase in organizations profits, there is improved work patterns as well as more streamlined departments, employees have targets to manage their work performance, there is better information sharing between customers and the organization, there has been an increase in customer satisfaction and improvement in customer loyalty as well as there is an environment for learning and growth in the organization under study.

The overall mean score of Change intervention was 4.327 with a Std. Deviation of 0.299, which is nearly 4; the value 4 denote an agreement related to Change intervention.

Table 4. 12: Descriptive analysis on Change intervention

Total Sample = 139		Frequency	Percent	Mean	Std. Deviation
The organization’s management consults all the employees before making decisions.	Strongly Agree	44	31.7	4.29	.503
	Agree	92	66.2		
	Neutral	3	2.2		
	Disagree	0	0		
	Strongly Disagree	0	0		
The general staffs are engaged in the formulation of the strategies and balanced scorecard implementation.	Strongly Agree	53	38.1	4.35	.537
	Agree	82	59.0		
	Neutral	4	2.9		
	Disagree	0	0		
	Strongly Disagree	0	0		
There has been an increase in organizations profits	Strongly Agree	42	30.2	4.29	.473
	Agree	96	69.1		
	Neutral	1	.7		
	Disagree	0	0		
	Strongly Disagree	0	0		

There is improved work patterns as well as more streamlined departments	Strongly Agree	63	45.3	4.44	.526
	Agree	74	53.2		
	Neutral	2	1.4		
	Disagree	0	0		
	Strongly Disagree	0	0		
Employees have targets to manage their work performance	Strongly Agree	50	36.0	4.36	.482
	Agree	89	64.0		
	Neutral	0	0		
	Disagree	0	0		
	Strongly Disagree	0	0		
There is better information sharing between customers and the organization	Strongly Agree	62	44.6	4.40	.574
	Agree	71	51.1		
	Neutral	6	4.3		
	Disagree	0	0		
	Strongly Disagree	0	0		
There has been an increase in customer satisfaction	Strongly Agree	49	35.3	4.33	.516
	Agree	87	62.6		
	Neutral	3	2.2		
	Disagree	0	0		
	Strongly Disagree	0	0		
There has been an improvement in customer loyalty	Strongly Agree	52	37.4	4.36	.511
	Agree	85	61.2		
	Neutral	2	1.4		
	Disagree	0	0		
	Strongly Disagree	0	0		
There is an environment for learning and growth in the organization	Strongly Agree	16	11.5	4.11	.334
	Agree	122	87.8		
	Neutral	1	7		
	Disagree	0	0		
	Strongly Disagree	0	0		
Change intervention				4.327	0.299

4.5 Correlation Analysis

Correlation analysis is a method of statistical analysis used to determine the strength of association or relationship between two quantitative variables. This measures the strength and direction of a linear relationship between two variables. The values are usually range between -1 (strong negative relationship) and +1 (strong positive relationship). Values at or close to zero imply no linear relationship.

The following list of tables shows the correlation of the variables, with double asterisks indicated that the coefficient of the correlation at the confidence level of 99%. In addition, the association of the variables shown in the following table indicated that their association is positively associated and the change of one variable brings the change of the other correlated variables with the percentage of the correlation coefficients.

From the following table it has been indicated that the correlation coefficients(r-value) 0.81 to 0.99 has very strong positive relationship, 0.61 to 0.80 has strong positive relationship, 0.41 to 0.60 has moderate positive relationship, 0.21 to 0.40 has Weak positive relationship, 0.01 to 0.20 has very weak positive relationship, 0 has no relationship, - 0.01 to - 0.20 has very weak negative relationship, - 0.21 to - 0.40 has weak negative relationship, - 0.41 to - 0.60 has moderate negative relationship, - 0.61 to - 0.80 has strong negative relationship, and - 0.81 to - 0.99 has very strong negative relationship.

Table 4. 13 Correlations among Variables

		Leadership Involvement	Leadership Commitment	Employee Competency	Employee Participation	Organizational Culture	Change intervention
Leadership Involvement	Pearson Correlation	1	.728**	.514**	.690**	.630**	.756**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	139	139	139	139	139	139
: Leadership Commitment	Pearson Correlation	.728**	1	.652**	.765**	.703**	.855**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	139	139	139	139	139	139
Employee Competency	Pearson Correlation	.514**	.652**	1	.613**	.564**	.705**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	139	139	139	139	139	139

Employee Participation	Pearson Correlation	.690**	.765**	.613**	1	.658**	.831**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	139	139	139	139	139	139
Organizational Culture	Pearson Correlation	.630**	.703**	.564**	.658**	1	.795**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	139	139	139	139	139	139
Change intervention	Pearson Correlation	.756**	.855**	.705**	.831**	.795**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	139	139	139	139	139	139

Table 4.1

** . Correlation is significant at the 0.01 level (2-tailed).

4.5.1 The Relationship between Leadership involvement and leadership commitment

As indicated in the above table (Table 4.13) the relationship between Leadership involvement and leadership commitment, the correlation table indicated that leadership involvements was positively correlated with leadership commitment ($r=.728$, $p<.01$). The value $r=.728$ indicate that leadership involvement and leadership commitment have strong positive relationship.

4.5.2 The Relationship between Leadership involvement and Employee competency

Based on the result of the above table (Table 4.13) the relationship between Leadership involvement and Employee competency, the correlation table indicated that leadership involvements was positively correlated with Employee competency ($r=.514$, $p<.01$). The value $r=.514$ indicate that leadership involvement and Employee competency have moderate positive relationship.

4.5.3 The Relationship between Leadership involvement and Employee participation

As shown in the above table (Table 4.13) the relationship between Leadership involvement and Employee participation, the correlation table indicated that leadership involvements was positively correlated with Employee participation ($r=.690$, $p<.01$). The value $r=.690$ indicate that leadership involvement and Employee participation have strong positive relationship.

4.5.4 The Relationship between Leadership involvement and Organizational Culture

According to the above table (table 4.13) the relationship between Leadership involvement and Organizational Culture, the correlation table indicated that leadership involvements was positively correlated with Organizational Culture ($r=.630$, $p< .01$). The value $r=.630$ indicate that leadership involvement and Organizational Culture have strong positive relationship.

4.5.5 The Relationship between Leadership involvement and Change intervention

As shown in the above table (Table 4.13) the relationship between Leadership involvement and Change intervention (dependent variable), the correlation table indicated that leadership involvements was positively correlated with Change intervention ($r=.756$, $p< .01$). The value $r=.756$ show that leadership involvement and Change intervention have strong positive relationship.

4.5.6 The Relationship between Leadership Commitment and Employee competency

Based on the above table (Table 4.13) the relationship between Leadership Commitment and Employee competency, the correlation table specified that leadership commitment was positively correlated with Employee competency ($r=.652$ $p< .01$). The value $r=.652$ indicate that leadership commitment and Employee competency have strong positive relationship.

4.5.7 The Relationship between Leadership Commitment and Employee Participation

According to the above table (Table 4.13) the relationship between Leadership Commitment and Employee Participation, the correlation table specified that leadership commitment was positively correlated with Employee Participation ($r=.765$ $p< .01$). The value $r=.765$ indicate that leadership commitment and Employee Participation have strong positive relationship.

4.5.8 The Relationship between Leadership Commitment and Organizational Culture

As indicated in the above table (Table 4.13) the relationship between Leadership Commitment and Organizational Culture, the correlation table specified that leadership commitment was positively correlated with Organizational Culture ($r=.703$ $p< .01$). The value $r=.703$ indicate that leadership commitment and Organizational Culture have strong positive relationship.

4.5.9 The Relationship between Leadership Commitment and Change intervention (dependent variable)

As indicated in the above table (Table 4.13) the relationship between Leadership Commitment and Change intervention, the correlation table specified that leadership commitment was positively correlated with Change intervention ($r=.855$ $p< .01$). The value $r=.855$, indicate that leadership commitment and Change intervention (dependent variable) have strong positive relationship.

4.5.10 The Relationship between Employee competency and Employee Participation

The above table (Table 4.13) indicated the relationship between Employee competency and Employee Participation, the correlation table shown that Employee competency was positively correlated with Employee Participation ($r=.613$ $p< .01$). The value $r=.613$, indicate that Employee competency and Employee Participation have strong positive relationship.

4.5.11 The Relationship between Employee Participation and Organizational Culture

According to the above table (Table 4.13) indicated the relationship between Employee Participation and Organizational Culture, the correlation table indicated that Employee Participation was positively correlated with Organizational Culture ($r=.658$ $p< .01$). The value $r=.658$, indicate that Employee Participation and Organizational Culture have strong positive relationship.

4.5.12 The Relationship between Employee Participation and Change intervention (dependent variable)

As indicated in the above table (Table 4.13) indicated the relationship between Employee Participation and Change intervention (dependent variable), the correlation table indicated that Employee Participation was positively correlated with Change intervention (dependent variable) ($r=.831$ $p< .01$). The value $r=.831$, indicate that Employee Participation and Change intervention (dependent variable) has very strong positive relationship.

4.5.13 The Relationship between Organizational Culture and Change intervention (dependent variable)

Based on the above table (Table 4.13) indicated the relationship between Organizational Culture and Change intervention (dependent variable), the correlation table indicated that Organizational Culture was positively correlated with Change intervention (dependent variable) ($r=.795$ $p<.01$). The value $r=.795$, indicate that Organizational Culture and Change intervention (dependent variable) has strong positive relationship.

4.6 Regression analysis

Statistical package for the social sciences (SPSS) was used to analyze the regression and analysis of variance (ANOVA) to evaluate the factors influencing implementation of change intervention, mainly balanced score card in Ethiopian Electric Utility. This assists the researcher to recognize in what manner the typical value of the dependent variable alters when any of the independent variables varied, while the rest of the independent variables held unaltered. This study used multiple linear regression analysis, more than one independent factor (predictor) to determine the value of the dependent variable.

4.6.1 Assumption Testing for Regression analysis

4.6.1.1 Normality Assumption

According to Hair (2010), data Screening for evaluating the normalization of variables is mandatory and a critical step in multivariate analysis. Robert (2006). stated that normality denotes the shape of a normal distribution of the variable. For normal distribution variables the values of kurtosis and skewness are zero, and any value different from zero showed deviation from normality as Hair (2010) explained. As stated by Hair (2010), the most fundamental acceptable value criteria for Kurtosis and skewness distribution is ± 2.58 . For this study, the variables fall within the range.

Table 4. 14: Skewness and Kurtosis

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Leadership Involvement	139	-.201	.206	-.069	.408
Leadership Commitment	139	-.116	.206	-.500	.408
Employee Competency	139	-.210	.206	-.118	.408

Employee Participation	139	-.303	.206	.065	.408
Organizational Culture	139	-.558	.206	.056	.408
Change Intervention	139	-.127	.206	-.293	.408
Valid N (listwise)	139				

4.6.1.2 Homoscedasticity Assumption

As stated by Robert (2006) homoscedasticity assumption refers to the test of equal variance among pairs of variables. To fulfill this relationship among variables (independent and dependent), the value of variance of dependent variable should be equal to each value of independent variables as stated by Hair (2010). This study all constructs have insignificant level of $p > 0.05$ of test for equality of variance. Therefore, in this study this assumption is rationally supported.

4.6.1.3 Multi collinearity Assumption

Dillon (1993) depicted that Multicollinearity Assumption is the condition in which the independent variables are highly associated (correlated). According to, while independent variables are multicollinearity, there exists an “overlap” or dividing of predictive power. This might be leading to the inconsistent effect, at which the regression model fits the data well, however nothing of the predictor’s variable has a significant effect in forecasting the dependent variable as Robert (2006) said.

In this study the multi collinearity was tested by means of the Tolerance and VIF value. As indicated in the following table (Table 4.15) the total independent variables have a value of Tolerance greater than 0.01 and VIF less than 10. The VIF (Variance inflation factor), is calculated as “1/Tolerance”, and it is proposed that predictor variables with VIF values greater than 10 may worth further study as Robert (2006) added to his point.

Table 4. 15 Result for Multi collinearity Test Collinearity

Model	Collinearity Statistics	
	Tolerance	VIF
1 Leadership Involvement	.414	2.417
Leadership Commitment	.282	3.550
Employee Competency	.532	1.879
Employee Participation	.348	2.872
Organizational Culture	.447	2.239

a. Dependent Variable: Change intervention

4.6.2 Multiple Linear Regressions

In multiple linear regression analysis, we fit a model to our statistical data and use it to predict the value of the dependent variable from the single or extra independent variables. This study uses multiple linear regression analysis, more than one independent variables (predictors) to evaluate the value of the dependent variable.

From the following table (Table 4.16) it has been indicated that R, the multiple correlation coefficients with dependent variable, which is the correlation among all of the predictor variables and the dependent variable. When the value of R becomes larger, it indicates that there exists a stronger relationship. From the model listed hereunder, the value is 0.932, which shows that there is a strong relationship between dependent variable and the independent variables. According to the following model (Table 4.16) the output of the regression illustrated that R-square value of 0.868 and adjusted R square to 0.863. The coefficient of determination established that the predictors (independent variables) made about 86.8% variations in the balanced score card implementation (dependent variables). Accordingly, the model summary indicates that the strength of the association ($r=.932$) and expectation of 86.8% implementation of the balanced score card was based on the independent variables (Leadership involvement, leadership commitment, employee competency, employee participation and organizational culture) while the remaining 13.2% of implementation of the balanced score card was caused by other variables.

Table 4. 16 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932 ^a	.868	.863	.11051

a. Predictors: (Constant), Organizational Culture, Employee Competency, Leadership Involvement, Employee Participation and Leadership Commitment

The ANOVA table listed under (Table 4.17) describes the overall variance accounted for in the model. The analysis of the regression indicates the degree to which the independent variables predict the effect of implementation of balanced score card (dependent variable). Test F indicates the role of the predictor (independent variable) to predict the change of the dependent variable. The value of test F (175.503) in the following table (Table 4.17), the model reaches statistical significance (sig. =.00, $p < 0.01$), it indicates that the regression model is valid and can be used to analyze the variables relationship among themselves.

Table 4. 17 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	10.717	5	2.143	175.505	.000 ^b
Residual	1.624	133	.012		
Total	12.341	138			

a. Dependent Variable: Change intervention

b. Predictors: (Constant): Organizational Culture, Employee Competency, Leadership Involvement, Employee Participation, and Leadership Commitment

As depicts from the following table (Table 4.18), the independent variable has statistically significant association with the dependent variable, because p-value is below the alpha level that is 0.05. Bearing in mind the standardized beta coefficients, leadership involvement, leadership commitment, Employee competency, Employee Participation and organizational culture is positive predictor of the Overall Balanced Score Card implementation in the organization (dependent variable) with a value of .120, .289, .148, .266, and .309 respectively. The regression analysis supports that leadership involvement is positively correlated with the Overall Balanced Score Card implementation in the organization (dependent variable). This is the reason that the value of standard beta coefficients (β) is a measure of the contribution of the independent variable to the dependent variables.

Table 4. 18: Multiple linear regression coefficient

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.561	.174		-3.228	.002
Leadership Involvement	.120	.045	.131	2.684	.008
Leadership Commitment	.289	.062	.276	4.662	.000
Employee Competency	.148	.044	.147	3.404	.001
Employee Participation	.266	.053	.269	5.046	.000
Organizational Culture	.309	.056	.259	5.496	.000

a. Dependent Variable: Change intervention

b. Predictors: (Constant): Leadership Involvement, Leadership Commitment, Employee Competency, Employee Participation, Organizational Culture

The equation of Multiple Linear regression is;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots \beta_n X_n + \varepsilon$$

Where, Y = Dependent variable (Organization after balance scorecard implementation, X1 = Leadership involvement, X2 = Leadership Commitment, X3 = Employee competency, X4 = Employee participation, X5 = Organizational Culture, $\beta_0, \beta_1, \dots \beta_n$ = Model parameters (regression coefficient) and ε = random error

Based on multiple linear regressions the result was;

$$Y = -.561 + .120X_1 + .289X_2 + .148X_3 + .266X_4 + .309X_5$$

Table 4. 19: Summary of Overall Outcome of the Research Hypothesis

Hypothesis	Result	Reason
H1a: Leadership involvement has positive and significant influence in BSC implementation. H10: Leadership involvement has no positive and significant influence in BSC implementation	H1a: Supported H10: Not Supported	$\beta = .131, p < 0.05$
H2a: Leadership commitment has positive and significant influence in BSC implementation. H20: Leadership commitment has no positive and significant influence in BSC implementation	H2a: Supported H20: Not Supported	$\beta = .276, p < 0.05$
H3a: Employee Competency has positive and significant influence in BSC implementation. H30: Employee Competency has no positive and significant influence in BSC implementation.	H3a: Supported H30: Not Supported	$\beta = .147, p < 0.05$
H4a: Employee participation has positive and significant influence in BSC implementation. H40: Employee participation has no positive and significant influence in BSC implementation	H4a: Supported H40: Not Supported	$\beta = .269, p < 0.05$
H5a: Organizational Culture has positive and significant influence in BSC implementation. H50: Organizational Culture has no positive and significant influence in BSC implementation	H5a: Supported H50: Not Supported	$\beta = .259, p < 0.05$

PART II: QUALITATIVE PART:

The qualitative part of the research approach is mainly to enrich the quantitative part of the research results supposed to be the main approach of the research data analysis.

The Ethiopian Electric Utility has been engaged and implementing Change management interventions such as Business Process Reengineering when it was part of Ethiopian Electric Power Corporation, Kaizen and Balanced Score Card (BSC) with radical change, continuous improvement assumptions and strategic planning and management system respectively to improve the delivery of services within the utility.

It has been found that these change interventions implementation programmes are mainly organizational in terms of agenda.

Four respondents were selected and interviewed from three directorates (three directors and one officer) namely, Procurement, Logistics, property & Facilities Directorate, Process Excellence, Change & Good Governance Directorate and Corporate Planning Directorate with interview guides based on their profiles and their contribution to the change intervention implementation.

Profiles of the respondents

As stated above four personnel with different positions in different directorates were invited for interview guides, purposely in view of their knowledge regarding change interventions implementation especially BSC implementations in the organization under study. Members of the participants currently hold a position as directors (three of them), and officer in the organization under study. They have been involving in various change intervention programmes for more than a decade. The level of their educational background showed that they hold MA degree and they have more than seventeen years of experience in the organization. Their opinions about the change intervention particularly balanced score card (BSC) implementation in the organization under study are described in the following statements:

Distribution of respondents within these three directorates include Procurement, Logistics, property & Facilities Directorate Director (respondent no. 1), Process Excellence, Change & Good Governance Directorate Director (respondent no. 2), Corporate Planning Directorate Director (respondent 3) and finance officer (respondent no. 4) under Procurement, Logistics, property & Facilities Directorate. All the respondents were male in their gender.

i. Preliminaries about annual targets (financial, customer, internal process, and learning and growth perspectives of BSC):

The four respondents illustrated that the annual targets addressed the financial performance (cost reduction, revenue generation, and profit maximizations), components of the customer respect (good client service, and customer satisfaction), issue of innovation and growth and issue of internal business process (efficient service, to one another, effective to other departments, promoting to team works and related issues).

All the respondents' opinion also depicted that staffs were aware of such information, and they believed that staffs of the organization have agreed on such scenarios similarly:

ii. Leadership involvement on implementation of balanced score card:

Three respondents (respondent no. 1, the director, and 4, the officer) described that leaders did not set high and challenging targets, while one of the respondent (response no. 3, the director) explained his opinion that some of the leaders set such targets and some other did not set it, hence it is difficult to judge, the other respondent (respondent no. 2, the director) believed that leaders set high and challenging targets.

The four respondents believed and described that leader are involved in setting team targets and one of the respondents (respondent no. 1, the director) put his comments that still an improvement is required to achieve the plan of the organization.

In addition, the three respondents (respondent no. 1,2 and 3, the directors), described that leaders encourage ownership of targets in the organization while two respondents (respondent no. 2 and 3, the directors) depicted that more has to be done for better encouragement, and one of the respondent (respondent no. 4, the officer) explained his opinion that an encouragement was not uniform, some of the leaders encourage ownership of the targets but some others do not encourage such target ownership. One of the respondents (respondent no. 2, the director) believed and described that leader view employees' motivation as a key success factor to the organization, though three of the respondents (respondent no. 1,3, the directors and 4, the officer) depicted that even though leaders view employees' motivation as a key success factor to the organization, it is not enough and satisfactory.

According to the response of the participants, the independent variable (Leadership involvement) has a positive and strong relationship with the implementation of balanced score card (dependent variable) in the organization under study.

iii. Leadership commitment on implementation of balanced core card:

Three respondents (respondent no. 1,2 and 3, the directors), described that leader are highly valuing and appreciate the customers of the organization, however one of the respondents (respondent no. 4, the officer) put his opinion that leaders view about valuing and appreciation of the customers is not adequate, more effort is needed to achieve the plan of the organization on this regard.

All the respondents explained that leaders are highly considering views and opinions of customers in the organization, and leaders are committed to support teams towards achieving the individual targets, however one of the respondents (respondent no. 1, the director) added his point that still an improvement is required.

One of the respondents (respondent no. 3, the director) explained that leaders are not communicating performance management system to the employees of the organization while three of the respondents (respondent no. 1,2, the directors and 4, the officer) agreed about such opinions by adding their comments that the communication of the performance management is not satisfactory and needs an improvement.

Two of the respondents (respondent no. 1 and 3, the directors), described that leaders are strongly embraced the strategic initiatives of the organization, however one of the respondent (respondent no. 4, the officer) didn't believe on such opinions and one of the rest respondent (respondent no. 2, the director) added his opinion that, since the existing result is not efficient, leaders has to put more effort in order to embraced the strategic initiatives of the organization adequately.

Respondents (respondent no. 1 and 2, the directors), depicted that leader are not committed to provide all the required resources to implement performance management system and respondents (respondent no. 3, the director and 4, the officer) added their opinion that the captioned points are not satisfactory, an improvement is required.

Respondent (respondent no. 2, the director) explained that leader implements all stages of the performance management system, yet the three respondents (respondent no. 1,3, the directors and 4, the officer) did not accept such opinions.

In general, most of the respondents believed that Leadership commitment has a positive and strong association with the implementation of balanced core card in the organization.

iv. Employee competency on balanced score card implementation:

All the four respondents believed and described that employees and management members of the organization understood the meanings of balanced score card and organizational strategy that attempt to implement. Three respondents (respondent no. 1,2 and 3, the directors) illustrated that management members and employees are committed to seeing that their organizational strategy is effectively implemented balanced score by adding their comments (respondent no. 1,2, the directors) that still more effort is needed, yet one of the respondents (respondent no. 4, the officer) defined his opinion that the commitment of the staff is inefficient about these points. Three of the respondents (respondent no. 2,3, the directors and 4 the officer) described that both management members and employees know that where their organization intends to be in five years but one of the respondents (respondent no. 1, the director) illustrated that some of the staffs know that where their organization intends to be in five years while some others do not know it, so it is difficult to conclude about this point.

All the four respondents believed and described that all the staff under the organization fully understood their roles in the organization under study.

As per the discussions and most responses from the respondents, employee competency has a strong positive correlation with implementation of balanced score card.

V. Employee participation on balanced score card implementation:

All the respondents believed that staffs of the organization are committed to being effective and efficient, they invest sufficient time and resources to meet their deliverables but two of the respondents (respondent 2,3, the directors) added their comments that close follow up and feedback is limited. Three respondents (respondent no. 1,3, the directors and 4, the officer) depicted that the staffs daily routine job didn't serve their individual interests and one the respondent (respondent no. 2, the director) illustrated that the staffs daily routine job didn't serve for some of the staff's individual interests while it may serve for some other, so it is not uniform and difficult to conclude.

Three of the respondents (respondent no. 2,3, the directors and 4, the officer) agreed that staffs of the organization welcomed the introduction of the balanced score card in the organization and one of the respondents (respondent no. 1, the director) added his opinion that some of the staffs welcomed the introduction of the balanced score card while some other staffs did not. Moreover, all the four respondents believed that staffs of the organizations are involved in the

implementation of the strategy in the organization but one of the respondents (respondent no. 1, the director) put his comment that empowerment is very less.

Except some of the respondents who believed that the association of employee participation on balanced score card implementation is inconsistent, most of the respondents agreed that employee participation has a strong and positive relationship on implementation of balanced score card in the organization under study.

VI. Organizational Culture on balanced score card implementation:

All the respondents believed that diversity is encouraged in the organization under study, one of the respondents (respondent no. 1, the director) described that staffs of the organization relate very well among themselves, but three of the respondents (respondent no. 2,3, the directors and 4, the officer) put their comments that most of the staffs of the organization do not relate very well among themselves, it is not uniform and difficult to conclude.

One of the respondent (respondent no. 2, the director) believed and agreed that strategic formulation and decision making is based on common understanding of the staffs under the organization, one of the respondent (respondent no. 4, the officer) didn't agree on such opinions and the rest two respondents (respondent no. 1 and 3, the director) put their ideas that in some cases strategic formulation and decision making is based on common understanding of the staffs under the organization while on the other hand some cases may not be like this. All the respondents also explained that there is high sharing of beliefs, values and symbols in the organization but needs an improvement.

Respondents (respondent no. 1,2 and 3, the directors) illustrated that people from different parts of the organization share a common perspective, but one of the respondents (respondent no. 4, the officer) added his opinion that it is difficult to conclude on such points because the statements mentioned is not uniform along the organization. Three respondents (respondent no. 1,2 and 3, the directors) described that staffs of the organization welcomed changes whenever strategies are formulated, but one of the respondents (respondent no. 4, the officer) is reluctant about these points, what he added is that it varies from department to department and difficult to conclude. One of the respondents (respondent no. 3, the director) illustrated that the organization didn't support employee strongly whenever change takes place, yet the rest three respondents (respondent no. 1,2, the directors and 4, the officer) believed that it is not conclusive since it is not uniform along the organization.

All the respondents agreed that learning is an important objective in day-to-day work of the organization. Three of the respondents (respondent no. 1,3, the directors and 4, the officer) believed that the organization's mission is clearly communicated in the organization and one of the respondents (respondent no.2, the director) put his comment that that the organization's mission is not clearly communicated in the organization uniformly, so it is difficult to conclude. One respondent (respondent no. 4, the officer) agreed that the mission of the organization is broadly shared among members of the organization, yet the three respondents (respondent no. 1,2 and 3, the directors) depicted that the mission of the organization is not shared uniformly along all staffs in the organization, so it is not conclusive. Three respondents (respondent no. 1,2 and 3, the directors) believed and described that staffs of the organization work very well as a team towards achieving overall organizational performance, however one of the respondents (respondent no. 4, the officer) put his opinion that such activities are not consistent with in the departments in the organization.

Considering the overall response from the respondents, most of the respondents believed and agreed that Organizational Culture has a strong positive inter linked associations with the balanced score card implementation.

VII. Change intervention and balanced scorecard implementation

Two of the respondents (respondent no. 1 and 2, the directors) explained that The organization's management consults all the employees before making decisions, while two of the respondents (respondent 3, the director and 4, the officer) added their comments that even though the managements tried to consult employees before decision, it is not uniform and satisfactory, it needs more effort to be efficient.

All the respondents believed and explained that the general staffs are engaged in the formulation of the strategies and balanced scorecard implementation.

Respondents (respondent no. 1,2 and 3, the directors) illustrated that an increment of organizational profits is not satisfactory, and respondent (respondent no. 4, the officer) put his comment that the profit of the organization is incremental, but still more work has to be done to achieve the organizational plan.

All the respondents believed and explained that improved work patters as well as more streamlined departments are exist in the organization under study as well as employees have targets to manage their work performance,

Respondents (respondent no. 1, the director and 4, the officer) argue that there is not sufficient and better information sharing between customers and the organization, while respondents (respondent no. 2 and 3, the directors), believed and explained that there is better information sharing between customers and the organization, and they added that an improvement is required.

One of the respondent (respondent no. 2, the director), depicted that customer satisfaction is increased and customer loyalty is improved, while the rest of the respondents (respondent no. 1,3, the directors and 4, the officer) put their comment that customer satisfaction and loyalty is not satisfactory. Lastly, all the respondents believed and explained that there is an environment for learning and growth in the organization.

As per the participants indicated that the Challenges faced while implementing BSC in the organization, respondent (respondent no. 1,2, the directors) explained that that , resource limitation, absence of power decentralization, performance appraisal biases, lack of planning and follow up is the main challenges and respondent (respondent no. 3, the director, and 4, the officer) depicted that , lack of consistency, lack of professionalism, lack of planning, conflict during evaluation due to absence of follow up recordings during rating.

All the four respondents also put their opinion about results and values achieved due to the change implementations and the explained that better and improved data keeping is practiced, credible results achieved on each sectors, rating and bench marking is exercised and shows an improvement staffs are incentives are based on ratings, even if there is rating biases.,

In general, the highest number of responses explained that Change intervention has an improved and brought credible changes.

4.7 Discussion

4.7.1 Leadership Involvement and balanced score card Implementation

An influence of leadership involvement on the implementation of balance scorecard in Ethiopian electric utility head quarter, the study indicated that based on the response of most of the respondents, leaders are involved in setting team targets, they encourage ownership of targets and they set high and challenging targets, however leaders view about employee motivation as a main success factor to the organization under study is not sufficient.

According to Budiarso & Mir (2012), the implementation of the strategic leadership style in applying a business type of strategic performance management system based on the balanced score card, show that with strong personal, organizational, performance and social mastery, leaders of the public sector are capable of leading and promoting feasible strategic intentions to reform the bureaucracy and can attain superior performance. Moreover, it is also a picture of gaining benefit from the application of the advance management control system like BSC in the process of reforming the organizational culture in public sector.

According to Coetzee, Visagie and Ukpere (2014), achievement of any change intervention relies on the organizational leadership. Therefore, imperative to note that leadership is an empowerment of any kind of change.

Okubo and Agili (2015), concluded that the role of a leader and organizational and personal culture are critical in determining the achievement and viable performance of modern organizations.

4.7.2 Leadership commitment on implementation of balanced scorecard

Here, the influence of leadership commitment on implementation of balanced scorecard in the organization has been investigated. The result of the study established that an average of the Leaders are highly valuing and appreciate the customers of the organization, leaders are highly considering customer's views and opinions in the organization under study, the leaders are committed to support the teams towards achieving individual targets, leaders are clearly communicating performance management systems to the employees and Leaders are also strongly embraced the organization's strategic initiatives. The result of the study also indicated that most of the leaders are committed to providing all the required resources to implement performance management system. As well as implements all stages of the performance measurement system.

Duressa (2014) depicted that the government of Ethiopian has indicated commitments to advance public service leadership by implementing various reform initiatives under the subject of civil service reform program. The civil service reform program was intended to improve the effectiveness of leadership and their capacity for the efficient performance of public service program. As a result of these reform initiatives some improvements have been achieved. Though, communication of the vision and the commitment to reform were not sufficient, because most of the organizations do not have visionary leadership, and the accountability correlation between public service providers and government has not been clarified, Different

reform programs (BPR, BSC, working with citizen-charter) initiatives which intended at changing the public service performance and working system in to modern, efficient and effective system were identified.

As indicated by Beyene (2015), the top management has the mandate to implement government programs and their commitment is a crucial for efficient and effective implementation of civil service program.

4.7.3 Employee competency on balanced scorecard implementation

An influence of employee competency in the implementation of balanced score card in Ethiopian electric utility, the study established that an average of the staffs understand the meaning of balance scorecard, they fully understand the strategy of their organization is attempting to implement, they are committed to seeing that their organizational strategy is effectively implemented BSC, they know where their organization intends to be in five years and they fully understand their role in this organization.

Valeri, Matondang and Siahaan (2020) depicted that effect of employee participation and employee readiness on employee commitment to facing corporate strategy via organizational support as a moderating variable. Based on the findings the authors concluded that, employee participation and employee readiness have encouraging and major effect on employee commitment in the organization studied. The authors also point out that organizational support is essential in moderating the effect of employee willingness on their commitment in the organization.

As stated by Bose and Thomas (2007), the emphasis on intellectual capital indicates an essential alteration between companies operating in the “old” and the “new “economies, where the main market value in the previous was in physical assets, whereas value in the innovative economy is created and held primarily from the implementation of knowledge and the firm’s intelligent capital. Progressively, the key assets of companies are held in these intangible forms other than in physical capital.

4.7.4 Employee participation on balanced score card implementation

An association between employee participation and implementation of the balanced scorecard in the organization under study, the study of the research shown that the majority of the staffs of the organizations are committed to being effective and efficient, they invest sufficient time and resources to meet their deliverables, however their daily routine job did not serve their

individual interests. They welcomed the introduction of the balance scorecard in the organization as well as they have involved in the implementation of strategy in the organization. As stated by Valeri, Matondang and, Siahaan (2020), the main impact of employee participation is in the dimension of contributing and participating in making decisions for instance participating in planning and participating in company programs. Employees fundamentally come to an agreement if they are involved in the company's program to support the vision and mission of the organization. Yet, employees are not happy to mobilize their resources by contributing in the spin off process and also have a less effort to cooperate in supporting the organization.

According to Nielsen and Randall (2012), employee participation in the development and application of an intervention may can assist to ensure that changes take place. At the beginning level of the intervention of autonomy and job satisfaction forecasted the role and degree of employee participation in the planning as well as implementation stage of the intervention. Moreover, participation and changes in work procedures were significantly related with end results of social support, intervention autonomy and well-being. The results of the findings indicate that employee participation in intervention activities are vital and crucial in what appears to be a significant relationship with perceived changes in procedures and, therefore, in intervention outcomes.

4.7.5 Organizational Culture on balanced score cared implementation

A five-point Likert scale with “strongly agree” leveled as the highest, and “strongly disagree” leveled as the lowest. The majority of the respondents believed that organizational culture plays a great role in the implementation, and most of the staffs believed that diversity is encouraged in my organization, they relate very well amongst ourselves, strategies formulation and decision making is based on their common understanding. An average of the respondents agreed that there is high sharing of beliefs, values and symbols in the organization, people from different parts of the organization share a common perspective they welcomed change whenever strategies are formulated. They also believed that the organization strongly supports the employees whenever change takes place, Learning is an important objective in their day-to-day work, , organization’s mission is clearly communicated in the organization and mission of the organization is broadly shared among members of the organization, the respondents also agreed that they work very well as a team towards achieving overall organizational performance

According to Sambasivan and Rahman (2004) most of the y organizations found change to be a real challenge. In each organization the change process is unique in for every situation, because of the differences in the characteristics of the organization, the nature of the business, the values and work culture, management and leadership style, as well as the attitude and behavior of the employees. In addition, the risk of failure is greater as people are generally resistant to changes.

Abdul Rashid, Sambasivan and Abdul Rahman, (2004), concluded that organizational culture is related with attitudes to the organizational change. Diverse types of organizational culture have various levels of acceptance on attitudes toward organizational change.

Summary

This component demonstrated an outline of the examination discoveries for the fifty-two research questions using data analysis of the data collected. The examination of the information was drawn using tables and diagrams with a blend of descriptive and inferential insights used in case of quantitative data analysis and content analysis in case of qualitative part. Based on these the assumption for each of the separate research inquiries was tested but subsequently rejected the null hypothesis. The following chapter highlights the findings, discussions, conclusions and recommendations of the study.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter puts the guideline for the discussion, conclusions and recommendations for the study. The chapter presents the summary of findings, conclusions, limitation and recommendations.

5.2 Summary

The objective of the study was to assess the practice of change interventions in Ethiopian Electric Utility (EEU).

Four specific goals informed the study. This include:: influence of Leadership commitment in implementation of Balanced Score card in Ethiopian Electric Utility (EEU), the influence of Leadership involvement in implementation of Balanced Score card in Ethiopian Electric Utility (EEU), the influence of Employee competency in implementation of Balanced Score card in Ethiopian Electric Utility (EEU), the influence of Organizational Culture in implementation of Balanced Score card in Ethiopian Electric Utility (EEU) and the influence of Employee participation in implementation of Balanced Score card in Ethiopian Electric Utility (EEU)

The research approach was Mixed (both Qualitative & Quantitative). In case of quantitative research, samples from the population of Ethiopian Electric Utility Head Quarter staff members were questioned and interviewed to develop its characteristics and for qualitative part three directorates (Process Excellence, Change & Good Governance Directorate, Procurement, Logistics, Property & facility Directorate and Corporate Planning Directorate) were selected and one director from each directorate and one officer from one directorate interviewed using interview guides. The study was based on explanatory research design, it focused on explaining the aspects of the study undertaking in a detail manner. The thesis was based on Stratified Random sampling for probability sampling design and purposive for non-probability sampling design part.

The relationship involving the independent factors each other were checked their correlation, and the independent to dependent variable association were examined through regression statistics.

Responses rate that linked in quantitative part were graded on a 5-point Likert scale with the “strongly agree” for the highest level and “strongly disagree” for the lowest level.

5.3 Conclusions

5.3.1 Leadership involvement and balanced scorecard

An association between leadership involvement and the implementation of the BSC, the findings indicated that there is a significant positive relationship between them. The study also depicted that leadership involvement plays a crucial role in the implementation of balanced score card in Ethiopian Electric Utility head quarter. Based on the findings of the study, it concludes that leadership involvement in the implementation of the balanced score card is crucial and mandatory.

5.3.2 Leadership commitment and balanced scorecard

According to the results of the research as well as reviewed articles, leadership commitment is crucial to implement balanced score card in Ethiopian Electric Utility. The findings of the study indicated that there is a positive significant relationship between leadership commitment and implementation of balanced score card in the organization under study. Accordingly, the study concludes that leadership commitment is the main component and plays a vital role in the implementation of balanced score card.

5.3.3 Employee competency and balanced scorecard

Based on the findings of the study and literature review, employee competency played a vital role in the implementation of the balanced score card in the organization under study. The study also indicated that there is a significant positive association or relationship between employee competency and balanced scorecard implementation. The findings also concluded that all the staff under the organization fully understood their roles in the organization under study.

5.3.4 Employee participation and balanced scorecard

According to the result of the study, it has been shown that there is a significant positive association between the employee participation and an implementation of balanced score card in the organization under study, consequently the study concludes that employee participation is one of the main components to implement balanced score card in the organization.

5.3.5 Organizational culture and balanced scorecard

Based on the findings it is indicated that there is a significant positive correlation between organizational culture and balanced score card implementation in Ethiopian Electric Utility. The result of the findings also shown that most of the factors captioned under this statement is

highly significant positively. Hence the study of the research concludes that organizational culture is an important factor for balanced score card implementation and to achieve the goal of the organization under study it planned.

5.4 Recommendations

5.4.1 Leadership Involvement and Implementation of balanced score card

The findings of this study indicated that leadership involvement plays a vital role in the implementation of the balanced score card. Based on the findings of this research, it is recommended that implementation of balanced score card highly requires leadership involvement, accordingly the study recommends that an organization should appreciate and improve leadership involvement to implement balanced score card successfully.

5.4.2 Leadership commitment and implementation of balanced scorecard

According to the result of the study, leadership commitment and implementation of balanced score card in the organization under study are highly and positively related, so that the study recommends that there should be a tangible commitment of leaders in the organization while implementing balanced score card, an organization should evaluate and check leadership commitment before implementing balanced score card on it.

5.4.3 Employee competency on balanced scorecard implementation

Findings of the study depicted that employee competency and implementation of balanced score card in the organization under study are positively associated. According to the result of the findings the study recommends that there should be an appropriate training and staff development to improve the competency of the employees while implementing balanced score card in the organization.

5.4.4 Employee participation and implementation of the balanced score card

This study identified that employee participation has a vital role in the implementation of balanced score card in Ethiopian Electric Utility. In accordance the study recommends that the leaders and management of the organization should appreciate and include employee participation in the decision making, planning and other activities related to implementation of balanced score card in the organization.

5.4.5 Organizational Culture and implementation of balanced score card

The result of the study indicated that there is a significant positive correlation between the organizational culture and an implementation of balanced score card. Based on the findings it is recommended that the leaders of the organization under study have to ensure that organizational culture of their organization is highly correlated to each other and every member of the staffs in the organization should be aware of it. Moreover, awareness to their employees and stake holders with respective follow up about the role of organizational cultures is crucial.

Likewise, based on the qualitative discussions held, the following points needs an improvement: - Power decentralization, planning and follow up, data handling, resource limitation, and performance appraisal biases.

5.4.6 Recommendations for Further Studies

The research mainly focused on the factors influencing the implementation of the balanced score card in Ethiopian Electric Utility head quarter and the results of the study were generalized to the utility company. Based on this scenario, the study recommends that further studies have to be vital on the factors influencing implementation of change intervention, particularly implementation of balanced score card with other service providing organizations other than the organization under study.

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Addis Ababa University

School of Commerce

QUESTIONNAIRE

Part I: Profile of the respondent's, please tick [] the box that best describes your profile information

1. Your Gender: [] Male, [] Female.

2. Your Age: [] 20-25, [] 26-30 , [] 31-35, [] 36-40 , [] 41-45, [] 46-50, [] Above 50

3. What is your level of education from the following lists? [] Certificate, [] Diploma, [] Degree, [] MA/Msc, [] PhD or above

4. How many years of experience do you have in this organization?

[] 1-2 years, [] 3-5 years, [] 6-8, [] 9-11, [] 12-14, [] 15-17, [] 18-20, [] Above 21

5. What is your current position in the organization? [] General staff, [] Team Leader/Middle management, [] Process Owner , [] Office head

Part II: Preliminaries on Balanced Scorecard, kindly respond to the following questions.

6. Do you have written annual targets to manage your role in the organization? Yes [] No []

7. If yes, state how often the performance is reviewed: [] Monthly, [] Quarterly, [] Semi-Annually, [] Annually.

8. Do your targets address performance in finance such as cost reduction, revenue generation, and profit maximization? Yes [] No []

9. Do your targets address components of the customer aspect such as good client service and customer satisfaction? Yes [] No []

10. Do your annual targets address issues of innovation and growth such as providing new ideas, being trained, knowledge acquiring and so on? Yes [] No []

11. Do your targets address issues of internal business processes such as efficient service to one another, being effective to other departments, promoting teamwork, and so on? Yes []

No []

Part III: Leadership involvement on implementation of balanced scorecard

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
12. Leaders are involved in setting team targets.					
13. Leaders encourage ownership of targets					
14. Leaders set high and challenging targets					
15. The leaders view employee motivation as a key success factor to the organization					

Part IV Leadership commitment on implementation of balanced scorecard

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
16. Leaders are highly valuing and appreciate our customers.					
17. Our leaders are highly considering our customer's views and opinions					
18. The leaders are committed to support our teams towards achieving individual targets					
19. The Leaders are clearly communicating performance management systems to our employees					
20. The Leaders are strongly embraced the organization's strategic initiatives					

21. The leaders are committed to providing all the required resources to implement performance management system.					
22. The leader implements all stages of the performance measurement system.					

Part V: Employee competency on balanced scorecard implementation

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
23. I understand the meaning of balance scorecard					
24. I fully understand the strategy of our organization is attempting to implement.					
25. I am committed to seeing that our organizational strategy is effectively implemented BSC					
26. I know where our organization intends to be in five years					
27. I fully understand my role in this organization					

Part VI: Employee participation on balanced scorecard implementation

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
28. I am committed to being effective and efficient					
29. I invest sufficient time and resources to meet my deliverables					

30. My daily routine job serves my individual interests					
31. I welcome the introduction of the balance scorecard in the organization					
32. I am involved in the implementation of strategy in the organization					

Part VII: Organizational culture on implementation of balanced scorecard

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
33. Diversity is encouraged in my organization					
34. We relate very well amongst ourselves					
35. Strategies formulation and decision making is based on our common understanding.					
36. There is high sharing of beliefs, values and symbols in the organization					
37. People from different parts of the organization share a common perspective.					
38. We welcome change whenever strategies are formulated.					
39. The organization strongly supports the employees whenever change takes place					
40. Learning is an important objective in our day-to-day work.					

41.	The organization's mission is clearly communicated in the organization					
42.	The mission of the organization is broadly shared among members of the organization					
43.	We work very well as a team towards achieving overall organizational performance					

Part VIII: The organization after balance scorecard implementation

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
44. The organization's management consults all the employees before making decisions.					
45. The general staffs are engaged in the formulation of the strategies and balanced scorecard implementation.					
46. There has been an increase in organizations profits					
47. There is improved work patters as well as more streamlined departments					
48. Employees have targets to manage their work performance					
49. There is better information sharing between customers and the organization					
50. There has been an increase in customer satisfaction					

51. There has been an improvement in customer loyalty					
52. There is an environment for learning and growth in the organization					

Part IX: Challenges in implementing BSC (to be filled by top management and leaders only) State, with one being the 1st biggest challenge, one being the 2nd biggest challenges, while three being the smallest challenges that you have encountered while implementing the BSC performance measurement

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Thank you for your participation.