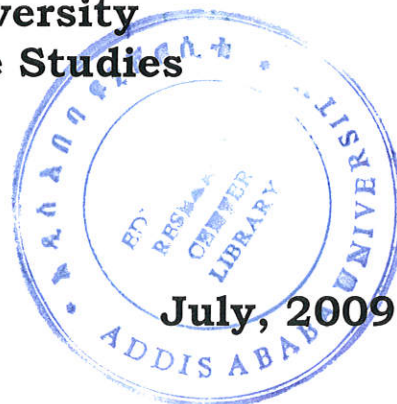


**The Psychosocial Adjustment Problems of
Government Employees where Business
Process Reengineering (BPR) is recently
implemented: the Case of Selected Employees
from Ambo District, West Showa Zone, Oromia**

**By
Thomas Ayana Dano**

**A Thesis Submitted to the School of Graduate Studies of
Addis Ababa University in partial fulfillment of the
requirements of Master of Arts Degree in Counseling
Psychology**

**Addis Ababa University
School of Graduate Studies**



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SCHOOL OF GRADUATE STUDIES
ADDIS ABABA UNIVERSITY

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Abstract

The purpose of this research inquiry was to study the psychosocial adjustment problems of the government employees after the implementation of the Business Process Reengineering (BPR). More specifically it is intended to comparatively analyze the psychosocial adjustment differences among the promoted, Demoted, and employees with no significant Change as a result of the implementation of the change. 197 research participants were randomly selected from 400 government employees from the district of Ambo, Regional state of Oromia. The employees' work related Self-esteem, Level of Depression, and work-related social behaviors (Sociability) were studied using Rosenberg's Self-esteem Scale, Beck's Depression Inventory, and the merged scale of Loneliness in the Work Places and Watson and Friend's Social Avoidance and Distress Scales. The results were analyzed using SPSS version 15 and different descriptive statistics and Multivariate Analysis of VAriance were employed. The findings indicate that there are group differences in the psychosocial adjustment of government employees after the implementation of the BPR. From all the three groups stated above, the demoted employees are relatively more adjusted than the two groups. Age, gender, and family size were also found to differently affect the employees' psychosocial adjustment. Hence, it is recommended that any intended intervention for the employees should take place by taking the above differences into considerations.

Chapter One

Introduction

The study is aimed to investigate the psychosocial Adjustment problems of Government Employees just after the implementation of the new structural change to all government offices of the Region of Oromia. As it is well known, Business Process Reengineering (BPR) is a new approach to the local level and the effort to change the earlier organizational structures at a national level in Ethiopia. The region of Oromia is the pioneer in implementing the change at regional level starting from the beginning of the year 2008.

The study was undertaken in Ambo district of West Shewa zone. All government employees at the district were target population out of which the participants were selected.

Background of the Study

The organizational development approach to organizational change has long been identified to be the most well-established approach among the behavioral sciences (Millward, 2005). But there are many other competing approaches to managing change, one of the most popular of these in the late 1990s being Business Process Reengineering (BPR). Business process reengineering (BPR) is a tool for facilitating radical change by “starting from scratch” to build new structures and processes (for example, job descriptions, reward systems, organizational efficiency and effectiveness) (Stewart, 1993). Bisrat (2007) added that reengineering is a revolution, responding to the reality in order to live with in today’s new business world. Bennis and Mische (1995) presented that BPR is built on the assumption that structuring the process in a more efficient manner will achieve better results. Zunker (1998) further describes reengineering as about “starting over” in organizational design. It is basically a search for new models of work and new approaches to process structure. Zunker adds that focusing on labor, reengineering cast out hierarchical control

and division of labor; focusing on process structures such as research and development of new products and accounting, reengineering stresses creative use of technology.

Change is said to be driven by global markets, diminishing product life cycles, more intense competition, evolving customer needs, and breakthrough technological developments (Nelson & Quick, 1997). Hammer and Champy (1993) in Zunker (1998) and Bisrat (2007) emphasize the following three crucial C's as the driving forces behind changes in organizations: customers, competition and change. Today's customers, according to the above individuals expect products to satisfy their individual needs and are no longer satisfied with what the seller may have mass produced to be only good enough. Today, the more sophisticated consumer wants high quality goods.

Competition is also another driving force because the traditional competitive strategies: lower price and highest quality, and best service become standard for almost all competitors (Corlett & Richardson, 1981). Hence, today's organizations changed due to shift in customer-seller relationship and the technology (Bisrat, 2008). Change is another further driving force because customer demands, technology and competition themselves are in a continuous flux (Corlett & Richardson, 1981).

Generally, business process reengineering (BPR) holds the following five essential elements (Bennis & Mische, 1995; Bisrat, 2007): a bold vision, systemic approach, a clear intent and mandate, a specific methodology, and effective and visible leadership. Without any of these five elements, the change effort being contemplated is not reengineering.

Bisrat (2007) further identified that in the BPR, several jobs are combined into one and workers are empowered to make the most decision. The steps involve delivery, and non value adding activities and handoffs are eliminated. Furthermore, according to Bisrat, processes have multiple version; works are performed where they make sense, and controls and reconciliations reduced.

An important element of organizational change is the human side which requires due attention in order for the process reengineering to achieve the intended goal. Corlett and Richardson (1981) signified that all jobs involve some sort of mental activity and the contribution of these mental activities to overall workload is an important area of scientific investigation. To this end, Corlett and Richardson argue any change in the organizational management may induce some degree of distress which require psychological, emotional, social, and work related adjustments. Because human capital plays a large part in realizing the anticipated change, many theorists place a great weight on this entity. In support of this, Millward (2005), materialized that, the loss of disengagement of human capital through actual or psychological withdrawal of effort and investment can seriously undermine the likelihood of long-term success of change, as of any change effort. This individual adds that, the message to pay attention to the 'human' dimension during a change effort has been one that organizational scholars have tried to deliver since the 1930's inception of the human relations (HR) paradigm yet the message either remains unheard, unaccepted or still on-the-shelf.

One of the main criticisms of change models according to Millward (2005) is their lack of attention to the micro-level considerations of the change. As one of those change interventions, the Business Process Reengineering could make many employees loose their jobs especially the lower and the middle level workers (Beyene, 2007). Employees who are even lucky to keep their jobs after process reengineering find out that the jobs are no longer the same. The structure of the reinvented enterprise is entirely different from that of the traditional organization (Bennis & Mische 1995). It is basically flat, not hierarchical; its essence is core processes and net-worked responsibilities, not separate departments with separate positions and duties. It is further described by the above individuals that managers especially experience hard time with a flat structure.

Regarding the social behavior of employees, Bennis and Mische also propose that the ability of employees to function in a team environment is a prerequisite of reengineering and one of the defining features of the reinvented organization. The team emphasis greatly reduces reliance on organizational titles and centralized authority in the reengineered organizational structure, organizational behavior is based on self-directed work teams which establish goals, solve problems, make decisions, and change practices. Members share responsibilities and distribute work among them. This team orientation requires employees to work with others cooperatively, to participate actively, and to assume different roles as needed (Bennis & Mische, 1995; Millward, 2005; Beyene, 2007; Bisrat, 2007).

The radical changes on the 21st organizations such as that of the BPR may also pose tremendous changes on individual human dimensions (Statt, 2004). Because the world of work undergone such change, it most certainly will influence the type of individuals who will prosper in this new environment (Muchinsky, 2003). Organizational change according to this site will also influence that attributes of individuals that organizations find desirable and how job application will be assessed.

The likelihood of differential adjustment in the first part is because of changes in the interactions between personal and situational characteristics which take the following four forms (Smelser & Baltes, 2001): first, some situations are stronger than others leading to different levels of behavioral uniformity; second, work situation do not affect every one in the same way; some people's behavior is more consistent across varying situations; third, certain people such as those exhibiting "charismatic" leadership can influence situations more than others. Lastly, people do not select in to situations randomly, but rather in to situations in which they think their attitudes and behaviors will be appreciated. So the individuals' unique social behavior (Bennis & Mische, 1995) could influence their adjustment because team work is strongly

advocated by the BPR. Because of such unique features of the BPR, all employees with in the organizational change packages may experience certain levels of challenges to self esteem, psychological distress, and various social adjustment problems (Bennis & Mische, 1995; Muchinsky, 2003; Millward, 2005). Earlier studies also show that organizational changes may affect employees differently based on the purpose of the change and the potential fitness of the employees to carry out the intended out come (Bisrat, 2007).

From the above descriptions, it is conceptualized as one of the organizational change interventions by starting from the scratch and involves the entire change of the old ways by the new. Being a radical change, it could undoubtedly inflict some level of adjustment problems on the side of the primary recipients of the change, employees.

Statement of the Problem

The purpose of this study is then to examine the Employees' psychosocial adjustment problems relative to their Self-esteem, level of depression, and current work related social behavior (Sociability) through the following research questions,

- Is there significant Psychosocial Adjustment Difference among the employees differently affected (promotion, No significant change and Demotion) by the organizational change?
- Is there significant Psychosocial Adjustment Difference with respect to the employees' age?
- Is there significant psychosocial Adjustment Difference between male and female employees?
- Does Family Size place significant psychosocial Adjustment Difference among Employees?

Objective of the Study

The general objective of this study is to comparatively analyze psychosocial adjustment problems of Government Employees after implementation of the BPR.

Specific Objectives

The study is more specifically attempted to;

- Investigate the Psychosocial Adjustment difference among the Promoted, those with no significant change and demoted employees.
- Study the psychosocial adjustment difference among employees based on their age.
- Analyze the psychosocial adjustment difference between employees depending on their gender.
- Study the psychosocial adjustment difference between employees based on their family size.

Significance of the Study

One of the great improvements in the welfare of organizations is the level of technological advances that in turn affect their stabilities (Mcshane & Von Glinow, 2000). Change according to these individuals is the characteristic nature of the 21st century. Computer technology, global and local competitions and the ever-increasing demand of customers are identified as the driving forces behind the change (Bennis & Mische, 1995; Millward, 2005; Bisrat, 2007; Tesfaye, 2007).

But beneath these efforts is excessive reliance of the organizations on the macro-level changes (Millward, 2005): Micro-level considerations were not still fully recognized by many organizational change advocates. In order for any intention of organizational change to be effective, the human side needs deep investigations (Corlett & Richardson, 1981). Furthermore, for employees are

the vehicles of realization of the change effort, considerations to individual difference eases the journey (Rashid & Archer, 1983). Hence,

- This study could at least serve as a baseline for future research inquiries on this locally unexamined area.
- It could help the concerned bodies consider the socio-emotional state of the Employees during the transition.
- It aids the concerned bodies to consider group differences among employees in reacting to the work related interventions.
- It may also aid the concerned bodies to consider and extend the role of Psychological support to organizational settings.

Scope of the Study

The Research focuses on studying the psychosocial adjustment problems of all government employees at Ambo district, West Shoa zone who have been included in the new Business Process Reengineering (BPR) Package. The Psychosocial adjustment was measured relative to Self- esteem, level of Depression and work related social Behavior (sociability) of the employees. The study was undertaken six months after the implementation of the BPR.

Limitations of the Study

- Since the change was implemented six months from the time of data collection, time factor may affect the finding of this study.
- The Data Collection was undertaken through self- report because of lack of objective performance measure to supplement the results (No outcome evaluation was undertaken till the time of data collection.)

Operational Definition of Terms

The following definitions were given to the terms as they were intended to be used in this study;

BPR -the new Organizational Change pertinent to all the government offices at a national level.

Psychosocial adjustment – is large score on measure of self-esteem, measure of Depression, and Sociability.

Psychosocial adjustment Problems – comparative low scores on Self esteem, measures of depression, and Sociability.

Self esteem - work related evaluation of oneself.

Depression - a certain level of distress indicated by scores on Beck's Depression Inventory.

Sociability - a large score in work-related social behavior as measured by the adapted Social Adjustment Scales.

Promotion - being placed at a better position and better salary scale than before after the implementation of the BPR.

No Significant change - employees placed in equivalent position with equivalent salary as the previous (before the change).

Demotion - Reduced status after the implementation of the change.

Recent (in the title page) - Six months from the time of data collection.

Small Family size - is family size of less than five members.

Large family - is a family size of five and above.

Younger employees -those employees with in the age level of 20-30.

Middle age – is employees with in the age level of 31-42.

Older employees -are those employees between ages 43-58.

Chapter Two

Review of Related Literature

Introduction

Organizational development is conceptualized as a process of alternating specific system variables which might focus on altering tasks, strategic organizational goals, system controls, (e.g. rewards), attitudes, or interpersonal relationships (Mcshane & VonGlinow, 2000). Organizational transformation as opposed to this fact is starting from the scratch (Bennis & Mische, 1995). Any change effort could take either of the following two forms (Mcshane & vonGlinow, 2000): Incremental and Quantum Changes. Incremental change is an evolutionary strategy where by the change agent fine-tunes the existing organization and takes small steps towards the change effort's objectives. On the other hand, quantum change is an effort to create a totally different configuration of systems and structures. Organizational restructuring or reengineering is an aspect of quantum change targeting at overall or radical change of the organization (Muchinsky, 2003).

Business Process Reengineering (BPR)

Business Process Reengineering, as a type of quantum changes, is conceptualized as one of the critical tools used as a mechanism to bring about radical, fundamental and dynamic transformation in the way of doing any undertaking (Tesfaye, 2007). Millward (2005) adds Business Process Reengineering (BPR) is a tool for facilitating radical change by starting from scratch to build new structures and processes (for example, job descriptions, reward systems, technological systems and so on) to engineer improved organizational efficiency and effectiveness.

Identifying Features of the BPR

Business Process Reengineering is used as a mechanism of throwing away the old way of doing things and starting fresh (Bennis & Mische, 1995; Bsrat, 2007). It requires radical and breakthrough transformation in every possible standard including cost, speed, customer satisfaction, quality, service level and other things (Bennis & Mische, 1995; Millward, 2005; Bisrat, 2007; Tesfaye, 2007). According to Hammer and Champy (1993) in (Tefaye, 2007), '*BPR is a fundamental re-thinking and radical redesign of the business process to achieve dramatic improvements in contemporary measures of performance such as cost, quality, Service and speed.*' Hammer and Champy in Bennis and Mische (1995) further extended their ideas in that BPR requires the organization to challenge fundamental assumptions on which bureaucracies are built and radically redesign these organizations around desired outcomes rather than functions or departments (Linden, 199) in (Tefaye, 2007). It is about rejecting the conventional wisdom and received assumptions of the past and reinventing new approaches in every aspect of business in the organization. BPR is reinventing the enterprise by challenging its existing doctrines, practices, and activities and then innovatively redeploing its capital and human resources into cross-functional processes (Statt, 2004). Bennis and Mische (1995) state reinvention is intended to optimize the organization's competitive passion, its value to shareholders, and its contribution to society.

The most common and basic feature of the reengineered organization is that several jobs are compressed in to one and so do the responsibilities that traditionally being, given to many (Bisrat, 2007). The single individual performing the re-engineered organization (process) is said to be the case worker. According to Bennis and Mische (1995) and Bisrat (2007) the new reengineered system requires educated, empowered and skilled man power that as well equipped by the knowledge and skill of information technology.

Reengineered business could also be run by team of individuals where trained and capable man power is valuable (Bisrat, 2007). Reengineering introduces

changes in how the processes are carried out and in how the organization is managed and structured so that these processes deliver optimal value to customers (Mohrman, Galbraith & Lawler, 1998). These individuals add that,

“the change process almost always run from the top down, in part because it entails a significant redistribution of power and authority and a significant investment in information technology and because it may also entail a restructuring of business units and work groups so that there are fewer levels of management and fewer employees” (pp.189).

Bisrat (2007) in his training manual summarized the following features of the new and reengineered organization: Reengineering solves the traditional approaches to business by pooling together disparate group of individuals in to a team and give them total responsibility for handling the jobs entirely in the process from start to finish. Workers are according to Bisrat, are empowered to make decisions in a horizontally and vertically compressed organization, and the steps are performed in the natural order: Work units change from functional departments to process teams; Jobs change from simple tasks to multidimensional work; People’s roles changed from controlled to empowerment; Job preparation changes from training to education; Focus of performance measures and compensations shift from activity to results; Promotion criteria change from performance to ability; Values change from protective to productive; Managers change from supervisors to couches; Organizational structures change from hierarchical to flat, and Executives change from store keepers to leaders.

Human Issues in the BPR

In order to successfully transform an organization, one must understand at least two basic sets of variables (Porras & Robertson, 1992) in (Muchinsky, 2003; Millward, 2005). In the first place are those organizational variables that could be manipulated by a change intervention. The second are the outcomes intended by the change effort. It is also emphasized by Porras and Robertson

that the work setting is made up of four components. The first is the organizing arrangements, the structure, strategies, administrative systems, and reward systems of the organization. The second is the social factor, the organizations culture and management style. The third is the physical setting, the space configuration of the organization, interior design and physical ambience. Technology is the fourth component and includes equipment, machinery, and work flow design. These four components are inextricably intertwined in that one affects the other and ultimately affect organizational effectiveness. There are also two outcome variables (Millward, 2005):

Individual development- The first major outcome of organizational change is enhanced individual development. The nature of the organization in which a person works encourages some types of behavior and inhibits others, which in turn pose an important influence on the person's psychological health and personal development.

Organizational performance- Porras and Roertson in Millward (2005) add that if individual members work hard, take responsibility and initiatives, learn their jobs well, and commit themselves to their jobs it is more likely that the organization as a whole will perform well.

The most difficult and painful side of reengineering according to Bisirat (2007) is that it is a radical transformation or paradigm shift. Bennis and Mische (1995), rephrased this stage as innovating phase in that it requires not only reengineering of the business processes, but also the systematic change of management practices, organizational structures, and information technology. It involves cultural transformation, empowerment and intensive use of information technology. Kotter and Heskett (1992); Appelbaum and Batt (1993) in Muchinsky (2003) have identified the following four critical features of organizational culture change processes: a strong leader, clear vision of what needs to be done, development of new work procedures, and an organization that is open to learn. This according to Muchinsky implies, for any cultural transformation to take place there should be a strong leader that initiate and

sustain that change and guide the members to hold clear visions by which they mentally map and eventually accept the consequences of change. In addition, BPR from its very nature involves reinventing the organizational culture, holding new work procedures to live with change (Bisrat, 2007).

Employees after the implementation of Business Process Reengineering need empowerment for effective accomplishment of the transformed organizational structure and to act as case workers and active organizational team members (Bennis & Mische, 1995; Bisirat 2007). Employees as a result of BPR need to be educated than trained in order to actively perform both as an individual case worker and active team members of the reinvented organization.

Information technology has a paramount importance in facilitating the realization of the intended reengineering outcomes (Bennis & Mische, 1995; Moharman, Gilbraith, Lowler (1998); Bisirat (2007). Employees, as a result of the BPR, according to the above sites, required to use skills in information technology that help the full realization of the objectives of the reinvented organization.

Empowerment as defined by Mcshane and VonGlinow (2000) and Muchinsky (2003) refers to the process of giving employees more power and decision making authority within a context of less managerial oversight. Liden and Arad (1996) cited in Muchinsky (2003) state empowerment as the psychological outcome of structural changes in the organizations designed to provide power. Sprietzer (1997) in Muchinsky (2003) further elaborated that empowerment constitutes four dimensions: meaning, competence, self determination, and impact.

Employee Reactions and Psychosocial Experiences after Implementation of Organizational Changes

Since human beings want security and stability, reengineering consequently always meet resistance (Schweitzer, 1986; Newstrom & pierce, 1990; Bennis &

Mische, 1995; Millward, 2005; Tesfaye, 2007). Not surprisingly, the pain involved in making people get rid off the old ways and embrace the new one is serious because people regard such transitions with much fear and anxiety and that they find the experience itself to be unsettling and dislocating (Hammer & Stanton, 1994) in (Tefaye, 2007).

People react with varying degrees of similarities and dissimilarities and relative degree of distress at the heart of which are (Rashid & Archer, 1983; Schweizer, 1986; Barger& Kirby, 1995; Bennis & Mische, 1995; Muchinisky, 2003; Millward, 2005; Bisirat, 2007): Uncertainty, a lack of understanding about why change must occur, the belief that change will reduce status or power and substantive change in job (change in skill requirements), the belief that change will alter an individual's autonomy, and breaking routines, incongruent organizational systems, psychological threats and threats to employment, incongruent team dynamics, feeling as if promise is broken, recurrent skepticism, suspiciousness and beginning to look for hidden motives and agendas, feeling angry or bitter, experience of painful losses, fear of loss of importance on the part of experienced employees, and danger of being socially or physically isolated as a result of change.

Employees often feel that their livelihoods, careers, and hard-earned organizational titles are being threatened (Bennis & Mische 1995; Mcshane & Von Glinow, 2000). Lack of training in the new methods and peer-pressure could further exacerbate this tendency of employees to feel uncertain about the change efforts intended (Schweitzer, 1986). Fear of the uncertainties could also be observed in reengineered organizational systems for the fact that employees are worried because they can not adopt new behavior that increase the perceived likelihood of personal loss (Mcshane & Von Glinow, 2000). They experience losses such as relationships with coworkers and managers, expertise and comfort with their job, and security and confidence in an assured future (Barger& Kirby, 1995). Barger and Kirby further states that employees after the implementation of the BPR become skeptical about communications

from upper management, about promises and projections, about the picture of future improvement at the end of the hard times, and about the information and knowledge on which the changes are based.

Lack of understanding about the essence of change in part arises from autocratic implementation of the change and little concerns for the micro-level psychological considerations (Mohrman, Galbraith, & Lowler 1998; Millward, 2005). Compared to many other organizational change interventions (Mohrman et. al, 1998) such as employee involvement, business process reengineering least involve employees at all paces of the change effort.

Business Process Reengineering obviously reduces a large bureaucratic structure of organization by empowering the employees at a lower level and consequently results in merging of power (Bennis & Mische; 1995; Milward, 2005). As a result of change of bureaucratic structure to the flat one, many process managers may not find that their relative status is maintained. In addition, (Bennis & Mische, 1995; Bisirat, 2007) states that the managers of the reengineered organizations are rather coaches than bosses. As a result, they perceive that their long-earned organizational status has been threatened. Zunker (1998) further elaborated that workers of the reengineered organization are fully empowered that they rotate to different projects by initiating objectives and then management coordinates projects and participates directly in achieving these objectives. There also prevails a partnership between managers and workers as opposed to the classical organizational structures (Statt, 2004).

The new reengineered organization as a result of BPR comes up with a radical change that requires employees to adapt to the changed culture of work and skill requirements (Bennis & Mische, 1995). The reengineered organizations are characterized by a completely different organizational culture from the pyramidal to flat one that consequently requires workers to actively carry out a team work and successfully apply the skill of information technology (Mohrman et. al., 1998). According to this source, the jobs that workers once accustomed

to be eliminated and complete change of the concept of career success is inevitable.

Muchinsky (2003) argues that reengineered organization towards a team-based operation necessitates major changes in organizational behavior, including cooperation, communication and collective decision making. This as Anne Roe theorizes requires specific types of personalities that are shaped by early parental environment (Sharf, 2002). Roe specifically stated that the types of early parenting style can adversely affect latter orientations towards or away from people. Children brought up in rejecting homes are likely to develop attitudes against, rather than towards people. Zunker (1998) on the other hand recommends that workers in organizations with flat structure are expected to learn new skills and adapt to the requirements of working with teams.

BPR as one of organizational redesign approaches is characterized by breaking routine activities that may result in absolute difficulty to those who have been accustomed to those principles (Muchinsky, 2003). McShane and Von Glinow (2000) replies to the habit change in that many people resist organizational changes that force them out of their comfort zone and require them investing time and energy learning new role patterns. Muchinsky (2003) capitalizes on difficulties to change habits in that self-continuity plays a major role. The idea behind self-continuity according to Muchinsky is that individuals attempt to maintain stability of their self over time and across situations.

Some control mechanisms, rewards, selection and training pertinent to the previous organizational system ensure that employees maintain stable role patterns to make change unlikely (Mcshane & Von Glinow, 2000). In addition to this, according to Mcshane and Von Glinow, individual employees resist organizational changes just to conform to existing team norms that discourage them from accepting the change.

One of the major initial discomforts after process reengineering (Taddese, 2007) is that the change could necessitate work redesign which may involve dismantling the already established work groups and procedures.

Various psychological threats happen to employees during changes such as of the self-esteem (Mitchell, 1994; Millward, 2005). This is because according to Locke (2001) in Millward (2005) the sphere of work is critical to self-esteem for it is via work that life can be mastered and sustained. Locke generalizes that people seek and maintain self-enhancing identities that make or will potentially make them feel good about themselves and identity importance intensifies the experience of some thing that could severely threaten them. Sharf (2002) indicates that one of the main reasons for seeking counseling is low self-esteem that is not affected by positive feelings that others may have for the individual. Feeling weak and inferior to others is a common reason for entering counseling and psychotherapy. Sharf further points out those lower employees at the organizational structure are highly liable to the low self-esteem caused by organizational changes. Carnall (1990) in Millward (2005) however says that there is a finite level of change that self-esteem can cope with before it begins to inhibit functioning and intervention at a middle of the levels will help enhance and safeguard the self esteem.

One other common psychological explanation offered to employees' lack of successful adjustment links to the psychological contract-the implied exchange relationship that exists between employee and the organization (Muchinsky, 2003). Employees after radical organization changes react with low commitment and loyalty because of the fact that their organization-violated the psychological contract (Mcshance & Von Glinow, 2000; Muchinsky, 2003; Millward (2005). Researches on this perspective shows that change may leave people feel betrayed and angry. Stiles, Gratton, Truss, Hope-Hailey, and McGovern (1996) in Millward (2005) provide evidence from three British based firms that survivors perceived that their organization had violated employees' psychological contract during change. Psychological contract is said to be

violated when employees perceive injustice in the procedure of lay-offs and demotions. Robinson et al, (1994) in Muchinsky (2003) found the psychological contracts are less relational and more transactional following violations. Employees turn away from the socio-emotional aspects of work and focus on the monetary benefits of the relationship.

Role conflict, role ambiguity, and traumatic personal loss are other psychological threats to hamper the employees' commitment to organization changes (Newstrom & pierce, 1990; Millward, 2005). As psychologically distressing states, role ambiguity and role conflict play a part in hampering employee psychosocial adjustment (Mcshane & Von Glinow, 2000). Role conflict occurs when people face competing demands with work and non-work expectations. Person role conflict further happens when organizational values and work obligations are incompatible with personal values (Mitchell, 1994). Role ambiguity exists when employees are uncertain about their job duties, performance expectations, level of authority, and other job conditions. This according to the above site tends to occur when people enter new situations, such as joining the organization or taking a foreign assignment, because they are uncertain about task and social expectations.

Experiences of in-authenticity especially in interactive service works could increase the likelihood of depressed moods (Bridges, 1995). Bridges added in-authenticity could in turn be increased in order to be good at people handling skills, whereas working more frequently with other people and having control over one's work tend to reduce the likelihood of such feelings.

Work load and task characteristics are also presumed to pose a certain level of distress on an individual (Newstrom & pierce, 1990). Work-related perceptual, emotional and information processing tendencies would lead to some distressing conditions such as depression anxiety, tension, lowered self-esteem and anger (Organ & Hammer, 1982; Hellriegel, Slocum, & woodman, 1989; Bridges, 1995; Muchinsky, 2003).

The perceptions of job-demand control and effort-reward imbalance could also have some relationship with depression especially when employees are threatened by perceived or actual future job loss (Scandinavian Journal of work, 2001).

The psychological and affective consequences of distressing conditions include anger, frustration, hostility, irritation, boredom, burnout, fatigue depressed mood, lowered self-confidence and self-esteem (Muchinsky, 2003; woodman & pasmore, 2005). Muchinsky (2003) generalizes that work related psychological distress is indicated either by patterns of under-commitment (underachievement and procrastination) or over-commitment (obsessive-compulsive addiction to the work place), anxiety in the work role, and work related depression.

On the other hand, Millward (2005) presents a generalized psychosocial model that state individual characteristic such as personality, perceptual experience, health status, knowledge and skill to cause long-term outcomes such as coronary heart disease and arterial diseases, gastrointestinal disorders, mental health and cumulative trauma disorders. It is further recognized that during large organizational changes, employees experience a wider range of inner directed feelings that center on self-doubt, anxiety, frustration and general uncertainty that is accompanied by increased complaints in sickness (Newstrom & pierce, 1990).

Chronic depression is directly related to organizational change as part of grief process when individuals fail to proceed to the final stage, commitment (Millward, 2005). Such a state according to Flach (1974) and kleine (1974) is characterized by the following symptoms cited in organ and Hammer (1982, pp.122):

- Sleep disturbances, especially problems with waking-up after an hour or two of sleep and being unable to get back to sleep.
- Loss of appetite

- Decreased sex drive
- Aversion to social contacts
- Indecision and procrastination
- A change in dress and appearance, especially toward mess or shagginess
- fatigue and poor concentration
- In general and most pervasive, reduced enjoyment of all the things that used to give pleasure
- A general sense of being trapped, helplessness, guilt.
- Feelings of being down, hopelessness, and being tired all the time.

Depressives further feel that they lose control over events around them, every day challenges of work and even easily destructed. Another psychological or emotional experience related to change organizational interventions is anxiety (organ & Hammer, 1982). Anxiety in organizations according to this site could be caused by: differences in power in organizations which leave people with a feeling of vulnerability to administrative decisions that adversely affecting them; frequent changes in organizations, which make existing behavior plans out of date; competition, which create the inevitability that some persons loss esteem, and status; and job ambiguity.

Bennis and Mische (1995) further add that lack of job feed back, volatility in the organization's economic environment, job insecurity and high visibility of one's performance (success as well as failure) incapacitate the individual and further increase ones anxiety states.

One of the requirements of BPR, task specific skills, could also pose some level of anxiety (Zunker, 1995). In addition, Reich (1991) in Zunker (1998) delineates worker skills that will be necessary for effective operation of current and future organizations: problem solving skills, problem identification and strategic broker which in turn necessitates continuous training of work-force. Dent and Goldberg (1999) in Woodman and Pasmore (2005) state that people become anxious because of feelings of uncertainty about their job, and about their

competence and adequacy. Surrounding the threat of job are loss of status, loss of pay or loss of comfort. In some cases, employees are anxious or afraid that they will not fully be able to master the new skills required for an enlarged or changed job (Mitchell, 1982): they fear failure on the job.

Another important psychological consideration is owed to self-esteem because the world of work according to Muchnisky (2003) is critical for self-esteem. Coopersmith (1967:4-5) in Millward (2005:271) defines self-esteem as " *the evaluation the individual makes and customarily maintains with regard to the self: it expresses an attitude of approval or disapproval and indicates the extent to which an individual believes the self to be capable, significant, successful and worthy.*" Self-esteem has some important relationships to behavior in organizations in that low self esteem individuals have difficulty in forming interpersonal attachment, susceptible to influences from others, set lower goals, more sensitive to episodes of successes or failure, and feel inferior and helpless (Organ & Hammer, 1982; Hellriegel, Slocum, & woodman, 1989; Muchnisky, 2003).

Business process reengineering as a type of organizational development strategies needs employees to have maximum level of interpersonal skills (Zunker, 1998). This individual further emphasizes that in a re-engineered organizations, teams have become the vehicles of performance; thus individual performance is linked to well-developed interpersonal skills. The following skills are considered important: how to work in groups successfully and resolve conflicts, how to gain cooperation with peers, and how to net-work with in the organizations.

Generally, employees after organizational change interventions are characterized by the following "survivors' syndrome" (Nelson & quick, 1997): more risk averse; more stressed, anxious, cynical, etc; greater role conflict and role ambiguity; lower self-confidence; lower creativity, and reduced morale and job satisfaction.

Extreme preoccupation with the thoughts of change could also result in individual distress which constitutes three forms (Barger & Kirby, 1995; Nelson & Quick, 1997): The common ones are depression, burnout, and psychogenic disorders. Medical illnesses are the second category of individual distress and include heart disease and strokes, backaches, peptic ulcers and headaches. The third categories of individual distress are behavioral problems encompassing violence (including interpersonal type), substance abuse of various kinds and accident. In addition to these facts, work-related psychological disorders are among the ten leading health disorders and disease in the United States according to the National Institute for Occupational Safety and Health (Mcshane & Von Glinow, 2000)

Indicators of employees' adjustment to organizational transformation could help pioneers of the change realize the intended goal (Rashid & Archer, 1983; Barger & Kirby, 1995; Nelson & Quick, 1997). Hence, successful adjustment to change is indicated by higher level of enthusiasm for future change by providing opportunity for learning, and to grow. Alternatively, poor adjustment to change is characterized by feelings of threat, uncertainty, frustration, alienation, and anxiety particularly in relation to issues of job security, status, work task, coworker relations and reporting relationships.

Considerations to be made during the Transition

Moving through the change outcome for all employees is exemplified with moving on the Rocky mountain (Barger & Kirby, 1999), Letting go of the old and accepting the new is what every employee has difficulty with (Statt, 2004). According to Statt, human beings have all sorts of Unconscious trick to cling on to the old even where we may think consciously that the paraphrased change is good idea and that we actually stand to benefit out of it. Underestimating the effect of this transitions and not allowing them enough time to work through is the paramount psychological cause of failed changes (Statt, 2004; Millward, 2005). These sites further add that for every one affected, it is a very long way, psychologically, from denial to commitment and

there will be staff that can not make the whole journey or do not wish to do. Employees who can not make adaptation to the norms of the restructured organization become frustrated and will not function harmoniously with in the system (Williams & Huber, 1986).

Besides, let a lone imposed changes, the same environment and situation can result in very different responses (Barger & Kirby, 1995). According to this site, individual difference worth-attention in organizational change because, one person finds the change stimulating and exiting, responding energetically to the challenges of new environment; an other feels stuck or depressed, unable to let go of the past, and is ineffective in adjusting to new realities.

Negative behavioral reactions to change may be manifested in overt behavior or passively and people show four basic identifiable reactions to change: disengagement, disidentification, disenchantment, and disorientation (Nelson & Quick, 1997).

Disengagement is psychological withdrawal from change. Disengaged employees are physically present but mentally absent. They lack drive and commitment and they simply comply without real psychological investment in their work. The basic managerial strategy for dealing with disengaged individuals according to Nelson and Quick is to confront them with their reaction and draw them out so that they can identify the concerns that need to be addressed.

Another observable behavioral reaction according to the above site is disidentification; where individuals feel that their identity has been threatened by the change and feel very vulnerable. Many times they cling to the past because they had a sense of mastery over it, and it gave them a sense of security (Rashid and Archer, 1983). Managers can help them through the transition by encouraging them to explore their feelings and helping them to transfer their positive feelings in to the new situation.

Disenchantment is also a common reaction to change which is usually expressed as negatively or in anger. Disenchanted employees realize that the past has gone, and they are made about it. The first step in managing this reaction is to bring these employees from their highly negative, emotionally charged state to a more neutral state. Secondly, acknowledging that their anger is normal and they do not hold it against them.

A final reaction to change according to Nelson and Quick (1997) is disorientation in which employees some times lost and confused, and not sure about their feelings. Disorientation is said to be a common reaction among people who had used clear goals and unambiguous directions, when change is introduced; it creates uncertainty and lack of clarity. The managerial strategy according is to deal with the reaction by explaining the change in a way that minimizes the ambiguity (Millward, 2005). Furthermore, the unintended human and business consequences of organizational transition are strong enough to not only erode employee wellbeing and organizational quality and productivity today, but to disrupt hope of restoring their confidence, capabilities, and competitiveness (Mitchell, 1994). If left unchecked, according to Mitchell, this can contribute to: Inadequate training and skill enhancement of human resources; widespread alienation, and Social distress and turbulence

Because of the above reasons, according to Williams and Huber (1986), it is important (1) that symptoms of maladjustment be recognized (2) that employees socio-emotional problems considered in personal decisions and (3) that employees with serious problems be referred to some one who can provide them with professional help. To supplement the last idea, Millawrd (2005) adds the importance of: career or career development counseling; and Counseling for stress, and/or problems impacting on work efficiency and effectiveness.

Chapter Three

Methods

This part of the research manuscript contains the target population, the participants of the study, sample size and procedures of sampling, instruments, and procedures of data collection and methods of data analysis.

Population

The target population of this study is government employees that have been included in the package of the newly introduced organizational change, Business Process Reengineering (BPR) at regional level, in Oromia.

A total population of 400 employees was targeted because of constraints in time, financial capacity and man power. The target sampled population represents employees from all sector offices of Ambo district, and all the Administrative staffs of Ambo Technical and Vocational Training College, and Ambo Comprehensive Secondary School.

Sample

A total of 197 participants randomly selected by ensuring the distribution of all the following organizational attributes: effects of the change (promotion, no change, and demotion), Organizational status, gender, age, marital status, family size, educational background, and religious affiliation.

Sampling Technique

As it was stated above, the population from which the sample was selected represents all government employees who have been accommodated into the recently implemented BPR in West Shoa, Ambo District.

Simple random sampling was used to select participants from each of the offices because all the sector offices were found similar with respect to the above organizational attributes: experience of the change (promotion, no

change, and demotion), Organizational status, gender, age, marital status, family size, educational background, and religious affiliation. To select the sample participants, the target population was contacted at their work place and the mechanism of selection was made using the lottery method by first assigning temporary code for their seats.

Instruments and Procedures of Data Collection

Generally, the instrument used in the data collection is of two major parts: the demographic items, and Psychosocial Adjustment Questionnaires. A total of 66 (Sixty six Items) were used that are all close-ended to reduce boredom on the side of the research participants.

Part one (the demographic questionnaires) contain eight items: age, gender, educational status, religion, marital status, family size, organizational status, and categories of employees differently affected by BPR (promotion, being placed in equivalent position, and demotion).

The second part, the Psychosocial Adjustment Questionnaires were adapted from statistically validated psychological scales constituting three sub-scales.

The 10 items Rosenberg's Self-esteem Scale (Greenberger, Chen, Dmitrieva, & Farruggia, 2003) is a two-dimensional scale (positively and negatively stated items) adapted to be used for assessing the level of the work-related self-esteem of the participants.

Employees' levels of depression was measured using items adapted from Beck's Depression Inventory (Tebachnick & Crocker, 1983) and content validated by through cross-referencing with symptoms of Depression (Organ & Hammer, 1982; Scandinavian Journal of Work, 2001).

The third sub scale, Sociability scale was adapted from merging the 16 items Scale of Loneliness in the Work places (Wright, Burt, & Strongman, 2006) and items from the Social Avoidance and Distress Scale (Jones, 1986)). The 16 items Scale of Loneliness in the Work places was primarily developed to be

used for measuring loneliness as a psychological state that results from deficiencies in the person's social relationships either qualitatively or quantitatively (Pepau & Perlman (1982) in (Wright et, al., 2006). The Social Avoidance and Distress Scale (SAD) was developed to be used for measuring anxiety, tension and Distress provoked by social encounters and the desire to escape such situations (Jones, 1986). Finally, a total of 20 items were made ready to be used for pilot testing.

The scale value of the Self esteem and the Beck's depression Inventory are five, ranging between 5 (Strongly Agree) and 1 (Strongly Disagree) for Positively Stated Items and 5 (Strongly Disagree) and 1 (Strongly Agree) for the negatively stated items.

The scale value for the Sociability Scale was fixed to 5 (Always True) and 1 (not True at all) for positively stated items, and 5 (not true at all) and 1 (always true) for the negatively stated items.

Methods of Data Analysis

SPSS version 15 was used and frequencies Mean and Standard Deviations and Multivariate Analysis of Variance (MANOVA) were employed to analyze the obtained data.

Pilot Testing

It should be noted that the questionnaire executed for the purpose of data collection was made up of two major types of item categories: the demographic information of the Employees, and Scaled Items to obtain information concerning the current psychosocial adjustment problems of the Employees. All the items were content validated by the researcher, the Research advisor and one of the Psychology Instructors from Ambo University College. After necessary modifications were made following the content validation, all the items were translated to Afan Oromo, the Indigenous and official Language of the Regional Government Offices.

The translation was assisted and closely supervised by Instructors of Afan Oromo from the Department of Oromo Folklore and Literature, Ambo University College. After carefully translated, all scaled items to measure self-esteem, level of depression and Sociability were distributed to 24 (15-male & 9-female) sampled employees of the Ambo Plant Protection Research Center. The center implemented the BPR at nearly the same time as other Government Offices of the district and the strategy of implementation was similar (Bisirat, 2007). The sampling procedure was made to include all the organizational attributes: age, Gender, Educational background, religious affiliation, and categories of employees differently affected by the change. Furthermore, the target population of the sample is all Administration Staff of the center, researchers were excluded. The responses were collected after three days and Chronbach alpha test of homogeneity was calculated using SPSS Version-15. The reliabilities of the translated Self- esteem Scale, the Beck's depression Inventory, and the Sociability Scales were found adequate: ($r = 0.71$), ($r = 0.92$) and ($r = 0.84$) respectively. Necessary modifications were made following the pilot test to obtain adequate information about the subjects of concern. Finally, a total of 66 items (8-items of Background Information, 10- items of the Self-esteem Scale, 28-items of the beck's Depression Inventory, and 20-items of the sociability scale) were administered for the 197 sample government employees of the district.

For the Self Esteem Scale, a total of 10 indicate low Self esteem and 50 indicate high Self esteem. For the Measures of Beck's Depression Inventory, a total of 28 indicate high depression and 140 indicates low depression (High level of psychological health). For the Sociability Scale, a score of twenty indicates low sociability at work and a score of 100 indicates high work-related sociability. A large Composite average score of the scaled items indicate positive psychosocial adjustment and vice versa.

Chapter Four

Analysis and Discussions

Introduction

This part of the research manuscript consists of the demographic information of the research participants, the results and discussion of important variables.

Demographic Information of the Research Participants

The following table (table 4.1) presents detail description of the demographic backgrounds of the research participants. As it can be observed from the table, the total research participants are 197 out of which 122 are males and 75 are females. They are from diverse religious affiliations constituting the major prevailing religious backgrounds of the area: Muslim (1%), Orthodox (50.3%), Protestant (37.1%), and Waqefeta (11.7%). Their academic levels fall with in the Certificate to Masters Level, the large proportion of which fall with in Diploma. 65.5% are married and the largest family size was found to be 12, highest percentage (79.9%) below a family of 5.

Table 4.1 Frequency table of the demographic variables for all the research participants

Variables	Categories	Frequency	percent
Age	Younger (ages 20-30)	70	39.6
	Middle age (ages 31-42)	100	50.4
	Older (ages 43-58)	20	10
	Total	197	100
Gender	Male	122	61.9
	Female	75	38.1
	Total	197	100.0
Educational Status	certificate	27	13.7
	Diploma	101	51.3
	Degree	64	32.5
	Masters and above	5	2.5
	Total	197	100.0
Religion	Muslim	2	1.0
	Orthodox	99	50.3
	protestant	73	37.1
	Waqefeta	23	11.7
	Total	197	100.0
Marital status	Single	68	34.5
	Married	129	65.5
	Total	197	100.0
Family size	Small family size	157	79.9
	Large family size	40	20.1
	Total	197	100

Analysis and discussion of the main findings on the Psychosocial Adjustment of the Employees

The following table shows the general feature of the scores of the total research participants with respect to the three psychosocial variables.

Table 4.2 Summary of the Statistics indicating the Overall Distribution of Scores on the three Psychosocial Variables

variables	Self esteem	Depression	Sociability
N (valid)	197	197	197
Median	35.03	103.07	71.10
Standard Deviation	5.07	17.75	9.76
Max. Score	40.50	132.18	88.25
Min. Score	19.20	38.11	46.20
90%below the score	40.40	122.37	83.25

The total descriptive statistics scores of the samples on self-esteem, employees' level of depression and sociability indicate optimum level of adjustment (all the median scores are above the conventional cutoff points for each of the instruments). The minimum and maximum scores on each of the three variables and the respective scores below which 90 percent of the scores found also indicate medium level of adjustment on over all psychosocial wellbeing of the total sample participants. But it presents the gross distribution of scores to help some one grasp the general impression of the over all psychosocial status of the employees. To understand the difference between each of the group, further statistical analysis, Multivariate Analysis of VARIance (MANOVA), was employed.

A Multivariate Analysis of VARIance (MANOVA) was employed to identify whether significant difference exists among the Promoted, those with no

significant change, and the Demoted employees with respect to their psychosocial adjustment levels.

Table 4.3 Descriptive Statistics for the Promoted, no significant change and the demoted employees

Different Categories of Employees		Mean	Std. Deviation	N
Self-esteem	Promoted	34.4276	4.92407	87
	No change	32.9850	5.74866	60
	Demoted	35.9520	3.98816	50
	Total	34.3751	5.07839	197
Depression	Promoted	100.8625	19.34493	87
	No change	94.3982	18.72037	60
	Demoted	105.4564	10.55998	50
	Total	100.0596	17.75108	197
sociability	Promoted	70.6782	9.26048	87
	No change	67.5367	10.73497	60
	Demoted	72.5680	8.81377	50
	Total	70.2010	9.76941	197

The above table (table 4.3) shows the mean scores obtained by the three different categories of employees (Promoted, No significant Change and demoted employees) on Self esteem, Depression and Sociability. The results indicate the demoted employees identified with relatively higher self-esteem (M=35.95), low depression (M=105.45) and higher sociability (M=72.56) than the promoted and employees with no significant changes. On the other hand, employees with no significant change scored low Self esteem (M= 32.98), higher level of depression (M=94.39), and low sociability (M=67. 53) than the demoted and promoted employees. To detect whether the difference is significant or not, the following Multivariate test of between groups effect was analyzed (table 4.4) and further tested using the four Multivariate Criteria (table 4.5).

Table 4.4 Multivariate Tests of Between-groups Effects of the mean differences for promoted, employees with no significant change and demoted employees

Source	Dependent Variable	Type III Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	Self-esteem	240.513(a)	2	120.257	4.846	.009
	Depression	3435.447(b)	2	1717.723	5.714	.004
	Sociability	725.863(c)	2	362.932	3.916	.022
Intercept	Self-esteem	221844.553	1	221844.553	8939.520	.000
	Depression	1877679.839	1	1877679.839	6245.594	.000
	Sociability	922519.770	1	922519.770	9953.423	.000
Categories	Self-esteem	240.513	2	120.257	4.846	.009
	Depression	3435.447	2	1717.723	5.714	.004
	Sociability	725.863	2	362.932	3.916	.022
Error	Self-esteem	4814.335	194	24.816		
	Depression	58324.298	194	300.641		
	Sociability	17980.632	194	92.684		
Total	Self-esteem	237839.770	197			
	Depression	2034110.445	197			
	Sociability	989558.455	197			
Corrected Total	Self-esteem	5054.848	196			
	Depression	61759.744	196			
	Sociability	18706.495	196			

Table 4.5 Multivariate Tests of significance of differences between groups effects for the promoted, employees with no significant change and demoted employees

Effect	Value	F	Hypothesis difference	Error Difference	Sig.
Between Groups Pillai's Trace	.069	2.286	6.000	386.000	.035
Wilks' Lambda	.931	2.312(a)	6.000	384.000	.033
Hotelling's Trace	.073	2.338	6.000	382.000	.031
Roy's Largest Root	.072	4.626(b)	3.000	193.000	.004

a. Exact statistic

b. The statistic is an upper bound on F that yields a lower bound on the significance level.

A Multivariate test of between-groups effects using the four criteria (Pillai's trace, Wilks' Lambda, Hotellings Trace, and Roy's largest root) (table 4.5) show the sets of means are significantly different for the self esteem ($F=4.846$ greater than $\text{sig.}=S0.009$), depression ($F=5.714$ greater than $\text{sig.}+ 0.004$) and sociability ($F=3.916$ greater than $\text{sig.}= 0.022$) (table 4.4). Contrary to earlier findings that present the level of psychosocial adjustment as a function of degrees of the impact of the change (Statt, 2004; Millward, 2005), the finding indicates the demoted employees evaluate their performance more positively than do the promoted and employees with no changes and are relatively enthusiastic and motivated as compared to the two groups. There also

indicated from the finding that their work related social behavior (sociability) score is higher than the promoted and those with no significant changes.

To investigate the psychosocial adjustment difference among different age groups of the promoted and demoted employees, the different age levels were grouped into younger (between ages 20 and 30), middle age (31-42), and older (43-58) and discussed by comparing the two groups (the promoted and demoted categories).

Similar statistical procedure was employed to examine the effect of age on the psychosocial adjustment of promoted employees.

Table 4.6 Descriptive Statistics for Age of the promoted Employees

	Age	Mean	Std. Deviation	N
Self esteem	Younger	33.6786	4.84912	42
	Middle age	35.0513	5.25647	39
	Older	35.6167	2.18853	6
	Total	34.4276	4.92407	87
DEPRESSION	Younger	102.0757	19.58873	42
	Middle age	97.7683	19.87407	39
	Older	112.4821	6.26937	6
	Total	100.8625	19.34493	87
SOCIABILITY	Younger	71.3679	9.15474	42
	Middle age	69.0167	9.69503	39
	Older	76.6507	2.25832	6
	Total	70.6782	9.26048	87

Table 4.6 shows the relative mean differences among the three age levels of promoted employees and the significance of the observed differences were tested in the following two tables (table 4.7 & table 4.8) for tests of between groups effects.

Table 4.7 Tests of between-groups effect of the mean differences among the three age categories of the promoted employees

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	Self esteem	47.217(a)	2	23.609	.973	.382
	Depression	1245.298(b)	2	622.649	1.691	.191
	Sociability	341.618(c)	2	170.809	2.040	.136
Intercept	Self esteem	50380.976	1	50380.976	2076.571	.000
	Depression	451364.395	1	451364.395	1225.496	.000
	Sociability	217955.725	1	217955.725	2603.035	.000
Age	Self esteem	47.217	2	23.609	.973	.382
	Depression	1245.298	2	622.649	1.691	.191
	Sociability	341.618	2	170.809	2.040	.136
Error	Self esteem	2037.976	84	24.262		
	Depression	30938.170	84	368.312		
	Sociability	7033.436	84	83.731		
Total	Self esteem	105202.700	87			
	Depression	917255.328	87			
	Sociability	441975.065	87			
Corrected Total	Self esteem	2085.194	86			
	Depression	32183.468	86			
	Sociability	7375.054	86			

a. R Squared = .023 (Adjusted R Squared = -.001)

b. R Squared = .039 (Adjusted R Squared = .016)

c. R Squared = .046 (Adjusted R Squared = .024)

Table 4.8 Multivariate Tests of significance of mean differences between the younger, middle age and older promoted employees

Effect		Value	F	Hypothesis df	Error df	Sig.
Age	Pillai's Trace	.130	1.923	6.000	166.000	.080
	Wilks' Lambda	.872	1.937(a)	6.000	164.000	.078
	Hotelling' s Trace	.144	1.950	6.000	162.000	.076
	Roy's Largest Root	.126	3.496(b)	3.000	83.000	.019

a. Exact statistic

b. The statistic is an upper bound on F that yields a lower bound on the significance level.

c. Design: Intercept+age

The result shows significant difference exists among the sets of means for the self esteem ($F=.973$ greater than sig. = 0.382), depression ($F= 1.69$ greater than sig. = 0.19), and the sociability ($F=2.040$ greater than sig. = .136) among the younger, middle aged and older promoted employees. The mean scores (table 4.6) of the three groups clearly indicate the older promoted employees scored high self esteem ($M=35.61$), low depression ($M=112.48$) and high work related sociability ($M= 76.65$) than the younger (33.67, 102.07, 71.36 respectively) and middle age promoted employees (35.05, 97.76, 69.01 respectively).

On the other hand the effect of age on the demoted employees was analyzed in the following manner.

Table 4.9 Descriptive Statistics for age of the demoted employees

AGE		Mean	Std. Deviation	N
Self esteem	Younger	37.1938	1.87669	16
	Middle age	35.2393	4.89000	28
	Older	35.9667	2.89874	6
	Total	35.9520	3.98816	50
depression	Younger	107.5804	11.83931	16
	Middle age	104.2360	10.51618	28
	Older	105.4881	7.23585	6
	Total	105.4564	10.55998	50
sociability	Younger	68.3906	10.36904	16
	Middle age	67.3964	7.36879	28
	Older	72.1750	3.30208	6
	Total	68.2880	8.13963	50

The above table (table 4.9) presents the relative mean scores of the three age categories of the demoted employees. Contrary to the results for the promoted employees, the Mean Values (table 4.9) for the demoted employees show the younger employees obtained greater scores on Self esteem (M=37.19), and high Sociability (M=68.39) than the middle age (M=35.23, 104.23, 67.39 respectively) and greater self esteem, and lower sociability than the older employees (M=35.96, M=105.48, M=72.17 for self esteem, level depression and sociability respectively). Whether the difference is statistically significant or not, the following tests of between subjects effect were analyzed (table 4.10 & table 4.11)

Table 4.11 Multivariate Tests(c) of significance for difference between the three age categories of the demoted employees

Effect		Value	F	Hypothesis df	Error df	Sig.
AGE	Pillai's Trace	.094	.755	6.000	92.000	.607
	Wilks' Lambda	.908	.739(a)	6.000	90.000	.620
	Hotelling's Trace	.099	.723	6.000	88.000	.632
	Roy's Largest Root	.055	.842(b)	3.000	46.000	.478

a. Exact statistic

b. The statistic is an upper bound on F that yields a lower bound on the significance level.

c. Design: Intercept+AGE

A significant difference observed (Tables 4.10 & 4.11) among the three age groups of the demoted employees except for the level of depression ($F = 0.500$ less than sig. = 0.610).

The above results show age differently affects the two groups (promoted and demoted employees) that older employees from the promoted group are found with more positive attitude about their performance and more motivated and socially adjusted to the working condition from their group compared to their demoted counterparts. No significant difference is there with respect to the level of depression among the demoted employees which might perhaps because of the fact that depression most of the time affect all age groups similarly (Organ & Hamner, 1982). But younger employees from the demoted group more positively evaluate their performance than the demoted middle age and older employees and the older employees are still socially more adjusted from their group. The above finding especially from the promoted category negatively supports the ideas of McMullin and Cairney, (2004) that states older

employees may be threatened with low self-esteem especially during changes in working conditions. In addition, the above individuals further present positive correlation between low self esteem and high depression.

Since gender is one of the important variables under concern, whether it affects the employees' psychosocial adjustment level is identified for analysis. The Multivariate Analysis was employed to find the effect of employees' gender on their psychosocial adjustment.

Table 4.12 Descriptive Statistics for gender of the promoted Employees

	Gender	Mean	Std. Deviation	N
Self esteem	Male	35.1189	5.48740	53
	Female	33.3500	3.71151	34
	Total	34.4276	4.92407	87
Depression	Male	106.9077	15.97628	53
	Female	91.4391	20.56389	34
	Total	100.8625	19.34493	87
Sociability	Male	73.5509	8.24193	53
	Female	66.2000	9.08460	34
	Total	70.6782	9.26048	87

Table 4.12 imparts the relative mean scores of male and female promoted employees. It is indicated in the table that, male promoted employees are with greater self esteem (M=35.11), Lower depression (M=106.90), and greater sociability (M=73.55) than their female counter parts whose average scores in self esteem, depression and sociability are M=33.35, M=91.43, M=66.20 respectively. To obtain information about the significance of the differences, the following two tables (tables 4.13 &14) present the tests of between subjects effect.

Table 4.13 Tests of Between-Subjects Effects for promoted male and female employees

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	Self esteem	64.808(a)	1	64.808	2.727	.102
	Depression	4956.075(b)	1	4956.075	15.472	.000
	Sociability	1119.236(c)	1	1119.236	15.207	.000
Intercept	Self esteem	97100.581	1	97100.581	4085.135	.000
	Depression	814865.151	1	814865.151	2543.892	.000
	Sociability	404524.687	1	404524.687	5496.420	.000
Gender	Self esteem	64.808	1	64.808	2.727	.102
	Depression	4956.075	1	4956.075	15.472	.000
	Sociability	1119.236	1	1119.236	15.207	.000
Error	Self esteem	2020.386	85	23.769		
	Depression	27227.393	85	320.322		
	Sociability	6255.817	85	73.598		
Total	Self esteem	105202.700	87			
	Depression	917255.328	87			
	Sociability	441975.065	87			
Corrected Total	Self esteem	2085.194	86			
	Depression	32183.468	86			
	Sociability	7375.054	86			

a. R Squared = .031 (Adjusted R Squared = .020)

b. R Squared = .154 (Adjusted R Squared = .144)

c. R Squared = .152 (Adjusted R Squared = .142)

Table 4.14 Multivariate Tests (b) significance for the difference between the two gender categories promoted employees

Effect		Value	F	Hypothesis df	Error df	Sig.
Gender	Pillai's Trace	.189	6.456(a)	3.000	83.000	.001
	Wilks' Lambda	.811	6.456(a)	3.000	83.000	.001
	Hotelling's Trace	.233	6.456(a)	3.000	83.000	.001
	Roy's Largest Root	.233	6.456(a)	3.000	83.000	.001

a. Exact statistic

The Multivariate analysis using the four essential multivariate criteria (table 4.14) shows the sets of means for self esteem ($F=2.727$ greater than sig. $=0.102$), depression ($F=15.472$ greater than sig. $=0.000$) and sociability ($F=15.207$ greater than sig. $=0.000$) are significantly different (table 4.13). This implies male employees are more positively evaluate their performance, hopeful, less anxious and more socially adjusted than the female promoted employees.

What is the effect of gender on the demoted employees?

Table 4.15 Descriptive Statistics for Gender categories of the Demoted Employees

	Gender	Mean	Std. Deviation	N
Self esteem	Male	35.6815	4.00183	27
	Female	36.2696	4.03783	23
	Total	35.9520	3.98816	50
depression	Male	106.5423	11.38840	27
	Female	104.1817	9.58893	23
	Total	105.4564	10.55998	50
sociability	Male	69.3296	9.42485	27
	Female	67.0652	6.30015	23
	Total	68.2880	8.13963	50

The above table (table 4.15) carries the mean values of the two gender categories with respect to measures of Self esteem, Level of Depression and Sociability. Pairs of means of the three variables indicate demoted female employees scored relatively higher level of depression (M=106.54) and lower sociability (M=67.06) than the demoted male employees whose mean scores on Depression and sociability are (M=106.54), (M=69.32) respectively. The above values do not satisfactorily conclude statistically significant difference; hence, the following tables (tables 4.16 &17) impart the degrees of difference between the two categories.

Table 4.16 Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	Self esteem	4.295(a)	1	4.295	.266	.608
	Depression	69.213(b)	1	69.213	.616	.436
	Sociability	63.684(c)	1	63.684	.960	.332
Intercept	Self esteem	64297.758	1	64297.758	3981.956	.000
	Depression	551505.210	1	551505.210	4906.872	.000
	Sociability	231056.144	1	231056.144	3484.634	.000
Gender	Self esteem	4.295	1	4.295	.266	.608
	Depression	69.213	1	69.213	.616	.436
	Sociability	63.684	1	63.684	.960	.332
Error	Self esteem	775.069	48	16.147		
	Depression	5394.934	48	112.394		
	Sociability	3182.743	48	66.307		
Total	Self esteem	65406.680	50			
	Depression	561517.062	50			
	Sociability	236408.975	50			
Corrected Total	Self esteem	779.365	49			
	Depression	5464.146	49			
	Sociability	3246.428	49			

a. R Squared = .006 (Adjusted R Squared = -.015)

b. R Squared = .013 (Adjusted R Squared = -.008)

c. R Squared = .020 (Adjusted R Squared = -.001)

Table 4.17 Multivariate Tests for significance of difference between the scores of the two gender categories

Effect		Value	F	Hypothesis df	Error df	Sig.
Gender	Pillai's Trace	.042	.673(a)	3.000	46.000	.573
	Wilks' Lambda	.958	.673(a)	3.000	46.000	.573
	Hotelling' s Trace	.044	.673(a)	3.000	46.000	.573
	Roy's Largest Root	.044	.673(a)	3.000	46.000	.573

a. Exact statistic

b. Design: Intercept+SEX

The outcome of the four Multivariate criteria (table 4.17) confirms the sets of means are significantly different for depression ($F=0.616$ greater than sig. 0.436) and sociability ($F=.960$ is greater than sig. $= 0.332$) while it is non significant for the self esteem ($F=0.266$ less sig. $=0.608$) (table 4.16).

The cumulative results of the effect of gender show that male promoted employees and male demoted employees are in a significantly better psychological health (relatively low depression) and sociability than their respective female counter parts. The average results for the self esteem however show male promoted employees are significantly greater in positively evaluating themselves, where as no significant difference observed between demoted male and female employees with respect to their self esteems. This presumably because of the cultural double standard against female employees that affects their work related socio-emotional conditions (Davidson & Cooper, 1992 in Millward, 2005). In addition, the gender difference probably because female

employees are likely to be emotionally affected by multiple role responsibilities and experience more guilt (Mitchell, 1994). That is, they feel they are not meeting role expectations both at work and in the family domain (Muchinsky, 2003; Millward, 2005).

To investigate the effect of family size on the employees' psychosocial adjustment, the row data were categorized into small family size (a family of less than 5) and large family size (a family of five and above), and analysis and discussion were made for the promoted and demoted employees.

Table 4.18 Descriptive Statistics for the family size of the promoted employees

	Family size	Mean	Std. Deviation	N
Self esteem	Small family	34.2706	4.92593	68
	Large family	34.9895	5.00987	19
	Total	34.4276	4.92407	87
depression	Small family	100.0467	18.73403	68
	Large family	103.7820	21.68164	19
	Total	100.8625	19.34493	87
sociability	Small Family	70.1000	9.33881	68
	Large family	72.7474	8.90592	19
	Total	70.6782	9.26048	87

Table 4.18 describes the relative mean scores of the promoted employees between those employees with large family size and those with small family sizes. The average values show promoted employees with large family sizes received lower score on depression (M= 103.78) and higher on sociability (M=72.74) than those promoted employees with small family size (average scores on depression and sociability are 100.04 and 70.10 respectively). Tables 4.19 and 4.20 present the level of significance.

Table 4.19 Tests of Between-Subjects Effects for the difference between the scores of the two categories of the family size of promoted employees

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	Self esteem	7.675(a)	1	7.675	.314	.577
	Depression	207.192(b)	1	207.192	.551	.460
	Sociability	104.081(c)	1	104.081	1.217	.273
Intercept	Self esteem	71237.556	1	71237.556	2914.627	.000
	Depression	616984.032	1	616984.032	1640.080	.000
	Sociability	303031.482	1	303031.482	3542.535	.000
Family size	Self esteem	7.675	1	7.675	.314	.577
	Depression	207.192	1	207.192	.551	.460
	Sociability	104.081	1	104.081	1.217	.273
Error	Self esteem	2077.519	85	24.441		
	Depression	31976.276	85	376.191		
	Sociability	7270.972	85	85.541		
Total	Self esteem	105202.700	87			
	Depression	917255.328	87			
	Sociability	441975.065	87			
Corrected Total	Self esteem	2085.194	86			
	Depression	32183.468	86			
	Sociability	7375.054	86			

a. R Squared = .004 (Adjusted R Squared = -.008)

b. R Squared = .006 (Adjusted R Squared = -.005)

c. R Squared = .014 (Adjusted R Squared = .003)

Table4. 20 Multivariate Tests of significance of difference between the for the promoted employees with large and small family sizes

Effect		Value	F	Hypothesis df	Error df	Sig.
Family size	Pillai's	.014	.407(a)	3.000	83.000	.74
	Trace					9
	Wilks'	.986	.407(a)	3.000	83.000	.74
	Lambda					9
	Hotelling's	.015	.407(a)	3.000	83.000	.74
	Trace					9
	Roy's	.015	.407(a)	3.000	83.000	.74
Largest	9					
	Root					

a. Exact statistic

The Multivariate Analysis using the four essential multivariate criteria (table 4.20) shows the sets of means are significantly different for depression (F= 0.551 greater than sig. = 0.460) and sociability (F=1.217 greater than sig. = 0.273) but not for the self esteem (F= 0.314 less than sig. = 0.577) (table 4.19). On the other hand, the effect of family size on the psychosocial adjustment of demoted employees was assessed in the following procedure.

Table 4.21 Descriptive Statistics for the family size of the Demoted Employees

Family size		Mean	Std. Deviation	N
Self esteem	Small family	36.2585	4.03547	41
	Large family	34.5556	3.64970	9
	Total	35.9520	3.98816	50
Depression	Small family	105.3763	11.25576	41
	Large family	105.8214	7.02676	9
	Total	105.4564	10.55998	50
Sociability	Small family	67.4841	8.66150	41
	Large family	71.9500	3.50678	9
	Total	68.2880	8.13963	50

Table 4.21 presents the mean values for both employees with large family size and small family sizes of the demoted employees. Reserving the degrees of significance for the following two tables (tables 4.22 & 4.23), the average scores show demoted employees with small family size received higher score on self esteem (M=36.25) and lower on sociability (M=67.48) than the demoted employees with large family size of scores (M=34.55) and (M=71.95) on self esteem and sociability respectively (table 4.21).

Table 4.22 Tests of Between-Subjects Effects of the mean difference for the large and small family size employees

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	Self esteem	21.403(a)	1	21.403	1.355	.250
	Depression	1.462(b)	1	1.462	.013	.910
	Sociability	147.186(c)	1	147.186	2.280	.138
Intercept	Self esteem	37008.011	1	37008.011	2343.634	.000
	Depression	329181.087	1	329181.087	2892.478	.000
	Sociability	143481.083	1	143481.083	2222.186	.000
Family size	Self esteem	21.403	1	21.403	1.355	.250
	Depression	1.462	1	1.462	.013	.910
	Sociability	147.186	1	147.186	2.280	.138
Error	Self esteem	757.962	48	15.791		
	Depression	5462.684	48	113.806		
	Sociability	3099.242	48	64.568		
Total	Self esteem	65406.680	50			
	Depression	561517.062	50			
	Sociability	236408.975	50			
Corrected Total	Self esteem	779.365	49			
	Depression	5464.146	49			
	Sociability	3246.428	49			

a. R Squared = .027 (Adjusted R Squared = .007)

b. R Squared = .000 (Adjusted R Squared = -.021)

c. R Squared = .045 (Adjusted R Squared = .025)

Table 4.23 Multivariate Tests of significance between family sizes of the demoted employees

Effect		Value	F	Hypothesis df	Error df	Sig.
Family size	Pillai's Trace	.083	1.391(a)	3.000	46.000	.257
	Wilks' Lambda	.917	1.391(a)	3.000	46.000	.257
	Hotelling's Trace	.091	1.391(a)	3.000	46.000	.257
	Roy's Largest Root	.091	1.391(a)	3.000	46.000	.257
	Root					

- a. Exact statistic
- b. Design: Intercept + Family size

The result of the Multivariate test using the four Criteria (table 4.22) shows the sets of means are significantly different for the self-esteem ($F=1.355$ greater than sig. =0.250) and sociability ($F= 2.280$ greater than sig. = .138) but not for depression ($F=0.013$ less than the sig. =0 .910) (table 4.23).

The aggregate effect of family size on the psychosocial adjustment of both promoted and demoted employees show promoted employees with large family size are more psychosocially adjusted than the promoted employees with small family size. However, the trend is not similar for the demoted employees since large family size employees received lower on self esteem and higher on sociability than the demoted employees with small family size.

The result of analysis generally indicates family size positively affects the overall psychosocial adjustment of promoted employees than the demoted ones. This negatively supports the previous findings that large family size

places a paramount effect on the employees' psychosocial adjustment (Muchnisky, 2003). In addition, role conflict (work-family conflict) is stressed by the organizational Psychologists in that employees' level of adjustment to organizational change is significantly affected by incompatibilities between work and non work roles and problems with family condition can adversely affect the employees reactions at work (Mcshane & Von Glinow, 2000). It was further stressed that role conflict plays a part in hampering the psychosocial adjustment of those employees with competing demands from work and non work expectations (Muchnisky, 2003; Millward, 2005).

Chapter Five

Summary, Conclusions and Recommendations

Summary

The purpose of this study is to investigate the psychosocial adjustment problems of the government employees at Ambo District of the Region of Oromia through the following Research Questions;

- Is there significant Psychosocial Adjustment Difference among the employees differently affected (promotion, No significant change and Demotion) by the organizational change?
- Is there significant Psychosocial Adjustment Difference with respect to the employees' age?
- Is there significant psychosocial Adjustment Difference between male and female employees?
- Does Family Size place significant psychosocial Adjustment Difference among Employees?

The target population of the study is all government employees of the district including all the sector offices of the district, and all administration staffs of the Technical and Vocational training Colleges and Ambo Comprehensive Secondary School. A total of 197 employees were randomly selected from 400 target population using simple random sampling.

The Psychosocial adjustment problems of the employees were studied with reference to the employees' Self esteem, level of depression and their work related social behavior (Sociability). Accordingly, Rosenberg's Self Esteem Scale, Beck's Depression Inventory, and Loneliness in the work Places and Social Avoidance and Distress Scale were adapted to collect the necessary information about the employees' psychosocial conditions. The analysis exclusively used the quantitative data to investigate the psychosocial adjustment difference among the employees with respect to different effects of

the organizational change (promotion, No change and demotion), Age, Gender, and the Employees' family size.

The findings show that;

Significant difference exists among the promoted, employees with no significant change and demoted employees that the demoted employees significantly exceed the promoted and employees with no significant change in their psychosocial adjustments. On the other hand, employees with no significant change during the organizational change interventions scored significantly low on the specific psychosocial Adjustment measures.

Significant difference was found among the different age categories both from the promoted and demoted employees. Accordingly, Older promoted employees are more adjusted than the middle age and younger promoted employees. Younger demoted employees, however, are relatively more adjusted with respect to their level of self esteem than their older and middle aged counterparts but older employees are more adjusted with reference to their level of sociability.

A statistically significant difference was also obtained between male and female employees that both promoted and demoted male employees are more psychosocially adjusted than their female counter parts.

As one of the employees' demographic backgrounds, family size has got a statistical significance to affect the employees' psychosocial adjustment. But family size differently affect the promoted and demoted employees in that promoted employees with large family size are more psychosocially adjusted than the promoted employees with small family size; the trend is different for the demoted employees for employees with large family size received lower on self esteem and higher on sociability than the demoted employees with small family size.

Conclusions

Based on the findings of the research inquiry, the following conclusions were reached;

The overall statistical summaries (table 4.1) of the general sample may indicate some level of positive adjustment. But the relative investigation of each of the group show there are group differences in employees' psychosocial adjustment levels.

The different effects experienced by employees during organizational change interventions such as BPR especially in terms of promotion, No change and demotion differently affect the employees' level of psychosocial adjustments.

Age, Gender, and family size could play certain role in placing differences on the psychosocial Adjustment level of the employees.

Age and family size do not uniformly affect employees with different organizational change experiences (promotions and demotions), but gender uniformly affect the two gender categories of the promoted and demoted employees. That is, male employees from the two groups are more adjusted than their female counterparts.

Recommendations

The above findings of the research inquiry indicate differences are there in the psychosocial adjustment of the government employees based on the effect of the organizational change, age, gender and the employees' family size. Hence, the following recommendations were put forth for successful effort of the organizational change and work place productivity;

Group differences should be given due weight to address the psychosocial issues of the employees.

Those employees with no significant change as a result of BPR need some kind of support to enhance their psychosocial wellbeing to make them competent with the rest of the group and develop commitment and drive.

Employees at different age levels need different attention if any to help with the necessary and available socio-emotional buffering.

Any intervention effort should consider gender difference for female employees need additional concern to shoulder the traditionally imposed double roles.

Locally and traditionally valuable helping relationships are strongly recommended because of the locally prevailing under-developed psychological intervention mechanisms.

Further and extensive investigation by prospective researchers is strongly recommended to adequately justify this study and add other substances to propose further professional intervention efforts.

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Appendix 1
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Instruments developed to measure the Psychosocial
Adjustment Problems of Government Employees.

Introduction

These Instruments are intended to gather information about the psychosocial adjustment levels of Government Employees just after the implementation of BPR. The Information obtained from the response to each item will be kept confidential and used exclusively to add some input to the field of research in counseling Psychology. Therefore, knowing that your genuine responses play a great role for the Originality of the finding, you are sincerely requested to respond in a realistic way.

Furthermore,

- Your responses will not be judged True or False but it is taken as your genuine feelings and personal experiences.
- You are not obliged to fill your names,
- Responding to all of the items has also a tremendous importance for statistical manipulation and completeness.

Thanks for your cooperation.

Section1- Background Information

Instruction: Put a tick (√) mark or your written responses in front of the answer that represent your agreements wherever necessary.

	Items	Responses	
1	Age (to be filled on the blank space)	_____	
2	Gender	Male	
		Female	
3	Educational Level	Certificate	
		Diploma	
		Degree	
		Masters and above	
4	Religion (Indicate in the blank space if other than the list)	Islam	
		Orthodox	
		Protestant	
		Wakefata	
5	Marital Status	Single	
		Married	
6	Family size (indicate on the blank space)	_____	
7	Status in your organization	Process owner	
		Middle level (case worker)	
		Secretarial worker/ Record keeper	
8	What have you undergone after the recent Organizational change?	Promotion	
		Just the same as before	
		demotion	

Section2: psychosocial adjustment Questionnaires

2.1 Measures of Self Esteem

Instruction: The following statements refer to the subjective experiences that people feel about their performance and competences. You indicate on the five point scale: strongly Agree, Agree, Undecided, Disagree, and Strongly Disagree the extent of agreement between the feelings expressed in each statement and your subjective experiences. Please read each item carefully and decide to what extent it represents the characteristics of your feeling and behaviors. Put tick (√) mark under the point which best indicates your agreement or disagreement.

No	Items	Response Categories				
		Strongly Agree	Agree	Un decided	Disagree	Strongly Disagree
	During the past six months,					
1	I feel that I have a number of good qualities	5	4	3	2	1
2	I feel that I am a person of worth	5	4	3	2	1
3	all in all, I am inclined to feel that I am a failure	1	2	3	4	5
4	I am able to do things as most other people do	5	4	3	2	1
5	I feel I do not have much to be proud of	1	2	3	4	5
6	I take a positive Attitude towards my self	5	4	3	2	1
7	on the whole, I am satisfied with my self	5	4	3	2	1
8	I wish I could have more respect for my self	1	2	3	4	5
9	I certainly feel useless at times	1	2	3	4	5
10	at times I am not good at all	1	2	3	4	5

2.2 Measures of Depression

Instruction: The following statements refer to the subjective experiences that people feel in their daily lives. You indicate on the five point scale: strongly Agree, Agree, Undecided, Disagree, and Strongly Disagree the extent of agreement between the feelings expressed in each statement and your subjective experiences. Please read each item carefully and decide to what extent it represents the characteristics of your feeling and behaviors. Put tick (√) mark under the point which best indicates your agreement or disagreement.

No	Items	Response Categories				
		Strongly Agree	Agree	Un decided	Disagree	Strongly Disagree
	During the past six months,					
1	I feel as if I have experienced some emotional loss	1	2	3	4	5
2	I feel ineffective	1	2	3	4	5
3	I do not seem to obtain gratification from any thing	1	2	3	4	5
4	I never seem to have the motivation to do things I would like to do	1	2	3	4	5
5	I have the energy to do things I would like to do	5	4	3	2	1
6	I am confident	5	4	3	2	1
7	I feel incompetent when something bad happens to me	1	2	3	4	5
8	I feel as if I never actually attain my aspirations	1	2	3	4	5
9	I am satisfied with my performance	5	4	3	2	1
10	my goals reflect my personal desires rather than the desires	5	4	3	2	1

13	my friends give me the moral support I need	5	4	3	2	1
14	my friends come to me for emotional support	5	4	3	2	1
15	I am not very open with my colleagues	1	2	3	4	5
16	it is easy for me to make new friends at work	5	4	3	2	1
17	I am good at working with people	5	4	3	2	1
18	it is hard for me to make new friend at work	1	2	3	4	5
19	I have trouble looking at some one in the eye	1	2	3	4	5
20	I do not find it difficult to ask other people for information	5	4	3	2	1

Thank You,

Appendix 2

Yuniivarsitii Addis Aababaa Barnoota Qo'annoo Eebba Boodaa Muummee Saayikoolojii

Gaaf-deebiiwwan Oddeeffannoo Funaanuu Gargaaran

Seensa

Gaaf-deebiiwwan dhiyaatan Kun haala Saayikoolojawaa fi Hawaasummaa hojjetoota mootummaa ilaalchisee odeeffannoo funaanuu irratti kan xiyyeeffatani dha. Odeeffannoon deebii keessan irraa argamus of eeggannoo fi iccitiin kan qabame ta'ee, qo'annoo fi qorannoo gama kaawusilingiitiif bu'aa tokko dabala jedhamee kan itti yaadame dha. Kanaafuu, of-qusannaa tokko malee deebii dhugaa ta'e fi sirriitti waa'ee keessan ibsuu danda'u yoo naaf deebistan argannoon qo'annaa kana irraa argamu ga'aa fi gaarii waan ta'uuf tumsa barbaachisaa ta'e akka naaf gootan durseen kabjaan isin gaafadha.

Dabalataanis;

- deebiin isin kennitan kamiyyuu sirrii ykn dogoggora jedhame kan fudhatamu osoo hinta'in akka hubannoo ykn mudannoo dhuunfaa keessaniitti kan ilaalamu ta'a.
- maqaa barreessuun hinbarbaachisu.
- gaaffilee dhiyaatan hundaaf deebiin yoo kennname ga'umsa jiruu kanaaf bu'aa guddaa qaba.

Tumsa naaf gootaniif baay'ee galatoomaa.

Kutaa 1: Odeeffanno Dhuunfaa

Qajeelfama: Odeeffannoowwan dhuunfaa gabatee armaan gadii keessatti dhiyaatan fuulduratti yaadawwan deebii adda addaa dhiyaataniiru. Yaada deebii itti waliigaltan fuulduratti mallattoo dhugoomsuu (✓) tiin deebii keessan ibsaa

Lack.	Gaaffilee	deebii
1	Umirii Dhalootaa (Bakka duwwaa fuuldura kana jirutti barreeffama)	_____
2	Gosa Saalaa	Dhiiraa Dhalaa
3	Sadarkaa barnootaa	Sartifikeetii Dippiloomaa Digirii Jalqabaa Digirii Maastireetii fi isaa ol
4	Amantii (kanneenii ala yoo ta'es barreeffamaan ibsaa)	Islaama Orthodoksii

2.3 Himawwan/Gaaffilee/ Haala Hwaasummaa Irratti Xiyyeeffatan

Qajeelfama: Himawwan armaan gaditti dhiyaatan walitti dhufeenya namoota biroo wajjin qabnu ilaalchisee muuxannoo guyyaa guyyaa, waan nutti dhaga'amu, hiikaa itti kenninuu fi deebisa gama keenyaan calaqqisu ibsu. Tokko tokkoon himawwan kanaa fuulduratti deebiiwwan humna adda addaa qaban sadarkaa shanitti qoodamanii dhiyaataniiru: yeroo hunda dhugaa, yeroo baay'ee dhugaadha, yeroo tokko tokko dhugaa, dhuguma jechuun natti ulfaata, Gonkumaa dhugaa miti. Haaluma kanaan himawwan dhiyaatan fuulduratti sadarkaalee filannoo dhiyaatan keessaa kan na ibsa jettan mallattoo dhugoomsuu (√)tiin mul'isaa.

Lakk	Himawwan Ji'oota ja'aan darban keessatti,	Deebiiwwan				
		Yeroo hundaa dhugaa	Yeroo hedduu Dugaa	Yeroo tokko tokko Dhugaa	Dhugaa jechuun natti ulfaata	Gonkumaa dhugaa miti
1	namoota waliin yeroon ta'u nagaa hinargadhu	1	2	3	4	5
2	bakka namootni itti baay'atanitti of-gaddhiisuun dadhaba	1	2	3	4	5
3	namoota waliin ta'uun jaaladha	5	4	3	2	1
4	namootaa wajjin baay'ee walii galuuf carraa argamettan fayyadama	5	4	3	2	1
5	qofaa hojjachuu irra namoota biroo wajjin hojjechuun filadha	5	4	3	2	1
6	Bakka hojiitti nama baay'ee waliin ta'uu na jibbisiisa	1	2	3	4	5
7	yeroo tokko tokko nama irraa fagaachuuf sababan barbaada	1	2	3	4	5
8	namoota irraa fagaachuun natti tola	1	2	3	4	5


9	namoota waliin hojjechuu keessatti yeroo tokko tokko na aarsa	1	2	3	4	5
10	namoota waliin hojjachuu keessatti yeroo tokko tokko baay'een tasgabbaa'a, natti tolas	5	4	3	2	1
11	hiriyoota koo bakka hojii keessaa muraasatu karaan fedheen yaada koo hubata	1	2	3	4	5
12	gareen keessatti hirmaadhetti baay'een quufa/gammada	5	4	3	2	1
13	hirriyootni koo bakka hojiitti haamilee ga'aa ta'e naaf kennu	5	4	3	2	1
14	hiriyoonna koo akka isaan jajjabeessuuf gara koo dhufu	5	4	3	2	1
15	hirriyoota koo waliin baay'ee iftooma hinqabu	1	2	3	4	5
16	bakka hojitti hiriya haaraa horaachuun naaf salphaa dha	5	4	3	2	1
17	namoota waliin hojjachuu irratti gaarii dha	5	4	3	2	1
18	bakka hojiitti hiriya haaraa horachuun narakkisa	1	2	3	4	5
19	ija namaa keessa ilaaluutti rakkoon qaba	1	2	3	4	5
20	odeeffannoo namoota gaafachuun natti hinulfaatu	5	4	3	2	1

Baay'ee Galatoomaa!

Declaration

I the undersigned, declare that this thesis is my original work, has not been presented for a degree in any other university and that all sources of materials used have been duly acknowledged.

Name: Thomas Ayana Dano

Signature: 

Date: 17, June 2009

This thesis has been submitted for examination with my approval as a university advisor.

Name: _____

Signature: 

Date of Approval: _____