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DEPARTMENT OF MANAGEMENT
MASTER OF SCIENCE IN MANAGEMENT

**THE EFFECTS OF ORGANIZATIONAL FACTORS ON EMPLOYEES' RESISTANCE
TO CHANGE: IN THE CASE OF ETHIO TELECOM'S CONTACT CENTERS**

**A Thesis Submitted to the College of Business and Economics at Addis Ababa
University in Partial Fulfillment of Masters of science in Management
Specialization in Total Quality Management and Organizational Excellence**

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Statement of declaration

I, Selamawit Negash, prepared this research titled “The effects of organizational factors on employees’ resistance to change: In the case of Ethio telecom’s contact centers “is my own work with the advice and help of my research adviser for the partial fulfilment of the requirements for the degree of Master of Science in Management Specialization in Total Quality Management and Organizational Excellence from Addis Ababa University. I hereby declare that the work on this research is entirely original to me and has not been submitted to any other university or institution for the purpose of receiving a degree.

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Abstract

Identifying sources of resistance to change is crucial for organizations, as employees' behaviors cannot always be predicted. Much of the literature focuses on identifying sources of resistance arising from employees' side. This study aimed to investigate the effects of broken promises, organizational bureaucracy, and groupthink that can come directly from the organization itself, which lead employees to resist organizational change. A questionnaire was distributed to 264 participants. The research at Ethio telecom's Wello Sefer contact center found a positive and significant relationship between broken promises, organizational bureaucracy, and groupthink on resistance to change. The majority of Ethio telecom employees believed that these variables were the reasons for their resistance to change. The linear multiple regression analysis revealed that groupthink was the best predictor of resistance to organizational change, followed by organizational bureaucracy and broken promises. Groupthink is the main cause of resistance to change, as it strengthens group unity, reinforces self-negligence, and lowers decision quality. Organizational bureaucracy is another factor that can affect resistance to change, as large bureaucratic organizations often face resistance from employees. Broken promises have the least effect, but employees may reserve their assigned contribution, decrease organizational commitment, voluntary exit, diminished job satisfaction, and reduced proactive behavior when they believe their employer has failed to honor promised rewards.

Key words: Broken promise, Organizational bureaucracy, Groupthink, resistance to change

1. Chapter One: Introduction

1.1. Background of the study

The industrial development has acknowledged change as the sole constant. To keep up with the evolving environment, organizations must continually alter their strategies. Change, according to (Mintzberg, H & Waters, J, 1985) , is an event that disturbs routine organizational instructions and necessitates candidates to engage in a brand-new process.

Resistance has been a topic of debate for a long time, with scholars attempting to explain it from different disciplines. Resistance in organizational management refers to any behavior that maintains the status quo, or the determination to evade behavior (Dent & Goldberg, 2013). Effective practices and procedures of change management are crucial to address any issues arising from organizational change, as management cannot avoid change due to fear of employee or organizational resistance change (Dennis G. Erwin & Andrew N. Garman, 2010).

Two groups of studies have investigated resistance to change: one from an adverse angle (Atkinson, 2005) seeing it as a difficulty that managers should eliminate to increase growth (A. Agboola & R. Salawu, 2010). And the other from a positive angle, considering resistance to change as key factor for development (M. Pardo del Val, Martinez-Fuentes & S. Roig-Dobón, 2012) .

In addition, researchers have studied the impact of employee-manager relationships and management styles on resistance to organizational change. The loss of faith in management is a significant factor in resistance to change, and change agents can exacerbate this issue by breaking agreements and failing to restore lost trust (Oreg, 2006) .

The predominant perspective on resistance is decidedly one sided, in favor of change agents or managers. Studies of change appear to take the perspective, or bias, of those seeking to bring about change, in which it is presumed change agents are doing the right and proper things while change recipients add unreasonable obstacles or barriers in tent on "doing in" or "screwing up" the change (Ford, D'Amelio, & Ford, 2008). By assuming that only change recipients resist change, proponents of traditional approaches ignore the possibility that change agents may be resistant to the ideas, proposals, and counteroffers submitted by change recipients.

Therefore, factors which are caused by change agents or managers need to be studied in order to make an effective change process. Thus the following research examined broken promise, organizational bureaucracy and groupthink as factors which are caused by managers, giving additional perspective on identifying causes of resistance to change in an organization.

1.2. Statement of the research problem

Resistance to change is a genuine anomaly which institutions must contend with. Despite numerous studies exploring resistance to change and its possible causes, the strength of the approaches to utilize it are questionable. For instance, research has shown a quarter of development projects are fortunate, due to incompetent propositions to resistance to change becoming the leading cause for the initiatives collapse (M. Meaney & C. Pung, 2008) (F. Shazad & Y. Hu, 2019).

(Kotter, 1995) Studied one hundred-plus companies over a decade and noted that when organizations attempt a major change, employees often accept the new development, but barriers hinder its success. While individual resistance might exist, Kotter states that it is rare.

Current research on sources of resistance to organizational change is based on old mental models that cannot serve as standards in the current era of organizational behavior (Dent & Goldberg, 2013). Much of the literature focuses on identifying sources of resistance arising from employees' side. This study adds a new perspective to existing literature on resistance to change by focusing on sources of resistance that can come directly from the organization itself. As values, mindsets, and working environments continue to evolve in the 21st century, new perspectives on sources of resistance to organizational change are necessary.

Even though there are few previous studies in the area of factors affecting employees' resistance to change there are limited amount of studies in Ethiopia, particularly in Ethio telecom. Studies of change appear to take the perspective or bias of those seeking to bring about change, in which it is assumed managers are doing the right thing while employees are seen as obstacles to change (Ford, D'Amelio, & Ford, 2008). Given these gaps, the study aimed to examine the ways in which managers or change agents contribute to employees' resistance to change by analyzing the effects broken promise, organizational bureaucracy and groupthink at Ethio telecom's contact centers.

1.3. Research questions

Based on the observation of this gap, the objective of this study is to address the following research inquiries.

1. What kind of effect do broken organizational promises have on employees' resistance to change?
2. What kind of effect does organizational bureaucracy have on employees' resistance to change?
3. What kind of effect does groupthink have on employees' resistance to change?

1.4. Objective of the study

1.4.1. General objective

The general objective of this study is to analyze the effects of broken promise, organizational bureaucracy, and groupthink on resistance to change.

1.4.2. Specific objective

The research's specific objectives are:

1. To examine the effects of broken promise on resistance to change
2. To analyze the effects of organizational bureaucracy on resistance to change
3. To explore the effects of groupthink on resistance to change

1.5. Significance of the study

The results of this research will be valuable in guiding managers on how to handle resistance to change within their organizations. This study offers a new perspective on resistance to change by identifying sources of resistance that may originate from the organization itself.

By shedding light on how organizations can be sources of resistance, this study provides managers and change agents with a deeper understanding of how their practices may be contributing to employee resistance towards strategic changes. The study also identified additional organizational factors of resistance to organizational change that are not considered in existing literature, thus giving perspective on factors of resistance to change.

This research can be particularly relevant to the management of Ethio telecom as it will help identify additional sources of resistance that may arise from employees in response to the company's LEAD growth strategy.

1.6. Scope and limitation of the study

1.6.1. Scope

This research's scope is mainly focused on identifying the effects of broken promise, organizational bureaucracy and groupthink on resistance to organizational change. The study was conducted by taking a case at Ethio telecom's contact center located at wello sefer. The case study at Ethio telecom's contact center was selected because most of the resistances against the company's LEAD change strategy are noticeable in this department.

1.6.2. Limitation

The study was only able to study the effects of the three variables, broken promise, organizational bureaucracy, and groupthink on resistance to organizational change. Other additional organizational factors which might have contributed to resistance to organizational change in this research are not studied.

2. Chapter Two: Literature Review

2.1. Introduction

For many years organizational change and resistance to change have been the subjects of various researches. While the rapid growth of studies on resistance is appealing and beneficial, authors using the term “resistance” might not be talking about the same item. Despite the increased attention given to resistance by various literatures, there is still a significant disparity about how the events associated with resistance are understood and practiced.

Some researchers have provided explanations in great breadth to encompass nearly every unwanted response, rebel, or force that hinder change to resistance to change (Dennis G. Erwin & Andrew N. Garman, 2010). The following theoretical and empirical reviews explore the conceptual framework of resistance to change as presented in various scholarly articles and journals:

2.2. Theoretical review

2.2.1. Definition of Resistance

The term "resistance" lacks a universally agreed-upon definition, and managers use a variety of phrases to explain it, such as "push-back," "not buying in," "criticism," "foot dragging," and "work around" (Jeffery .D .Ford and Laurie .W. Ford, 2010). Researchers use the concept of "resistance" to explain the different behaviors of human social life in social, environmental and economic settings. The term has been defined in numerous ways, such as "acting autonomously, in one's own interests" (Gregg, 1993), and "questioning and objecting" (Andre Modigliani and Francois Rochat, 1995), highlighting the diverse perspectives on the concept.

The oversimplification of arguments as "obedient or disobedient" (Piderit S. K., 2000) is problematic, and authors have attempted to provide a broader approach to defining resistance. For instance, "Resistance is any conduct that tries to keep the status quo, that is to say, resistance is identical to inertia, as the constancy to avoid change" (Rumelt, 1995) (Zaltman, G & Duncan, R, 1977) (Maurer R. , 1996).

Studies have found that adverse behaviors towards change can be both quiet and undisguised (Giangreco, A & Peccei, R, 2005), and an array of behaviors can be identified, ranging from strong to weak (Lines, 2005) .On top of the behavioral aspects of resistance, (Piderit S. K., 2000) and (Oreg, 2006) have clarified the observant and emotional sides of resistance,

recognizing that resistance is multidimensional, including how individuals act in response to change, what they think about the change, and how they feel about it.

Studies have also found that there are two common elements in the use of the term "resistance." Almost all uses of resistance involve a sense of act and a sense of rebel ((Jocelyn A. Hollander and Rachel L. Einwohner, 2004) .For example, in a sense of action, resistance is an expressive behavior that challenges cultural codes (Pitts., 1998); group-based direct challenges to structures of power (Rubin, 1996) or a rejection of submission by challenging the ideologies that support it (Weitz, 2001) .

2.2.2. Organizational change

Change can disrupt the routine procedures of institutions and require employees to engage in current practices that can be deeply puzzling (Mintzberg, H & Waters, J, 1985). Additionally, (Ford, JD & Ford, LW, 1994) describes change as “an anomaly of time, where people discuss about an event in which something appears to turn into something else, with the "something else" seen as an outcome”.

In the case of organizational change, it has been defined as a factual investigation of variations in state, shape or quality over time in organization after the premeditated introduction of new modes of thinking and operating (Schalk , R. , Campbell, J.W & Freese, C, 1998) , (Van de Ven, A.H & Poole, M.S., 1995) (Huber, G.P & Glick, W.H, 1993). A strategic change is normally initiated by the failure of people to build flexible organizations (Dunphy, 1996) (Weick, K & Quinn, R, 1999).

Organizational change demands offering of new discussions and deviating from current procedures (Ford J. D., 1999) (Barret, F , Thomas, G & Hocevar, S, 1995),(Czarniawska, 1997) (Fairclough, 1992).

Researchers have studied organizational change for plenty of years, with much of this research rooted on (Kurt Lewin and M . Gold, 1999) The unfreezing, moving, and freezing model of organizational change. Although Lewin's three stages of change endure to be a universal method for organizational development, other authors such as (Isabella, 1990) proposed a four-stage model, involving anticipation, conformation, culmination, and aftermath.

2.2.3. Resistance to organizational change

Kurt Lewin is credited for creating the idea of resistance to change. According to his view, the "person" is a complex energy field in which all behavior could be seen as a change in some state of the field (Lewin, 1947) . Lewin believed that resistance to change may happen in any place of the system. (Kotter, 1995) Also noted that resistance might be found in individuals, but it was more possible to be discovered at any place in the system.

Initial research on resistance to organizations change was made by (Coch, L & French Jr, J.R.P, 1948), who theorized that resistance to change is a mixture of individual irritation and firm group-lured coercion. They determined that groups permitted to aid in the planning stage of changes have less resistance than those who did not.

Resistance is seen as an intricate concept encompassing how individuals behave in response to change ,what they think and feel about the change (Piderit S. K., 2000) (Oreg, 2006). A few psychological variables can influence how individuals respond to and cope with change. (Oreg, 2006) Observed that individual mindset of personal and organizational assumptions and results of the change govern their attitude to the change.

Although resistance to change is often viewed as an adverse response, some authors have identified its positive aspects. (De Jager, 2001) , stated that resistance is a powerful survival mechanism, while (Folger, R. & Skarlicki, D, 1999) noted that not all mediations are appropriate as set up, and proper resistance could lead to further organizational change. Resistance may also be a productive response

2.2.4. Sources of resistance to organizational change

(Aldag, R.J & Stearns, T. M, 1991), (Griffin, 1993), and (Schermerhorn JR, 1989) explore the reasons for resistance to change, which comprise of skepticism, jeopardized self-interests, differing views about the need and outcomes of change, feelings of loss, and low endurance levels. In addition, researchers have studied the impact of employee-manager relationships and management styles on resistance to organizational change. The loss of faith in management is a significant factor in resistance to change, and change agents can exacerbate this issue by breaking agreements and failing to restore lost trust (Oreg, 2006) (Andersson, 1996) (Reichers, A., Wanous, J & Austin, J, 1997).

According to the research conducted by (Vakola, M and Nikolaou, I, 2005), job-related stress is the primary factor that influences employees' attitudes towards change. The various indicators of job-related stress include work affairs, job-life harmony, and job pile up, job insurance, power, assets, information, pay benefits, and job conditions. These factors can lead to negative attitudes towards change, ultimately impeding the change process.

(Del Val, M. P & Fuentes, C.M, 2003), discovered that sources of resistance can arise during the formulation and implementation stages of change. The formulation stage is characterized by three groups of sources of resistance. The first group is due to distorted perception, which involves the inability of a company to see clearly into the future(myopia) (Rumelt, 1995) (KruÈger, 1996), denial of unwanted information, (Rumelt, 1995) (Starbuck, W. , Greve, A. & Hedberg, B.L.T, 1978), communication barriers leading to information misinterpretation, (Hutt, M.D., Walker, B.A & Frankwick, G.L , 1995) and the perpetuation of outdated ideas. The second group is due to poor interest for change, which can stem from cannibalization costs, past failures, (Lorenzo, 2000) and cross-subsidy comforts that offer no real motivation for change (Rumelt, 1995). The third group is due to a lack of a quick response to fast changes, resulting in a reactive mindset, resignation, or a belief that obstacles are inevitable (Ansoff I. H., 1990) (Rumelt, 1995). Poor strategic vision or absence of dedication from executives can also contribute to resistance to change. (Waddell, D & Sohal, A.S, 1998).These sources of resistance can hinder the change process, particularly during the formulation stage.

According to (Del Val, M. P & Fuentes, C.M, 2003), the second implementation stage is characterized by sources of resistance such as cynicism, lack of necessary capabilities to implement change, aggregated action problems, and embedded routines.

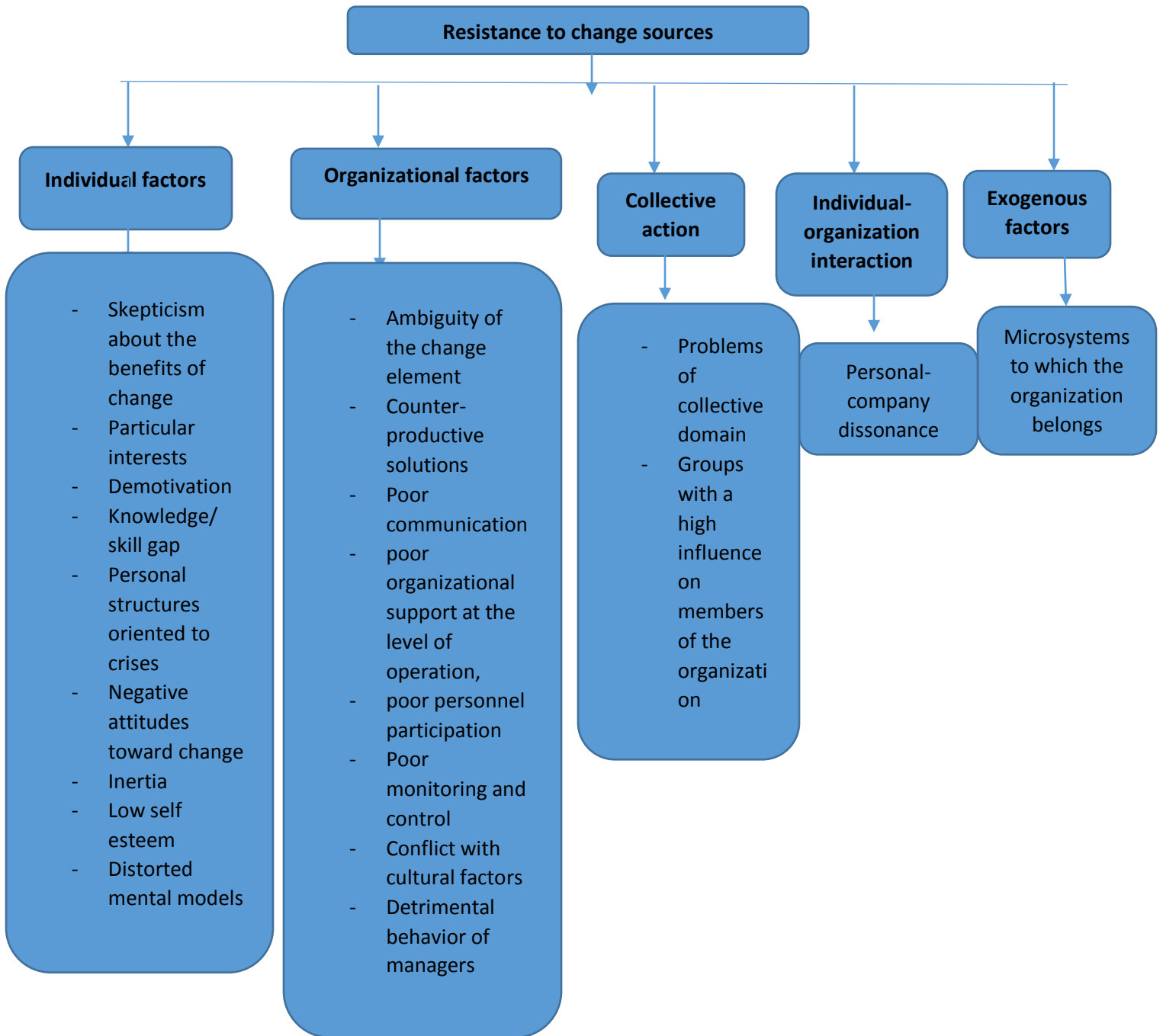
In their review of 20 journals and different research studies on resistance to change, (Ahmad Hafizh Darmawan & Siti Azizah, 2020), categorized the sources that influence resistance to change into two categories: individual factors and situational factors. Individual factors include absence of confidence (Kanter, 1985), poor self-stability (Steptoe, A., Fieldman, G., Evans, O., Perry, L., 1993), increased stress (Dent, E. B., & Goldberg, S. G, 1999), uncertain feelings (Ashford, S. J., Lee, C., & Bobko, P., 1989), lack of need for achievement (Mabin, V. J., Forgeson, S., & Green, L, 2001), poor inclination towards change, poor interests, fear of failure,

poor self-confidence and work freedom, and poor dedication (Kuyatt, 2011) (McKay, K., Kuntz, J., R., C., & Nazwall, K, 2013) .

Situational factors include high vagueness of communication, absence of involvement in change, poor work happiness, organizational silence, , poor organizational culture, high cynicism , , lack of sufficient information, lack of enough communication, lack of employee support ,decreased organizational support , increasing job insecurity and decrease of organizational fairness (Coch, L & French Jr, J.R.P, 1948) (Dent, E. B., & Goldberg, S. G, 1999). (Oreg, 2006) .

A more recent study by (González, F., Pardo del Val, M., & Redondo Cano, 2022), categorizes sources of resistance to change into five categories: individual, organizational, mutual action, individual- organization relationship, and external factors. The specific sources of resistance are listed within each category.

Figure 2.2-1 categories of RC sources (González, F., Pardo del Val, M., & Redondo Cano, 2022),



2.2.5. Strategies to overcome resistance

Several studies have suggested strategies for overcoming resistance to organizational change, providing managers and change agents with techniques to minimize or eliminate resistance.

Common solutions proposed by researchers include education, participation, facilitation, negotiations, manipulation, and coercion, as supported by (Kreitner.R, 1992) (Schermerhorn JR, 1989)and (Dubrin. A. J & Ireland. R. D, 1993) (Aldag, R.J & Stearns, T. M, 1991).

(Dubrin. A. J & Ireland. R. D, 1993) , also presented new strategies for reducing resistance to change, including discussion, financial benefits, and political support. Meanwhile, (Lawrence P. R., 1954) offered five prescriptions for management to address resistance to change, such as using understandable terms, taking a new look at resistance, expanding staff interests, creating new job meanings, and modifying the role of the administrator.

2.2.6. Definition and concepts on independent variables

2.2.6.1. *Promise*

In this study, the definition of promise in an organizational setting is defined as the psychological contracts held by employees regarding the condition of the agreement between the employee and the organization, as described by (Rousseau, D.M., and S.A. Tijoriwala, 1998). These contracts may include promises of competitive salary, advancement chances, job training, job assurance, meaningful duty, a supportive work environment, and sufficient tools in exchange for the employee's technical skills, energy, time, and commitment, as suggested by (Kickul, 2001). The types of promises in an employee's contract can be in written document or an oral discussion (Rousseau, 1998) (Sims, 1994).

When an employee's psychological contract are broken, it can be seen a form of distributive malpractice, as a range of unmet promises can rob the employee of desired benefits (Robinson, S.L., and E.W. Morrison, 1995) (Robinson, S.L., and D.M. Rousseau, 1994). (Robinson, S.L., and E.W. Morrison, 1995), also found that employees may reserve their own assigned duties when they see that their employer has failed to honor promised rewards. The impact that psychological contract breach can have on the employment relationship was examined in the same research. Employee trust and satisfaction were negatively related to breaking of the psychological contract and violations were positively related to actual turnover.

Psychological contract breach is measured using a six-factor instrument with 18 items, examining dimensions such as benefits, pay, resource support, promotion chances, a good employment relationship, the job itself as suggested by (Lester, S. W., Turnley, W. H., Bloodgood, J. M. & Bolino, M. C, 2002). The modern business setting has had a major influence

on employees' obligations, work expectations, and demands with noticed breaking of psychological contracts causing trust and satisfaction problems, high turnover rates, and adverse attitudes towards the organization, as discussed by (Morrison, E.W., and S.L. Robinson, 1997) and (Kickul, 2001).

2.2.6.2. Bureaucracy

Bureaucracy is a system of administration that is defined by red tape, officialism, and proliferation, according to the Merriam-Webster English Dictionary. Scholars such as Karl Marx, John Stuart Mill, Ludwig Von Mises, Max Weber and Robert K. Merton hold differing views on bureaucracy. Marx was against bureaucracy and believed that it was the state that had made itself into civil society (Krygier, 1985), while Weber described a bureaucratic organization as having a hierarchical structure with a stiff division of labor and a system of evaluating officials based on expertise, not individuals (Adair, 2016). Von Mises argued that bureaucracy stifled innovation and growth, and therefore must be managed carefully if organizations wish to progress. (Mises, 1944).

(Sridharan, 2022), identified two types of bureaucracy: formal and informal. Formal bureaucracy is illustrated by definitive written rules imposed by a hierarchical structure, often leading to impersonality, rigidity, and inefficiency. Informal bureaucracy, on the other hand, works outside of formal processes and depends on definite deals among individuals, which may include unwritten norms about decision-making.

The literature on ritualized bureaucracy refers to rules and regulations that need follow-up but have no direct functions as "red tape," which affects public organizations globally (Bozeman, 2012) (Kaufmann, W., Taggart, G., & Bozeman, B, 2018). While rules and regulations can have benefits, red tape degrades organizational culture, limits space for creative thinking, and affects employee satisfaction and retention (Robin Bauwens & Kenn Meyfrootd, 2021).

(Moynihan, D.P. and Herd, P, 2010), studied the effects of red tape on organizations and found that it encompasses procedures and rules that result in negative outputs for public and private organizations. As employees are essential assets to organizations, the high combination of red tape in government organizations can exhaust new employees and decrease job satisfaction, leading to employee turnover (Wahab, E. and Jawando, J, 2010).

(Ajemba, 2022) Notes that bureaucracy's adverse effects include long waiting times for decisions, which can impact business operations and cause missed opportunities for expansion and profit. Additionally, the bureaucratic system can lead to redundancy and potential abuse of power.

(Sridharan, 2022), discusses the disadvantages of bureaucracy, highlighting that the hierarchical chains of command and control lead to autocratic organizations that require everyone to follow orders from their supervisors without question, leading to poor decision-making, rigid policies, and red tape.

To address the issues caused by bureaucracy, (Eduardo Alvarez, Georges Chehade & Olaf Schirmer, 2022) created the Bureaucracy Measurement Index (BMI). This quantitative tool assesses the layers of bureaucracy in a company, compares it to industry benchmarks, and identifies problem areas. The BMI scores each process a company undertakes in terms of performance, impact, and risk, providing a comprehensive analysis of the organization's bureaucracy.

2.2.6.3. Groupthink

The origin of Groupthink can be traced back to 1972 and is credited to the seminal work of Irving Janis. It is defined as the tendency of people to view problems as a collective group than as individuals, regardless of the facts. Groupthink refers to an image of agreement and excessive group cohesiveness, which inhibit knowledge building (Beebe, S. and Masterson, J.T., 2014). (Hällgren, 2010) , states that groupthink attitude is linked with individuals holding on to the status quo by minimizing disagreements without any analysis. A group undergoes groupthink when it fulfills three conditions: overconfidence, closed-mindedness, and force towards obedience (Mnasri, S., and Papakonstantinidis, S, 2020). Excessive forces for unison can create a cohesive group that poses serious threats and lacks rules of planned decision making (Irving , 1972). The signs of adverse Groupthink are noticeable in teams of employees and include a belief of invulnerability, illusion of the group's built in morality, collective rationale of facts, stereotyping of non-group members, self-censorship, an illusion of unison, direct pressure from members, demands for obedience, and failure to make contingency plans (Rose, 2011) (Jessica A. Pautz & Donald A. Forrer, 2013) (Berger, 2010)(Heinemann, G. & Farrell, M, 1994).

Groupthink increases the chances of short cuts and stereotyping, peer pressure, inaccurate decisions and keeping important information to oneself (Berger, 2010). The likelihood of Groupthink is higher when there are structural faults in the organization and the policy decision is made during of high stress times and low self-esteem (Solomon, 2006).

2.3. Empirical review

Although change management is not a new concept, organizational change initiatives still fail at an alarming rate due to a lack of consideration for how changes affect individuals within the organization. (Thomas, 2014) Studied change management in Nigerian telecom industries and found that addressing the human aspect of change management is crucial to minimize resistance to change. Implementation of change can cause organizational tension as it involves transitioning from to the unknown, which is risky, stressful, and complex. To minimize resistance to change, proper change strategies should be implemented, and the inclusive strategy is suggested for change managers. Internal change managers must also work with external experts to facilitate smooth change implementation and growth in performance.

(Brandes, B. and Lai, Yi-Ling, 2022), investigated resistance to change by studying the coaching processes and found that resistance can be seen through both explicit observable behaviors and implied emotional indicators. They also noted a lack of research giving attention to micro-level perspectives that include personal characteristics, working environment, and organizational culture.(González, F., Pardo del Val, M., & Redondo Cano, A, 2022) Conducted a systematic review of sources of resistance to change and found that a negative position toward resistance to change is prevalent in empirical research on organizations. They identified and characterized 22 sub-typologies of resistance to change sources grouped into five typologies: individual, organizational, collective action, individual-organization interaction, and external factors. They affirmed the importance of taking a neutral position based on reasonable doubt.

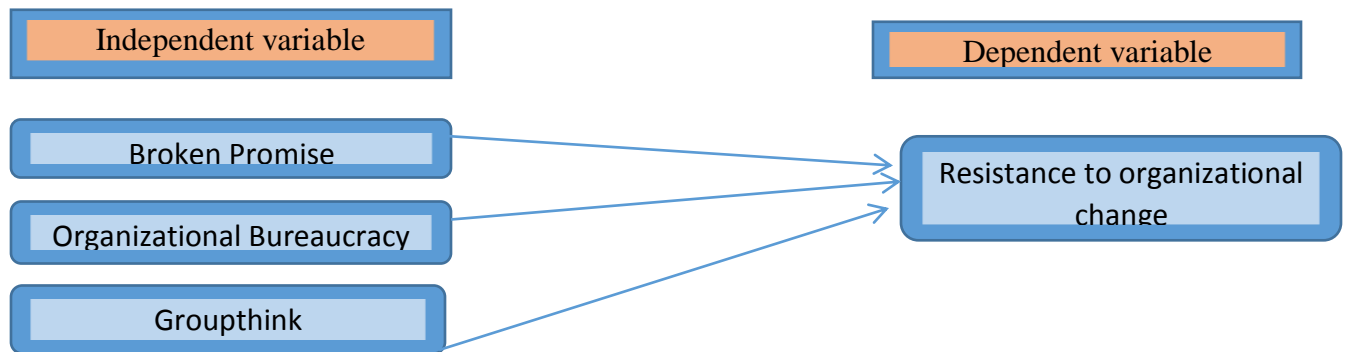
This research seeks to fill the gap in empirical research on the relationship between broken promise, organizational bureaucracy, groupthink, and resistance to organizational change.

2.4. Conceptual framework

The following conceptual framework represents the factors to be studied. It shows the the predicted relationship of independent and dependent variables that was proven by using data analysis. The flow indicates the effects of the independent variables on the dependent variable.

This conceptual framework of the research shows the proposed hypotheses to be proven at the end of the study.

Figure 2.4-1 conceptual framework



2.5. Research hypothesis

Organizational change rarely goes as planned and broken promises by change leaders erode organizational trust (Puleo, 2018), leading to negative feelings, decreased commitment (Meyer, J., N. Allen, and C. Smith, 1993), and adverse attitudes toward the firm (Jill Kickul, Scoot W. Lester & Jonathon Finkl, 2002). These negative impacts can lead to decreased job satisfaction, diminished proactive behaviors (Bunderson, 2001), and voluntary exit. (Bal, P. M., Chiaburu, D. S., & Diaz, I, 2011). Given that violations of the psychological contract are negatively related to employee trust and satisfaction (Robinson, S.L., and D.M. Rousseau, 1994), and resistance to change is negatively related to job satisfaction (Struijs, 2012) (Rush, M. C., Schoel, W. A., & Bernard, S. M, 1995), the hypothesis is proposed that resistance to organizational change is positively related to violations of the psychological contract.

H1: There is a significant and positively related effect of broken organizational promises on employees' resistance organizational changes.

Bureaucracy is often seen as an efficient and effective way for large organizations to run due to its hierarchical chain of command, division of labor, and formal rules and regulations (Ajemba, 2022). However, research by (Paul S. Adler and Bryan Borys, 2008) found that formalization can lead to negative outcomes such as absences, urge to leave, physical and psychological stress, and

reduced creativity and job satisfaction. Bureaucratic organizations are characterized by pyramid hierarchy, high formality, and numerous types of change resistance (Spector, B. & Beer, M, 1990) .In-person communication may also be hindered by the chain-of-authority and multiple leadership levels in these organizations. However, providing a clear rationale for change can reduce uncertainty and increase employee perception of value ((Qian, Y. & Daniels, T. D, 2007). Resistance to change is a significant impediment for organizations, particularly large bureaucratic ones (Ansoff, H. I. & McDonnell, E. J, 1988) .Based on these views, the hypothesis is proposed that resistance to change is positively related to bureaucratic organizational structures.

H2: There is a significant and positively related effect of organizational bureaucracy on employee's resistance to organizational changes.

According to (Lunenburg, 2010) Groups establish norms of behavior and performance that are communicated to members. However, groupthink can occur and lead to strengthened group cohesion, reinforced biases, and lower quality decisions (Johnson, 2001). High cohesion within a group can guarantee respect and loyalty to the group, but also increase resistance to change (Jessica A. Pautz & Donald A. Forre, 2013) (Lunenburg, 2010) . (Hällgren, 2010) Notes that groupthink behavior is associated with a reluctance to critically assess, analyze, and evaluate, leading to the retention of the status quo. As resistance aims to maintain the status quo (Rumelt, 1995) (Maurer R. , 1996) (Zaltman, G & Duncan, R, 1977) , the hypothesis is proposed that resistance to organizational change and groupthink are positively related to resistance to change.

H3: There is a significant and positively related effect of groupthink on employees' resistance organizational change

3. Chapter Three: Methodology

3.1. Introduction

This section gives full description of the research design and methodology used to investigate the research problem. In this section research methodologies and procedures to conduct the research are discussed briefly.

3.2. Research design

The goal of this research was to examine the effects of broken promises, organizational bureaucracy and groupthink on resistance to organizational change. Therefore, the research designs that are going to be used in this research are explanatory and descriptive research design using quantitative approach method. The rationale behind using descriptive research design is that, it is preferable to describe factors intensifying resistance to change by using explanatory research design to determine the effect of independent variables (being valued, broken promises, bureaucracy, and group mentality) on the dependent variable (resistance).

3.3. Method of data collection

The data collection method used in this research was by distributing online close-ended questionnaire. The questionnaire was in five point Likert scale format created by using Google forms website. The scale used in this research are 1 = strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree. The online survey is chosen so that all participants can respond at anytime and anywhere. The questionnaire was used to get responses from participants in a quick and easy manner.

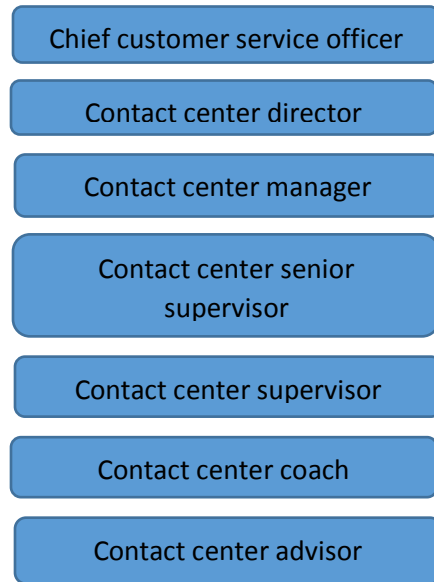
3.4. Background of the organization

Over the years, Ethio telecom has achieved technological milestones, from long-distance voice communication to 5G service. Currently, the company is implementing its newly devised three-year LEAD Growth Strategy, which began on July 1, 2022. The vision is to provide services beyond connectivity and enable inclusive growth by offering digital and financial services to simplify the daily activities of organizations and individuals.

Ethio telecom's customer service division caters to the needs of the company's 66.59 million customers through direct or indirect customer handling processes. The contact center department, within the customer service division, interacts directly with customers and has a mission to provide remote support, serve as customers' voice within the company, and deliver excellent

quality of service. The contact center department has a hierarchy of power ranging from advisor to chief.

Figure 3.4-1 Ethio telecom's contact center hierarchy of power in descending order.



Ethio telecom has five types of contact centers: 994, 980, 127, digital customer care (DCC), and mobile money digital customer care (MMDCC). Each contact center type has specific roles and responsibilities depending on the type of customers and mode of interaction. The three call centers, 994, 980, and 127, operate along with the digital contact centers DCC and MMDCC, which use social media platforms such as Facebook, Twitter, SMS, and Telegram.

The most well-known contact center of Ethio telecom is 994, which handles mostly residential customers' inquiries about Ethio telecom's products and services. Currently, 994 serves customers in five languages: English, Amharic, Tigrigna, Afan Oromo, and Somali. The less popular 980 contact center is designed to serve enterprise and key customers who have access to the call center. 980 only operates in English and Amharic languages.

The digital customer care (DCC) contact center was established due to the significant increase in social media movements. DCC serves customers through various channels such as SMS through 8894, direct chat on Ethio telecom's Facebook, Telegram, and Twitter pages. DCC serves customers only in English and Amharic languages.

Two additional contact centers were created to serve Tele birr customers following the launch of Ethio telecom's new financial service, Tele birr. The call center 127 serves customers in four languages: Amharic, Tigrigna, English, Afan Oromo, and Somali. MMDCC serves customers through SMS by 126 and through Ethio telecom's Tele birr pages on Facebook, Telegram, and Twitter.

Table 3.4-1Ethio telecom’s contact center demography (from Ethio telecom’s intranet)

Contact center Type	Female advisors	Male advisors	Amharic advisors	Afan Oromo advisors	Tigrigna advisors	Somali Advisors
994	650	817	812	574	49	32
980	6	13	19	none	none	none
127	69	46	56	46	7	6
DCC	25	16	41	none	none	none
MMDCC	7	2	9	none	none	none

Table 3.4-2Wello sefer site contact center demography (from Ethio telecom’s intranet)

Contact center Type	Female Advisor/ specialist	Male Advisors/ specialist	Amharic Skill	Afan – Oromo Skill	Tigrigna Skill	Somali Skill
994	309	285	368	168	30	28
980	6	13	19	none	none	none
127	69	46	56	46	7	6
DCC	25	16	41	none	none	none
MMDCC	7	2	9	none	none	none

3.5. Target population

Ethio telecom has two contact center sites in Addis Abeba at Jemmo and at wello sefer. Out of the two sites, the research will be conducted on wello sefer site because it has a diverse contact center type than the Jemmo site. The wello sefer contact center site includes 594 advisors from

(994), 19 advisors from (980), 115 specialists from (127), 41 specialists from (DCC), and 9 specialists from (MMDCC) making the total population 778.

Table 3.5-1 Population of contact center advisors/specialists at wello sefer site

Contact center Type	Number of advisors/specialists
994	594
980	19
127	115
DCC	41
MMDCC	9
Total	778

3.6. Sampling method

Stratified sampling method was used to divide the population into subgroups to allow more precise conclusions about the sample taken by ensuring every subgroup is properly represented in the sample. The call center participants were classified in to their respective sections as a subgroup. The sample size was calculated based on Slovin's formula with confidence level 95% and confidence interval of 5%. The formula used to calculate the sample size is as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where, n = is size of the sample taken

N = is size of population

e = confidence interval (0.05)

As mentioned above in the target population, this was how the sample size was calculated:

Given - Population size (N) = 778

- Confidence level (e) = 0.05

Sample size will be: - $n = \frac{778}{1 + 778(0.05)^2} = 264.1$

Sample size (n) = 264

Table 3.6-1 Sample of population by working unit

Contact center Type	Number of advisors/specialists	Sample by working unit
994	594	= $264(594/778)=202$
980	19	= $264(19/778)=6$
127	115	= $264(115/778)=39$
DCC	41	= $264(41/778)=14$
MMDCC	9	= $264(9/778)= 3$
Total	778	=264

3.7. Data processing

The methods of data processing used for the research was by first coding the collected data in to numeric form as 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=strongly agree. After that the collected data is put in SPSS version 24 software for processing. Since the data is ordinal type, to compute the correlation and regression of the variables, the mean of each variable was taken to turn the data into linear type. Finally, after the software analyzed and yields the outputs, the results are summarize and displayed in the form of statistical tables, charts and graphs to easily explain the outcomes.

3.8. Data analysis

After the data is collected and processed, it is going to be analyzed according to the objective of the research to look for patterns and relationships between the variables. In this research, SPSS software version 24, which is a powerful statistical tool, was used to assess the descriptive and regression analysis. The research used descriptive analysis to reduce the data into a summary format and with respect to the nature of the questions, the descriptive statistics used was put in table form for related questions and summary statistics such as mean, standard deviation, minimum and maximum range was computed for the variable's relationship. And multiple regression analysis was used to estimate the relationship between the dependent variable (resistance) and the independent variables (broken promises, bureaucracy, and groupthink).

3.8.1. Multiple regression

Multiple regression is a method used to predict the relationship of a dependent variable with two or more independent variables. In the following study, both the dependent and independent variables are ordinal, so they are all converted to nominal (Adam & Mark Lund, 2023). In this

research, there are three independent variables (broken promise, organizational bureaucracy, and groupthink) and one dependent variable (resistance to organizational change), which are represented in ordinal form from Likert scale measurement as 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=strongly agree, hence ordinal regression analysis method is used to analyze the data collected.

The multiple linear regressions is performed for the gathered data to get the values of R, R², and adjusted R², significance test of the variables and standard error of the estimate. It was also used to test the proposed hypothesis by cross checking if the required assumptions like normality, homoscedasticity, multicollinearity, and linearity.

The relationship of the dependent and independent variables is represented in the form as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where;

Y = resistance to change

X₁ = broken promise - independent variable

X₂ = bureaucracy – independent variable

X₃ = groupthink – independent variable

3.9. Validity and reliability

3.9.1. Validity

Validity is the degree to which a test measures what it intended to measure (Creswell J. W., 2009). In this study, the author created a content based validity for its variables by deep investigation of researches to carefully select measurements of broken promise, organizational bureaucracy and groupthink from prominent sources as shown in the table below:

Table 3.9-1 validity table

variable	Dimension /characteristics	Survey question
Broken Promise	<i>competitive wages/pay</i> (Rousseau, D.M., and S.A. Tijoriwala, 1998),	1. The company has not increased my salary when it became profitable

	<i>promotional opportunities</i> (Lester, S. W., Turnley, W. H., Bloodgood, J. M. & Bolino, M. C, 2002)	2. The company has not given me a chance to get a promotion
	<i>job training</i> (Kickul, 2001)	3. The company has not given me the chance to advance in my academic knowledge
	<i>employee benefits</i> (Lester, S. W., Turnley, W. H., Bloodgood, J. M. & Bolino, M. C, 2002) , (Rousseau, D.M., and S.A. Tijoriwala, 1998)	4. The company has not upgraded employee benefits (health, transport, house, free voice data packages) when it became profitable. 5. The company has left previous organizational practices(free phones, bank loan, scholarships) under the current management
	<i>Job security</i> (Kickul, 2001)	6. I worry about getting laid off(being removed from the company due to cost/ employee reduction reasons)
	<i>A good employment relationship</i> (Lester, S. W., Turnley, W. H., Bloodgood, J. M. & Bolino, M. C, 2002)	7. The current change strategy of the company doesn't put employees needs first 8. I don't expect the company to honor its commitment to employees during hard times
Organizational bureaucracy	<i>enforced explicit written rules</i> (Sridharan, 2022)	11. The company has written rules, regulation and procedures to manage employees duties 12.The company enforces its written rules, regulation and procedures by its hierarchical structure 19. The rules, regulation and procedures are enforced excessively
	<i>Inefficiency</i> (Sridharan, 2022)	13. The company has complicated administrative procedures that inhibit quick decision making 14.The company is rigid to amend its rules, regulation and procedures to increase efficiency

	<i>hierarchical organization</i> (Sridharan, 2022), (Adair, 2016)	15.The company has many layers of hierarchical power
	<i>rigid division of labor</i> (Sridharan, 2022), (Adair, 2016)	16.The company's top management are the only ones that have rule -making power
	<i>impersonality</i> (Sridharan, 2022)	17.The company's top management doesn't have a personal relationship with its employees
	<i>Rigidity</i> (Sridharan, 2022), (Moynihan, D.P. and Herd, P, 2010)	18. The current strategy of the company has the same rules, regulation and procedures as before. 20.The rules, regulation and procedures destroy creative thinking/ innovation
Groupthink	<i>an illusion of invulnerability</i> (Jessica A. Pautz & Donald A. Forrer, 2013).	26.The company's top management have a sense of invulnerability
	<i>collective rationalization of facts</i> (Jessica A. Pautz & Donald A. Forrer, 2013).	27. The company's top management shifts the blame on lower level employees when poor departmental performances are reported. 37.The contact center top management rationalize that low customers satisfaction is only a result of employees performance
	<i>stereotyping of non-group members</i> (Jessica A. Pautz & Donald A. Forrer, 2013).	28. Employees and top management have a them vs. us mentality in the company 30.. The contact center top management rationalize that low customers satisfaction is only a result of employees performance
	<i>mind guards to keep away expert information</i> (Jessica A. Pautz & Donald A. Forrer, 2013).	29. The company's top management don't want to listen to other employees recommendation

	<p><i>demands for conformity</i></p> <p>(Jessica A. Pautz & Donald A. Forrer, 2013).</p>	<p>31. The contact center top management enforce rules by threatening with punishments</p> <p>32. The contact center top management pressure employees towards uniformity</p>
	<p><i>belief in group's inherent morality</i></p> <p>(Jessica A. Pautz & Donald A. Forrer, 2013).</p>	<p>33. All Contact center employees want to help customers</p>
	<p><i>an illusion of unanimity</i></p> <p>(Jessica A. Pautz & Donald A. Forrer, 2013).</p>	<p>34. Almost all Contact center employees want to transfer to another department</p>
Resistance to organizational change	<p><i>Organizational Promise</i></p> <p>(Kickul, 2001), (Robinson, S.L., and E.W. Morrison, 1995), (Meyer, J., N. Allen, and C. Smith, 1993)</p>	<p>9. I don't agree with the current changes in the company because it doesn't honor what is promise to employees</p> <p>10. I want the company to come up with new change strategies that give employees fair payment, benefits, and chances of promotion.</p>
	<p><i>Organizational Bureaucracy</i></p> <p>(Robin Bauwens & Kenn Meyfroot, 2021), (Ajemba, 2022)</p>	<p>21. I don't like being limited by rules, regulation and procedures</p> <p>22. rules, regulation and procedures decrease customers satisfaction</p> <p>23. rules, regulation and procedures decrease my job satisfaction</p> <p>24. I want the company to come up with new change strategy that minimizes rigidity of rules, regulation and procedures</p> <p>25. I don't support the current change strategy of the company due to its bureaucratic practices</p>
	<p><i>Groupthink</i></p>	<p>35. Contact center employees should not be evaluated</p>

	(Rose, 2011), (Solomon, 2006), (Berger, 2010), (Janis I., 1991).	by group performance 36. Working in a group stresses me out 38.I would prefer to be evaluated only by my individual performance 39. I don't support the company's current group based evaluation strategy 40. The company should have a new strategy that minimizes group based evaluations
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3.9.2. Reliability

The idea of reliability indicates the instrument's stability and consistency in measuring the concept and supporting the evaluation of a measure's goodness (Sekaran, U., & Bougie, R, 2010). In this research Cronbach's alpha coefficient is used to test the reliability of the questionnaire. The total reliability of the survey in this study gave $\alpha=0.863$, which is in the "excellent" reliability of construct measurement range.

Table 3.9-2 Reliability table

Variables	Number of items	Cronbach's alpha(α)
Broken promises	8	0.749
Organizational Bureaucracy	10	0.770
Groupthink	10	0.702
Resistance to organizational change	12	0.737
Reliability Statistics of Total scale	40	0.863

3.10. Ethical consideration

All ethical considerations will be applied on conducting this research. This research is kept Confidential so that the respondents are assured that their responses are confidential and will

only be used for academic purposes only. The study has got organizational approval to conduct the research on the study site. The research activity began only after being approved by the organization the study is being conducted in. the research asked for informed consent by creating cover letters that explained the purpose of the questionnaire as well as the purpose of the entire research. And finally the transparent of sharing the outcome of the study regardless of the study's objective will be stated.

4. Chapter four: Data analysis and Interpretation

4.1. Introduction

This chapter briefly explains the respondents' demography, correlation outputs, and multiple regression results for testing the hypotheses of the study.

4.2. Demography of respondents

The demographic features used in this survey are Gender, section, educational level and years of service. These results are analyzed and by using descriptive statistics with frequencies as listed in the following table.

Table 4.2-1 Gender of the respondents

		frequency	percent %
Gender	Female	184	69.7%
	Male	80	30.3%
	Total	264	100%

As shown in the table above, out of the total respondents from the survey 69.7% were Female and the rest 30.3% were Male. The finding shows that majority of the contact center employees at wello sefer site were Females.

Table 4.2-2 Section of the respondents

		frequency	percent %
Section	994	202	76.5%
	127	39	14.8%
	DCC	17	6.4%
	980	6	2.3%
	Total	264	100%

As shown in the above table, out of the total respondents from the survey 76.5% were from 994, 14.8% were from 127, 6.4% were from DCC and 2.3% were from 980. The results show that most of the respondents were from 994 with a 61.7% greater amount than 127, 70.1% greater amount than DCC and 74.2% greater amount than 980. It also shows that 994 have the majority number of employees at ethio telecom's wello sefer contact center site.

Table 4.2-3 Educational background of the respondents

		frequency	percent%
educational background	BSc/BA	226	85.6%
	MSc/MA	38	14.4%
Total		264	100%

As shown in the above table, out of the total respondents from the survey 85.6% have a BSc/BA educational background while 14.4% have MSc/MA educational backgrounds. The result shows that most of the respondents have a BSc/BA level educational background, which is 71.2% greater.

Table 4.2-4 Years of service of the respondents

		frequency	percent %
Years of service	below 2 years	34	12.9%
	between 2-5 years	143	54.2%
	above 5 years	87	33.0%
Total		264	100%

As shown in the above table, out of the total respondents from the survey the years of service of 12.9% was below 2 years, 54.2% between 2-5 years, and 33.0% above 5 years. The result shows that most of the respondents have years of service between 2-5 years, which is greater by 21.2 % from those of years of service above 5 years and 41.3 of those of below two years of service. It also shows that the majority of the respondents have enough experience to examine the organization's management practices and know too well about the organization to make informed responses.

4.3. Descriptive statistics

The descriptive statistics shows the respondents' views about the independent and dependent variables. The respondents were asked to show to rate their agreement of the question using the five point Likert scale, (1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=strongly agree). To determine the cut-off point of a likert scale, the minimum and maximum threshold of the scale to validate the data must be set. The mean values above 4 were taken as yes, and the mean values below 4 were taken as zero to determine the presence of each variable in the studied organization. To determine the cut -off point ROC curve is used. An ROC curve is a plot of the true positive rate (Sensitivity) in function of the false positive rate (100-Specificity) for different cut-off points of a parameter. Each point on the ROC curve represents a sensitivity/specificity pair corresponding to a particular decision threshold.

To determine the presence of the broken promise, organizational bureaucracy, groupthink and resistance caused due to this variables, both the mean value and ROC curve results are shown below:

Table 4.3 1. Descriptive statistics of broken promises

	N	Mean	Std. Deviation
Org_promise1	264	4.25	.947
Org_promise2	264	3.91	1.293
Org_promise3	264	4.21	.983
Org_promise4	264	4.78	.444
Org_promise5	264	4.37	.779
Org_promise6	264	4.15	1.211
Org_promise7	264	4.71	.559
Org_promise8	264	4.46	.922
Valid N (list wise)	264		
Average		4.355	0.8917

As it was shown on the above table of broken promises, the result of the respondents has a mean value of 4.355 which is in the Agree position.

Table 4.3 2. ROC curve for presence of broken promise

Case Processing Summary

broken promise presence	Valid N (listwise)
Positive ^a	209
Negative	55
total	264

Larger values of the test result variable(s) indicate stronger evidence for a positive actual state.

a. The positive actual state is yes.

The results of the above table state that the majority of the respondents confirm the presence of broken promise in the organization.

Table 4.3 3. ROC curve cut-off point for broken promise

Coordinates of the Curve

Test Result Variable(s): broken promise

Positive if Greater Than or Equal To ^a	Sensitivity	1 - Specificity
1.6250	1.000	1.000
2.6875	1.000	.982
2.8125	1.000	.927
2.9375	1.000	.873
3.0625	1.000	.855
3.1875	1.000	.800
3.3125	1.000	.618
3.4375	1.000	.582
3.5625	1.000	.345
3.6875	1.000	.182
3.8125	1.000	.109
3.9375	1.000	.000
4.0625	.962	.000
4.1875	.928	.000
4.3125	.852	.000

a. The smallest cutoff value is the minimum observed test value minus 1, and the largest cutoff value is the maximum observed test value plus 1. All the other cutoff values are the averages of two consecutive ordered observed test values.

The results of the table show the optimum cut-off value to determine the presence of broken promise was 3.937. It can be said that all values greater than 3.937 showed the presence of

broken promise in the organization. Since the average mean of the responses on broken promises was 4.355, it can be concluded that there were broken promises in the studied organization.

Table 4.3 4. Descriptive statistics of resistance to change due to broken promises

	N	Mean	Std. Deviation
Resistance_to_org_promise1	264	4.46	.798
Resistance_to_org_promise2	264	4.79	.462
Valid N (list wise)	264		
Average		4.62	0.6290.8917

As shown in the table above, the result of the respondents has a mean of 4.62, which reside in the Agree category.

Table 4.3 5. ROC curve for presence of resistance to change due to broken promise

Case Processing Summary	
presence of resistance due to broken promise	Valid N (listwise)
Positive ^a	250
Negative	14
Total	264

Larger values of the test result variable(s) indicate stronger evidence for a positive actual state.

a. The positive actual state is yes.

The results of the above table state that the majority of the respondents confirm the presence of resistance to change due to broken promise in the organization.

Table 4.3 6. ROC curve cut –off point for presence of resistance to change due to broken promise

Coordinates of the Curve

Test Result Variable(s): resistance due to broken promise

Positive if Greater Than or Equal To ^a	Sensitivity	1 - Specificity
1.0000	1.000	1.000
2.2500	.996	.929
2.7500	.996	.857
3.2500	.996	.643
3.7500	.996	.000
4.2500	.856	.000
4.7500	.564	.000
6.0000	.000	.000

The test result variable(s): total resistance to broken promise has at least one tie between the positive actual state group and the negative actual state group.

a. The smallest cutoff value is the minimum observed test value minus 1, and the largest cutoff value is the maximum observed test value plus 1. All the other cutoff values are the averages of two consecutive ordered observed test values.

The results of the table show, the optimum cut-off value to determine the presence resistance to change due to broken promises was 3.7500. It can be said that all values greater than 3.7500 showed the presence of resistance to change due to broken promises in the organization. Since the average mean of the responses on broken promises was 4.62, it can be concluded that there was resistance to change due to broken promises in the studied organization.

Table 4.3 7. Descriptive statistics of organizational bureaucracy

	N	Mean	Std. Deviation
Org_bureaucracy1	264	4.90	.299
Org_bureaucracy2	264	4.62	.509
Org_bureaucracy3	264	4.64	.488
Org_bureaucracy4	264	4.78	.472
Org_bureaucracy5	264	4.74	.474
Org_bureaucracy6	264	4.58	.599
Org_bureaucracy7	264	4.77	.532

Org_bureaucracy8	264	4.27	.775
Org_bureaucracy9	264	4.60	.595
Org_bureaucracy10	264	4.83	.377
Valid N (list wise)	264		
Average		4.67	0.512

As shown in the above table, the results show that the respondents have a mean of 4.67 which resides in the Agree category.

Table 4.3 8. ROC curve for presence of bureaucracy

Case Processing Summary

bureaucracy presence	Valid N (listwise)
Positive ^a	257
Negative	7
Total	264

Larger values of the test result variable(s) indicate stronger evidence for a positive actual state.

a. The positive actual state is yes.

The results of the above table state that the majority of the respondents confirm the presence of organizational bureaucracy in the organization.

Table 4.3 9. ROC curve for cut-off point for presence of bureaucracy

Coordinates of the Curve

Test Result Variable(s): organizational bureaucracy

Positive if Greater Than or Equal To ^a	Sensitivity	1 - Specificity
2.8000	1.000	1.000
3.9000	1.000	.000
4.0500	.981	.000
4.1500	.946	.000
4.2500	.918	.000
4.3500	.883	.000

a. The smallest cutoff value is the minimum observed test value minus 1, and the largest cutoff value is the maximum observed test value plus 1. All the other cutoff values are the averages of two consecutive ordered observed test values.

The results of the table show, the optimum cut-off value to determine the presence organizational bureaucracy was 3.9000. It can be said that all values greater than 3.9000 showed the presence of organizational bureaucracy. Since the average mean of the responses on broken promises was 4.67, it can be concluded that there was organizational bureaucracy in the studied organization.

Table 4.3 10. Descriptive statistics of resistance to change due to organizational bureaucracy

	N	Mean	Std. Deviation
Resistance_to_org_bureaucracy1	264	4.62	.485
Resistance_to_org_bureaucracy2	264	4.88	.331
Resistance_to_org_bureaucracy3	264	4.77	.483
Resistance_to_org_bureaucracy4	264	4.82	.393
Resistance_to_org_bureaucracy5	264	4.72	.521
Valid N (listwise)	264		
Average		4.76	0.44

As shown in the above table, the responses with a mean value of 4.76 lie in the Agree category.

Table 4.3 11. ROC curve for presence of resistance due to bureaucracy

Case Processing Summary	
presence of restance due to bureaucracy	Valid N (listwise)
Positive ^a	263
Negative	1
total	264

Larger values of the test result variable(s) indicate stronger evidence for a positive actual state.

a. The positive actual state is yes.

The results of the above table state that the majority of the respondents confirm the presence of resistance to change due to organizational bureaucracy in the organization.

Table 4.3 12. ROC curve cut-off value for presence of resistance due to bureaucracy

Coordinates of the Curve

Test Result Variable(s): resistance due to organizational bureaucracy

To ^a	Sensitivity	1 - Specificity
2.8000	1.000	1.000
3.9000	1.000	.000
4.1000	.989	.000
4.3000	.932	.000
4.5000	.863	.000
4.7000	.703	.000
4.9000	.338	.000
6.0000	.000	.000

a. The smallest cutoff value is the minimum observed test value minus 1, and the largest cutoff value is the maximum observed test value plus 1. All the other cutoff values are the averages of two consecutive ordered observed test values.

The results of the table show, the optimum cut-off value to determine the presence of resistance to change due to organizational bureaucracy was 3.9000. It can be said that all values greater than 3.9000 showed the presence of resistance to change due to organizational bureaucracy. Since the average mean of the responses on resistance to change due to organizational bureaucracy was 4.76, it can be concluded that there was resistance to change due to organizational bureaucracy in the studied organization.

Table 4.3 13. Descriptive statistics of Groupthink

	N	Mean	Std. Deviation
Group_think1	264	4.17	.859
Group_think2	264	4.30	.783
Group_think3	264	4.22	1.070
Group_think4	264	4.66	.622
Group_think5	264	4.51	.755
Group_think6	264	4.85	.415
Group_think7	264	4.46	.871
Group_think8	264	3.17	1.100
Group_think9	264	4.88	.354

Group_think10	264	4.73	.453
Valid N (listwise)	264		
average		4.39	0.72

As shown in the above table, the result of the respondents, with 4.39 mean, were in the Agree category.

Table 4.3 14. ROC curve for presence of groupthink

Case Processing Summary

groupthink presence	Valid N (listwise)
Positive ^a	221
Negative	43
total	264

Larger values of the test result variable(s) indicate stronger evidence for a positive actual state.

a. The positive actual state is yes.

The results of the above table state that the majority of the respondents confirm the presence of groupthink in the organization.

Table 4.3 15. ROC curve cut-off point for presence of groupthink

Coordinates of the Curve

Test Result Variable(s): groupthink

Positive if Greater Than or Equal To ^a	Sensitivity	1 - Specificity
2.3000	1.000	1.000
3.3500	1.000	.930
3.4500	1.000	.907
3.5500	.995	.884
3.6500	.995	.791
3.7500	.995	.651
3.8500	.991	.256
3.9500	.986	.023
4.0500	.910	.023

The test result variable(s): total groupthink questions has at least one tie between the positive actual state group and the negative actual state group.

a. The smallest cutoff value is the minimum observed test value minus 1, and the largest cutoff value is the maximum observed test value plus 1. All the other cutoff values are the averages of two consecutive ordered observed test values.

The results of the table show, the optimum cut-off value to determine the presence of groupthink was 3.9500. It can be said that all values greater than 3.9500 showed the presence of groupthink. Since the average mean of the responses groupthink was 4.39, it can be concluded that there was groupthink in the studied organization.

Table 4.3 16. Descriptive statistics of resistance to change due to groupthink

	N	Mean	Std. Deviation
Resistance_to_group_think1	264	4.04	1.182
Resistance_to_group_think2	264	4.64	.637
Resistance_to_group_think3	264	4.80	.398
Resistance_to_group_think4	264	4.46	.808
Resistance_to_group_think5	264	4.79	.416
Valid N (listwise)	264		
average		4.54	0.68

As shown in the above table, the result of the respondents with a 4.54 mean value was in the Agree position.

Table 4.3 17. ROC curve for presence of resistance due to groupthink

Case Processing Summary

presence of resistance due to groupthink	Valid N (listwise)
Positive ^a	230
Negative	34
Total	264

Larger values of the test result variable(s) indicate stronger evidence for a positive actual state.

a. The positive actual state is yes.

The results of the above table state that the majority of the respondents confirm the presence of resistance to change due to groupthink in the organization.

Table 4.3 18. ROC curve cut-off for presence of resistance due to groupthink

Coordinates of the Curve

Test Result Variable(s): resistance due to groupthink

Positive if Greater Than or Equal To ^a	Sensitivity	1 - Specificity
2.0000	1.000	1.000
3.1000	1.000	.941
3.3000	1.000	.824
3.5000	1.000	.559
3.7000	1.000	.382
3.9000	1.000	.000
4.1000	.917	.000
4.3000	.809	.000

a. The smallest cutoff value is the minimum observed test value minus 1, and the largest cutoff value is the maximum observed test value plus 1. All the other cutoff values are the averages of two consecutive ordered observed test values.

The results of the table show, the optimum cut-off value to determine the presence of groupthink was 3.9500. It can be said that all values greater than 3.9500 showed the presence of groupthink. Since the average mean of the responses groupthink was 4.39, it can be concluded that there was groupthink in the studied organization.

4.4. Correlation

The spearman rank correlation coefficient is a correlation statistics which measures the relations between ordinal (rank-order) variables (Zar, 2014). Hence our data is Likert scale this measure is appropriate.

Table 4.4-1spearman’s correlation coefficient

Correlations

			Broken promise	Resistance to broken promise	Organizational bureaucracy	resistance to bureaucracy	Groupthink	Resistance to groupthink
Spearman's rho	Broken promise	Correlation Coefficient	1.000					
		Sig. (2-tailed)	.					
	Resistance to broken promise	Correlation Coefficient	.355**	1.000				
		Sig. (2-tailed)	.000	.				
	Organizational Bureaucracy	Correlation Coefficient	.416**	.386**	1.000			
		Sig. (2-tailed)	.000	.000	.			
	Resistance to bureaucracy	Correlation Coefficient	.291**	.297**	.540**	1.000		
		Sig. (2-tailed)	.000	.000	.000	.		
	Groupthink	Correlation Coefficient	.324**	.355**	.576**	.422**	1.000	
		Sig. (2-tailed)	.000	.000	.000	.000	.	
	Resistance to groupthink	Correlation Coefficient	.455**	.320**	.614**	.430**	.699**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.

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

Table 4.4-2spearman's correlation coefficient

From Table 4.4 above, different correlation results were observed to state the relationships between the dependent (resistance to organizational change) and independent variables (broken promises, organizational bureaucracy and groupthink).

As a result the following outputs determine the following the table above show that all the dependent and independent variables have a highly significant and positive correlation value with p=0.01.

It can be observed that the dependent variable (resistance to organizational change) and the independent variable (broken promise) have a highly significant and positive correlation with $r = 0.540$ and $p = 0.01$.

Also we can see that the dependent variable (resistance to organizational change) and the independent variable (organizational bureaucracy) have a highly significant and positive correlation with $r = 0.699$ and $p = 0.01$.

And finally, we can also observe that the dependent variable (resistance to organizational change) and the independent variable (groupthink) have a highly significant and positive correlation of $r = 0.699$ and $p = 0.01$.

4.5. Regression Analysis

Regression analysis is used to determine the dependent and independent variables cause and effect of one on the other. In this study the basic linear regression assumptions are tested.

4.5.1. Collinearity

Collinearity is the correlation between the independent variables. If the independent variables are correlated, they cannot predict the value of the dependent variable independently. For each variance portion whose value is greater than 0.9, there is a collinearity problem with the predictor variable. Since the results on the below table all have below 0.9 values (Hair, Ringle, & Sarstedt, 2011), it can be said that the variables don't have a collinearity problem.

Table 4.5-1 collinearity diagnostics

Collinearity Diagnostics^a

Mode	Dimension	Eigen value	Condition Index	(Constant)	Variance Proportions		
					total of broken promise questions	total bureaucracy questions	total groupthink questions
1	1	3.984	1.000	.00	.00	.00	.00
	2	.010	20.205	.06	.94	.01	.04
	3	.004	30.770	.33	.00	.02	.80

4	.002	48.080	.61	.05	.97	.15
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a. Dependent Variable: mean of resist means

4.5.2. Multi-collinearity

If there is a high degree of correlation between independent variables, there is a problem of multi-collinearity. Multi-collinearity predictions can be tested by looking at the VIF and tolerance in the collinearity table. There is essentially the assumption that the predictors are not strongly correlated with one another. To satisfy multiple regression assumptions, a tolerance score above 0.2 and VIF scores below 10 must be measured.

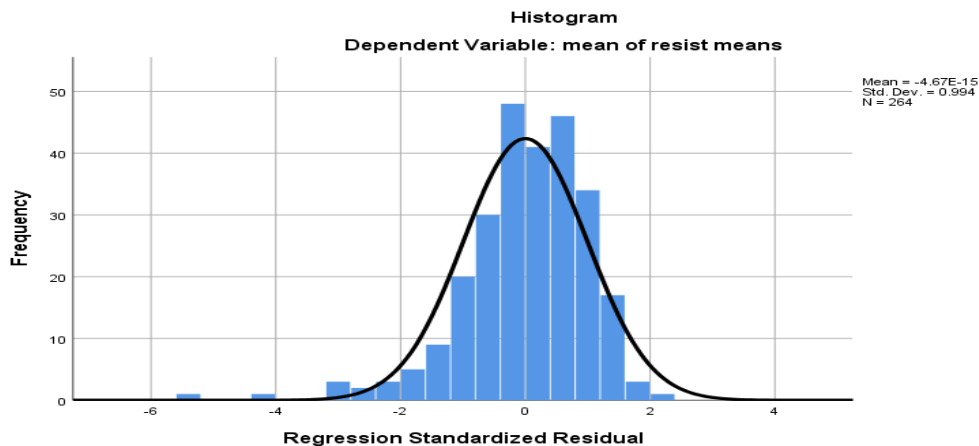
Table 4.5-2. Collinearity statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Broken promise	.758	1.319
	Organizational Bureaucracy	.604	1.656
	Groupthink	.657	1.522

As the above results in the table show that there is no multi collinearity between the independent variable since we have VIF values which are less than 10 and we tolerance values greater than 10%.

4.5.3. Normality test

Figure 4.5-1 Normality histogram



The results show the presence of a normal distribution, which is identified by a dome-shaped curve. It shows that most of the results were aiming at the center, which indicates that the normality test is satisfied. As shown in the P-P plot, it showed that there is a strong and a bit linear relationship between the dependent and independent variables

Figure 4.5-2 p-plot normality test

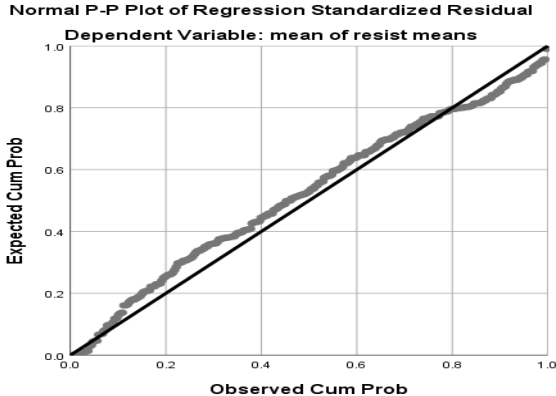
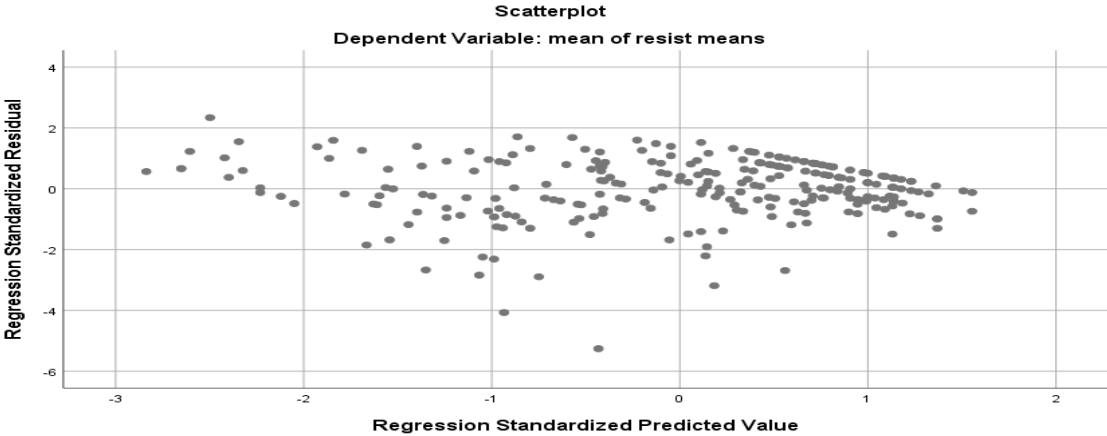


Figure 4.5-3scatter plot



Based on the scatterplot in the above graph, it is shown that the finding breaks homoscedasticity assumption to a few degrees.

4.5.4. Multiple Regression Analysis

Table 4.5-3 Model summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.754 ^a	.568	.563	.21609	1.555

a. Predictors: (Constant), total groupthink questions, total of broken promise questions, total bureaucracy questions

b. Dependent Variable: mean of resist means

In the table above the Durbin-Watson result is 1.55. Based on this result, we can conclude that there is no relationship between residual variable and independent variables' since the result 1.55 is between 1.5 and 2.5.

As shown Table 4.5.4.1 above, the coefficient R in this model 1 summary shows the square root of R and the correlation between the independent and dependent variable. From the Table 4.5.4.1 above, R = .754, which is in the range -1 and +1, it shows that there is a highly strong positive correlation between the dependent variable (Resistance to organizational change) and the independent variables (broken promises, organizational bureaucracy and groupthink). The overall model 1 statistics of dependent variable resistance to organizational change stated that the R square value of 0 .568, which means that all independent variables (broken promises, organizational bureaucracy and groupthink) explained the dependent variable (resistance to organizational change) with 56.8% variance. The remaining 43.2% variation of resistance to organizational to change can be credited to other variables which are not stated in this research.

Table 4.5-4 ANOVA table

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.989	3	5.330	114.136	.000 ^b
	Residual	12.141	260	.047		
	Total	28.129	263			

a. Dependent Variable: mean of resist means

b. Predictors: (Constant), total groupthink questions, total of broken promise questions, total bureaucracy questions

To test the research’s significance of this model, ANOVA (F- test) was performed. The results pointed that the model is fit for analysis and interpretation. In the ANOVA result $F(3, 260) = 114.136$, $p < 0.05$ which shows the regression model is statistically significant. It can also be observed that since ($P < 0.01$, $F > 1$), which indicates the proposed hypothesis stating that there is a positive and significant relationship between dependent variable(resistance to organizational change) and independent variables (broken promises, organizational bureaucracy and groupthink) is accepted.

Table 4.5-5 coefficient of Resistance to change (R)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.059	.211		5.030	.000
	Broken promise	.091	.027	.157	3.360	.001
	Organizational Bureaucracy	.360	.057	.331	6.303	.000
	Groupthink	.342	.041	.420	8.353	.000

a. Dependent Variable: mean of resist means

Table 4.5.4.3 above helps to compare the contribution independent variables (broken promises, organizational bureaucracy and groupthink) to dependent variable resistance to organizational change by using the β value under the standardized coefficients.

From Table 4.5.4.3, positive and significance relationship was found of the independent variables as groupthink ($\beta = .420$, $p = .000$), organizational bureaucracy ($\beta = .331$, $p = .000$) and broken promise ($\beta = .157$, $p = .001$).

According to Table 4.5.4.3, among the independent variables with positive and significance relationship groupthink with ($\beta = .420$, $p = .000$) is the best predictor of resistance to organizational change followed by organizational bureaucracy ($\beta = .331$, $p = .000$) and broken promise ($\beta = .157$, $p = .001$).

The study addressed the following multiple regression model to determine the statistical significance of the independent factors on the dependent variable, as proposed.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where;

Y = resistance to change

X1 = broken promise - independent variable

X2 = bureaucracy – independent variable

X3 = groupthink – independent variable

The independent variables unstandardized coefficients were substituted in the model and written as:

$$Y = 1.059 + 0.091X_1 + 0.360X_2 + 0.342X_3 + \epsilon$$

The unstandardized beta coefficient (β) of 0.091 shows that a single change in broken promise results in a 9.1% difference in resistance to organizational change, while a beta coefficient of 0.360 shows that a single change in organizational bureaucracy results in a 36% change in resistance to organizational change. Furthermore, the unstandardized a beta coefficient of 0.342 means that a 34.2% difference in groupthink results from a single change in resistance to organizational change with the error term (ϵ) estimate in the regression model formula was considered to be zero.

Table 4.5-6 Residual statistics

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.9442	5.0267	4.6436	.24656	264
Std. Predicted Value	-2.837	1.554	.000	1.000	264

Residual	-1.13686	.50567	.00000	.21485	264
Std. Residual	-5.261	2.340	.000	.994	264

a. Dependent Variable: mean of resist means

The predicted value=3.9442 were greater than the minimum=-1.13686 and maximum result=0.50567 of the residual results. Also, the standard predicted value greater than maximum result of the standardized residual results.

4.5.4. Hypothesis testing

In this research, multiple regressions have been used to test this hypothesis. In this research, the hypothesis testing was based on β and p value results from the tables in the multiple regression analysis section.

H1: There is a significant effect of broken organizational promises on employees' resistance organizational changes.

From table 4.5.4.3 of regression coefficient the independent variable broken promise β value of 0.91 and p-value of 0.01. Based on this outcome, broken promise was observed to have a positive and statistically significant effect on the resistance to organizational change and the hypothesis prediction is accepted.

H2: There is a significant effect of organizational bureaucracy on employee's resistance to organizational changes.

From table 4.5.4.3 of regression coefficient the independent variable bureaucracy β value of 0.360 and p-value of 0.00. Based on this outcome, bureaucracy was observed to have a positive and statistically significant effect on the resistance to organizational change and the hypothesis prediction is accepted.

H3: There is a significant effect of groupthink in organizations on employees' resistance organizational change

From table 4.5.4.3 of regression coefficient the independent variable groupthink β value of 0.342 and p-value of 0.00. Based on this outcome, groupthink was observed to have a positive and

statistically significant effect on the resistance to organizational change and the hypothesis prediction is accepted.

Table 4.5-7. Hypothesis summary table

Hypothesis	results	reason
H1: There is a significant effect of broken organizational promises on employees' resistance organizational changes	Accepted	1.P= 0.01, $p < 0.05$ 2. $F(3, 260) = 114.136$, $p < 0.05$, ($P < 0.01$, $F > 1$). 3. , $R = .754$, ($-1 \leq R \leq 1$)
H2: There is a significant effect of organizational bureaucracy on employee's resistance to organizational changes.	Accepted	1.P=0.00, $p < 0.05$ 2. $F(3, 260) = 114.136$, $p < 0.05$, ($P < 0.01$, $F > 1$) 3.R = .754, ($-1 \leq R \leq 1$)
H3: There is a significant effect of groupthink in organizations on employees' resistance organizational change	Accepted	1.P=0.00, $p < 0.05$ 2. $F(3, 260) = 114.136$, $p < 0.05$, ($P < 0.01$, $F > 1$) 3.R = .754, ($-1 \leq R \leq 1$)

5. Chapter Five: Summary, Conclusion, and Recommendation

5.1. Introduction

The researched aimed to explore the effects of broken promise, organizational bureaucracy and groupthink. This chapter illustrates the summary, conclusion, recommendations of the research and suggestions for future research.

5.2. Summary

In this research, different approaches were used to find the effects of broken promise, organizational bureaucracy and groupthink on resistance to organizational change. The research tried to analyze important concepts involving the research objectives. That included a review of related literature regarding broken promise, organizational bureaucracy and groupthink and factors affecting resistance to organizational change and empirical literature reviews of practical studies.

The data for the research was collected by distributing Likert scale questionnaires to selected sample of employees at Ethio telecom's Wello Sefer contact center site. A total of 264 sureys were sent to respondent and 264 were returned with 100% response rate. A total value of (α) 0.863 was found, giving the total internal consistency and reliability of the questionnaire a result in the "excellent" range.

Regarding the general demography of the respondents, 69.7% were Female and 30.3% were Male. This showed that the contact center is mostly dominated by Females. The majority (76.5%) of the respondents were from 994, which indicates that the contact center has a larger

number of 994 employees. It was also observed that 85.6% had BSc/BA educational levels while 14.4% had Msc/MA education levels. Since the majority (54.2%) of the respondents had working experience between 2-5 years, it can be concluded that they know the organization's management practices too well to make informed responses.

To get the descriptive statistical analysis, an overall mean score was calculated for independent variables of broken promise, organizational bureaucracy and groupthink. The study showed that mean and standard deviation of $M=4.355$ & $SD=0.8917$, $M=4.67$ & $SD=0.512$, $M=4.39$ & $SD=0.72$ was measured for broken promises, organizational bureaucracy and groupthink respectively. These results show that all respondent are in the "Agree" zone of the presence of each variable in the organization. The descriptive statics also shows that resistance to organizational change due to broken promises has mean=4.62 and standard deviation =0.629, the resistance to organizational change due to organizational bureaucracy has mean=4.76 and standard deviation=0.44 and finally resistance to organization change due to groupthink has mean=4.54 and standard deviation=0.68.

To test the correlation of each independent variable with the dependent variable, the spearman rank correlation coefficient was used since the data is ordinal type. The research found that there is a positive and statistically significant relationship between the independent and dependent variables. Based on the result, resistance to organizational change and broken promise have a positive and highly significant correlation with $r=3.55$ and $p=0.01$, resistance to organizational change and organizational bureaucracy have a positive and highly significant correlation with $r=0.540$ and $p=0.01$ and resistance to organizational change and groupthink have a positive and highly significant correlation of $r=0.699$ and $p=0.01$.

The model summary of regression analysis found that the adjusted R square value= 0.568, which means that all independent variables (broken promises, organizational bureaucracy and groupthink). Since among the independent variables with positive and significance relationship groupthink with ($\beta = .420$, $p= .000$) is the best predictor of resistance to organizational change followed by organizational bureaucracy ($\beta = .331$, $p= .000$) and broken promise ($\beta = .157$, $p= .001$). The independent variables (broken promise, organizational bureaucracy and groupthink) explained the dependent variable (resistance to organizational change) with 56.8% variance. The

remaining 43.2% variation of resistance to organizational to change can be credited to other variables which are not included in this research.

The ANOVAs model outputs can determine the significance level of the dependent variable and independent variables. Based on the ANOVA model fit test table, the resulting F-statistic showed that all the independent variables had statistically and significantly predicted the variation in resistance to organizational change at 95% confidence level($F(3, 260) = 114.136$, $p < 0.05$). Therefore, the regression model is statistically significant since it can be observed that since ($P < 0.01$, $F > 1$).

Based on the results of the correlation and multiple regression, the proposed hypotheses H1, H2 and H3 were accepted since they had significance values of $p=0.01$, $p=0.00$ and $p=0.00$ respectively. The hypotheses are accepted because; all the p-values were less than 0.05 which makes the predictions have high significance.

5.3. Conclusion

This research examined the effects of broken promises, organizational bureaucracy and groupthink on resistance to organizational change at Ethio telecom's wello sefer contact center. From this research results, it can be concluded that there is positive and significant relationship between broken promise, organizational bureaucracy groupthink and resistance to organizational change.

From the descriptive statistics results, it can be realized that all variables have a mean value of greater than 4, which indicates the majority of the contact center Ethio telecom employees at wello sefer site believed that broken promise, organizational bureaucracy groupthink exist in the organization and they agree that these variables are the reasons for their resistance to organizational change.

The outputs of linear multiple regression analysis of the effects of broken promise, organizational bureaucracy and groupthink on resistance to organizational change concluded that there is positive and significant relationship with the variables. This result shows that broken promises organizational bureaucracy and groupthink in organizations can lead to employee's resistance to organizational changes.

According to the results, among the independent variables with positive and significance relationship groupthink was the best predictor of resistance to organizational change followed by

organizational bureaucracy and broken promise It can be conclude that groupthink is the main cause of resistance to organizational change, which proves that groupthink tends to strengthen the group's unity, reinforce self- negligence; group biases and lowers the quality of decisions (Johnson, 2001). While when it comes to organizational bureaucracy, it was the second factor which can affect resistance to organizational change, proving that organizations which often have layers of rules, politics, risk aversion, and stove piped structures cultivate numerous types of change resistance throughout the ranks (McLane, 2018) and also in this case it also proves that large bureaucratic organizations find themselves in resistance to organizational change from their employees (Ansoff, H. I. & McDonnell, E. J, 1988). And lastly, even though broken promises have the least effect out of the other two variables, this study has proven that when employees believe that their employer has failed to honor promised rewards, they may reserve their own assigned contribution, decreased organizational commitment, voluntary exit, diminished job satisfaction and diminished proactive behavior (Jill Kickul, Scoot W. Lester & Jonathon Finkl, 2002) (Bal, P. M., Chiaburu, D. S., & Diaz, I, 2011) (Li, J. J., Wong, I. A., & Kim, W. G, 2016a) which are all behaviors of resistance to organizational change.

5.4. Recommendation

Based on the results and observations of this research, the following recommendations are presented:

First from the respondents' answers, it can be seen that there is a low level of educational and promotional advancements in the organization, which can be a reason for frustration and low commitment from employees, so the organization should adjust its management practices to accommodate this demands from its employees.

Secondly, it can also be observed from the survey responses that, the organization's bureaucratic practices like strict rules and procedures are diminishing quick decision making, creative thinking, customer satisfaction, employee job satisfaction and making employees and top management impersonal, which as collective are causing employees to resist organizational changes. The organization should make adjustment to its working procedures to accommodate both its customers and employees' needs, to reduce resistance to organizational change.

Thirdly, the survey also revealed that the groupthink in the organization is harvesting negative organizational work culture, so the organization's top management should have more frequent meeting with its employees and have an open discussion about their work environment issues.

Finally, this study would recommend for future studies to find out the other variables which contributed to the resistance to organization change, since the study was only able to prove that 56.8% of the proposed variables (broken promises, organizational bureaucracy and groupthink) had an effect on resistance to organizational change and the other 43.2% of the contributed variables were not studied.

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7. APPENDIX

7.1. Questionnaire

1. Gender: Male Female
2. Section: 994 127 DCC 980
3. Educational Qualification: Degree MSc/MA.
4. Years of service: below two years between 2-5 years above 5 years

Instructions:

The statements listed below are regarding one's general beliefs and attitudes towards resistance to change in Ethio telecom.

Please indicate the degree to which you agree or disagree with each statement by checking the appropriate scale next to it.

1. The company has not increased my salary when it became profitable
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
1. The company has not given me a chance to get a promotion
 - Strongly agree
 - Agree

- Neutral
- Disagree
- Strongly disagree

3. The company has not given me the chance to advance in my academic knowledge

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

3. The company has not upgraded employee benefits (health, transport, house, free voice data packages) when it became profitable.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

5. The company has left previous organizational practices (free phones, bank loan, scholarships) under the current management

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

6. I worry about getting laid off (being removed from the company due to cost/ employee reduction reasons)

- Strongly agree

- Agree
- Neutral
- Disagree
- Strongly disagree

7. The current change strategy of the company doesn't put employees needs first

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

8. I don't expect the company to honor its commitment to employees during hard times

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

9. I don't agree with the current changes in the company because it doesn't honor what is promise to employees

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

10. I want the company to come up with new change strategies that give employees fair payment, benefits, and chances of promotion

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

11. The company has written rules, regulation and procedures to manage employee's duties

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

12. The company enforces its written rules, regulation and procedures by its hierarchical structure

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

13. The company has complicated administrative procedures that inhibit quick decision making

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

14. The company is rigid to amend its rules, regulation and procedures to increase efficiency

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

15. The company has many layers of hierarchical power

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

16. The company's top management is the only ones that have rule -making power

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

17. The company's top management doesn't have a personal relationship with its employees

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

18. The current strategy of the company has the same rules, regulation and procedures as before

- Strongly agree

- Agree
- Neutral
- Disagree
- Strongly disagree

19. The rules, regulation and procedures are enforced excessively

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

20. The rules, regulation and procedures destroy creative thinking/ innovation

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

21. I don't like being limited by rules, regulation and procedures

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

22. Rules, regulation and procedures decrease customer's satisfaction

- Strongly agree
- Agree

- Neutral
- Disagree
- Strongly disagree

23. Rules, regulation and procedures decrease my job satisfaction

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

24. I want the company to come up with new change strategy that minimizes rigidity of rules, regulation and procedures

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

25. I don't support the current change strategy of the company due to its bureaucratic practices

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

26. The company's top management has a sense of invulnerability

- Strongly agree
- Agree

- Neutral
- Disagree
- Strongly disagree

27. The company's top management shifts the blame on lower level employees when poor departmental performances are reported

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

28. Employees and top management have a "them vs. us" mentality in the company

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

29. The company's top management doesn't want to listen to other employees' recommendation

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

30. The contact center top management rationalizes that low customer satisfaction is only a result of employees' performance

- Strongly agree
- Agree

- Neutral
- Disagree
- Strongly disagree

31. The contact center top management enforces rules by threatening with punishments

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

32. The contact center top management pressure employees towards uniformity

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

33. All Contact center employees want to help customers

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

34. Almost all Contact center employees want to transfer to another department

- Strongly agree
- Agree
- Neutral

- Disagree
- Strongly disagree

35. Contact center employees should not be evaluated by group performance

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

36. Working in a group stresses me out

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

37. The contact center top management rationalizes that low customer satisfaction is only a result of employees' performance

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

38. I would prefer to be evaluated only by my individual performance

- Strongly agree
- Agree
- Neutral

- Disagree
- Strongly disagree

39. I don't support the company's current group based evaluation strategy

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

40. The company should have a new strategy that minimizes group based evaluations

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree