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Factors Affecting Success of Change Management: The case of Ethio Telecom.

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SCHOOL OF COMMERCE

DEPARTMENT OF BAIS

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DECLARATION

I declare that this thesis for the partial fulfilment of Masters in Business Leadership is my own work. This project titled with “Factors Affecting success of Change Management: The case of Ethio Telecom.” has not been copied and has not been submitted in any other university.

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This is to certify that Kidan Kassa has carried out this project work on the topic entitled “Factors Affecting Success of Change Management: The case of Ethio Telecom.” This work is original in nature and it is sufficient for submission for the partial fulfilment for the award of Degree of Master of Art in Business Leadership.

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ABBREVIATION

ADKAR Awareness, Desire, Knowledge, Ability, Reinforcement

SPSS Statistics package for social science

ANOVA Analysis of variance

Abstract

This study emphasizes on the factors affecting success of change management in Ethio Telecom namely organizational culture, leadership, communication, employee engagement and technology. For selecting sample of respondents' random sampling was used. 192 questionnaires were distributed to a sample drawn from employees of Ethio Telecom working at head office, Out of which, 165 were returned. Descriptive and inferential data analysis was made using statistical package of social science (SPSS) software version 26. Preliminary analysis of testing the assumptions of linear regression analysis was made before the major analysis. The finding indicated that, organizational culture, effective leadership, effective communication and employee engagement has positive impact of success of change management, but technology have little effect compared to the other factors on success of change management practice. The paper would add value to organization studies discipline by providing insightful view towards factors affecting for success of change management practice.

Key Words: *organizational culture, leadership, communication, employee engagement technology and change management.*

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The invention of computers and improvements in communication have created a service-based economic system throughout the world. Because of this many countries have shifted from relying on manufacturing to a service-based economy. Telecommunications have become one of the most important industries in the service sector in many countries. The progress in the field has led to rapid growth and modernization of many sectors of the economy, as it helps to increase efficiency and productivity. The telecommunication industry has been expanding and playing a significant role in the advancement of society. (Desmond 2010).

Telecommunication service was first introduced in Ethiopia by Emperor Menelik II in 1894 when the construction of the telephone line from Harar to the capital city, Addis Ababa, was commenced., 2013). After many years Ethiopian government has decided to focus on the improvement of telecommunication services, considering them as a key lever in the development of Ethiopia, Ethio Telecom is born, in November 2010, from this ambition of supporting the steady growth of our country, with the Growth Transformation Plan (GTP), with ambitious objectives for 2015 due to reasons mainly associated with recurrent organizational restructuring. To remain competitive, in this global business world, organizations often find it necessary to adopt a feasible business governance system that affects their processes and people. Therefore, good management practice is seen as a permanent business function to improve efficiency and keep any organization adaptable to the competitive marketplace.

Change management is a critical process that organizations undertake to achieve their goals and objectives. It involves the implementation of new strategies, technologies, and processes to improve organizational performance and competitiveness. In the case of Ethio Telecom, change management is essential to enable the company to adapt to the rapidly evolving telecommunications industry and meet the changing needs of customers. However, implementing change in a large organization like Ethio Telecom is not an easy task, and it requires a structured and effective approach to overcome the challenges that arise. This research aims to analyse

factors affecting the success of change management practices in the case of Ethio Telecom and provide recommendations for a more structured and effective approach.

Change management is a complex process that involves various stages, including planning, implementation, and evaluation. According to Kotter (1996), successful change management requires a clear vision, effective communication, and strong leadership. The literature suggests that organizations that fail to manage change effectively face several challenges, including resistance from employees, lack of resources, and poor planning Cameron & Green (2015).

In the telecommunications industry, change management is essential due to the rapid pace of technological advancements and changing customer needs. Telecommunications companies must continually innovate and adapt to remain competitive in the market. The telecommunications industry is undergoing significant changes due to the emergence of new technologies such as 5G networks, cloud computing, and the Internet of Things (IoT). These changes require telecommunication companies to adopt new business models, invest in new technologies, and develop new products and services.

In Ethiopia, Ethio Telecom is the leading telecommunications company, providing services such as mobile, internet, and fixed-line telephony. The company has undergone significant changes in recent years, including the liberalization of the telecommunications sector and the introduction of new technologies.

Change management is critical to the success of Ethio Telecom in the rapidly evolving telecommunications industry. However, implementing change in a large organization like Ethio Telecom is not an easy task, and it requires a structured and effective approach. The literature suggests that successful change management requires a clear vision, effective communication, and employee involvement and strong leadership.

As changes have become more frequent and important for staying in business, dealing with employees' resistance to change has become a major human resource issue, and a priority for top management to increase the chances of success for various change projects. This research aims to provide valuable insights into how Ethio Telecom can improve its successful change management practices and better position itself

for success in the telecommunications industry. Therefore, change management is a vital tool to be adopted by the telecommunication sector to maintain development and growth (Kanter 1991; Tsekoa 2002).

1.2 Statement of the problem

The problem that these variables aim to address is the successful implementation of change initiatives within the Ethio Telecom. Ethio Telecom is rapidly evolving, with new technologies, competitors, and customer demands constantly emerging. To remain competitive and meet the evolving needs of their customers, Ethio Telecom must be able to adapt quickly and effectively to change. However, change management is a complex process that requires the coordination of multiple factors, including organizational culture, leadership, communication, employee engagement, and technology. Without effective management of these variables, change initiatives may fail, resulting in lost opportunities, decreased morale, and decreased competitiveness. Therefore, by focusing on these variables and leveraging best practices from the literature, Ethio Telecom can increase their chances of success when implementing change initiatives.

The success of change management may be impacted by the current organizational culture. According to research, cultures that are progressive, supportive of their workers, and receptive to change are more likely to carry out change programs successfully. On the other side, cultures that are rigid in their hierarchies, resistant to change, and fixated on preserving the status quo could obstruct progress (Hayes J., 2018).

Effective leadership is critical for the success of change management initiatives. Leaders should provide a clear vision for the change and communicate it effectively to all stakeholders. They should also lead by example, demonstrating the behaviors and attitudes they expect from others. Finally, leaders should provide support and resources to employees throughout the change process to ensure their success (Kotter J.P, 1995).

Effective communication is consistently identified as a critical factor for the success of change management initiatives. Research has shown that communication should be timely, clear, and consistent throughout the change process. It's also important to use multiple channels of

communication, such as face to face meetings, email, and social media, to ensure that the message reaches all stakeholders (Carnall,C.A 2007).

Engaged employees are more likely to embrace change initiatives than disengaged ones. Employee ownership and commitment to the change might increase when they are involved in the change process. Employees that feel engaged and active in the change process are more likely to support the change and accept the new procedures or systems, according to research. Employee involvement can also aid in early detection of potential obstacles or impediments to change and proactive resolution of these issues (Cameron, E., & Green, M. (2015)

Technology plays a crucial role in enabling organizational changes. The right technology can streamline processes and make it easier for employees to adapt to new ways of working.

Therefore, this study aims to identify how these variables affect the success of change management initiatives within Ethio Telecom and provide recommendations for improving future change efforts.

1.3 Research Questions

To achieve the desired purpose and address the problem stated the following research questions are the primary intention of the study.

1. What is the effect organization culture on successful change management practice?
2. What is the effect of employee involvement on the success of change management practice?
3. What is the effect of effective communication on the success of change management practice?
4. What is the effect of leadership support on the success of change management practice?
5. How does technology affect the success of change management practice?

1.4 Objectives of the study

1.4.1 General Objective

The general objective of this research is:-

- Assess factors affecting the success of change management practice in EthioTelcom.

1.4.2 Specific Objectives

The study has the following specific objectives;

- To assess the effect of organizational culture on successful change management practice in Ethio Telecom.
- To assess the effect of employee engagement on the success of change management practice in Ethio Telecom.
- To assess the effect of effective communication on the success of change management practice in Ethio Telecom.
- To assess the effect of leadership support on the success of change management practice in Ethio Telecom.
- To assess the effect of technology on the success of change management practice in Ethio Telecom

Based on the findings of the research, recommendations will be made for a more structured and effective approach to change management that takes into account the successful implementation of change management practice.

1.5 Significance of the study

The study is important because it will provide insight into the factors that affect the success of change management practice which is supported by empirical evidence. Therefore, it would help to understand the factors affecting the success of change management practice for the researcher himself. In addition, the result of the study will be important to Ethio Telecom to implement the recommendations that will be forwarded by the researcher. Finally, the study will contribute to the existing literature and serve as a further reference in the field of study and to future researchers who want to conduct research on this area.

1.6 Scope of the study

The scope of the research covers factors affecting the success of change management practices in the case of Ethio Telecom Head office. Thus, it involves analysing change management practices

within the company, including the strategies and tools used to manage changes in the organization.

The research would involve a review of relevant literature on change management practices in the telecommunications industry, as well as an examination of case studies of other telecommunications companies that have successfully implemented change management initiatives. The research would also involve interviews with key stakeholders within Ethio Telecom, including senior management and employee.

As a result, it limits itself to the five factors that affect the success of change management namely organizational culture, employee engagement, effective communication, effective leadership, and technology.

Overall, the research on factors on the success of change management practices in the case of Ethio Telecom would provide valuable insights into how the company can improve its approach to a successful implementation of change and better position itself for success in a rapidly evolving telecommunications landscape.

1.7 Limitation of the study

The researcher focuses only in Ethio Telecom employees found in Addis Ababa due to time and other resource problem. When we see the quality of the research, it faces some problems, for example the questionnaires may not fill properly due to employee commitment, knowledge gap and confidentiality on the utilization of the information. In addition, it does not consider any other factors which are known to have an effect on change management like plan for change, employee motivation and Evaluation.

1.8 Organization of the Study

The paper was structured into five chapters as indicated below.

Chapter One - Introduction

This chapter includes all information necessary to prepare the reader to put the reader in the picture in terms of the specifics of the research project. These include the background of the

study, statement of the problem, basic research questions, objectives of the study, and definition of terms and significance of the study. Also, the limitations and scope of the study are presented.

Chapter Two - Review of Related Literature

These generally consist of a comprehensive summary of previous research on the topic. This will help to describe, summarize and objectively evaluate previous research; therefore, it contributes a lot to understanding the concepts of the subject matter which includes the theoretical, empirical, and conceptual works of literature about the topic of the study.

Chapter Three - Research Methodology

This chapter provides the specific procedures or techniques used to identify, select, process, and analyze information about the topic. The methodology also illustrated the research approach, research design, the source of the data, data collection instrument, data analysis e method, validity and reliability, and research ethics.

Chapter Four - Data Presentation, Analysis, and Interpretation

This chapter will provide information on data presentation, analysis, interpretation, and discussion of the findings of the study.

Chapter Five - Summary, Conclusions, and Recommendations

This chapter summarizes, concludes, and gives a recommendation based on the data collected about the subject matter.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical Review

Change management is a process that involves the implementation of new strategies, technologies, and processes to improve organizational performance and competitiveness (Cameron & Green, 2012). The literature suggests that successful change management requires a clear vision, effective communication, and strong leadership (Kotter, 1996). According to Kotter's eight-step model, successful change management involves creating a sense of urgency, forming a powerful coalition, creating a vision for change, communicating the vision, empowering others to act on the vision, creating short-term wins, consolidating gains and producing more change, and anchoring new approaches in the organization's culture (Kotter, 1996).

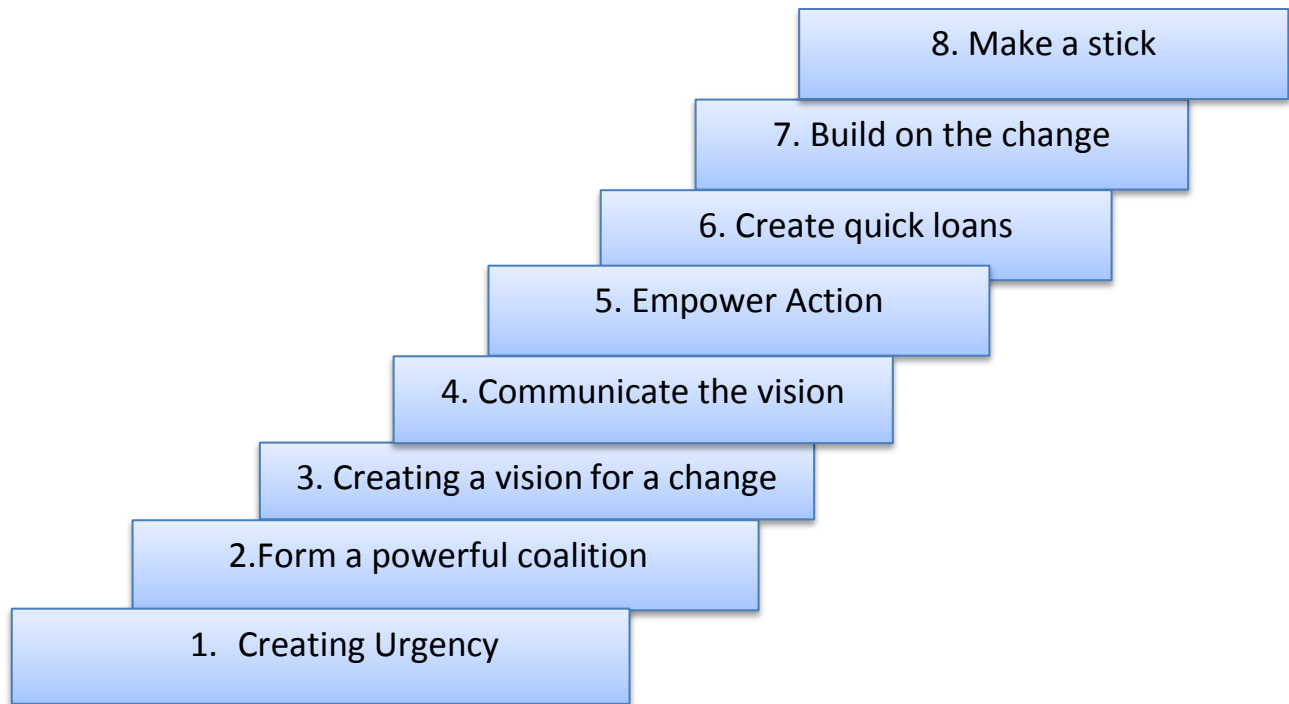
In the telecommunications industry, change management is essential due to the rapid pace of technological advancements and changing customer needs. Telecommunications companies must continually innovate and adapt to remain competitive in the market. According to a study by McKinsey & Company (2016), the telecommunications industry is undergoing significant changes due to the emergence of new technologies such as 5G networks, cloud computing, and the Internet of Things (IoT). These changes require telecommunication companies to adopt new business models, invest in new technologies, and develop new products and services.

2.2. Change Management models

2.2.1 Kotter's eight-step model

Change management is a complex process that involves various theories and frameworks. One of the most widely used frameworks for change management is Kotter's eight-step model, which emphasizes the importance of creating a sense of urgency, forming a powerful coalition, creating a vision for change, communicating the vision, empowering others to act on the vision, creating short-term wins, consolidating gains and producing more change, and anchoring new approaches in the organization's culture (Kotter, 1996)

Figure 1: Kotter's 8-step model

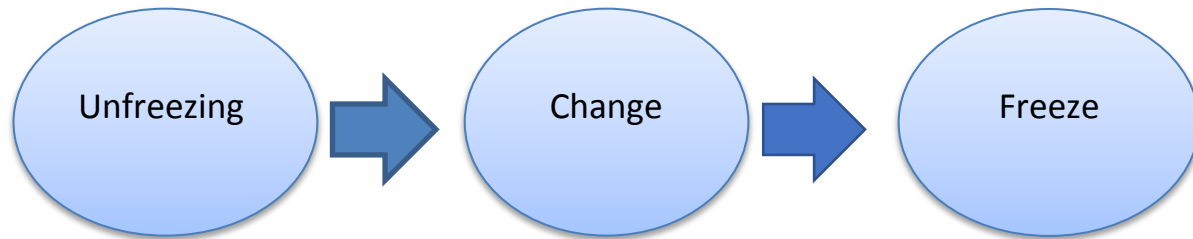


Source: Kotter (1996)

2.2.2 Lewin's Change Management Model

Another popular theory of change management is Lewin's Change Management Model, which suggests that change can be achieved through three stages: unfreezing, changing, and refreezing (Lewin, 1951). The unfreezing stage involves creating awareness of the need for change and breaking down existing patterns of behaviour. The changing stage involves implementing new strategies and processes, and the refreezing stage involves stabilizing the changes and embedding them in the organization's culture.

Figure 2: Lewin's Change Management Model

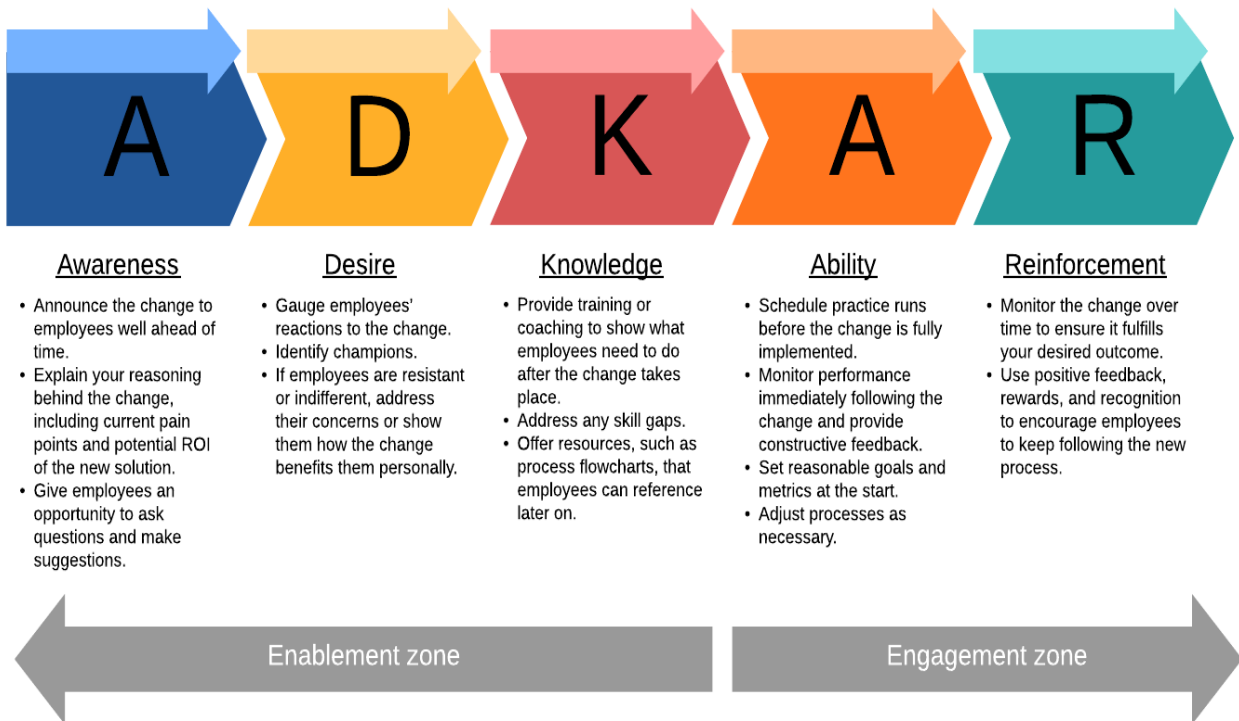


Source: (Lewin, 1951).

2.3.3. The ADKAR model

The ADKAR model is another popular framework for change management, which focuses on five key elements: awareness, desire, knowledge, ability, and reinforcement. The model suggests that successful change requires employees to be aware of the need for change, have the desire to support the change, acquire the knowledge and skills to implement the change, have the ability to apply the knowledge and skills, and receive reinforcement to sustain the change. (Hiatt J., 2006).

Figure 3: The ADKAR Model



Source: Lewin (1947)

In addition to these frameworks, there are various other theories and models of change management, including the action research model, appreciative inquiry, and the six-box model. Each of these frameworks has its strengths and weaknesses, and organizations may choose to adopt different approaches depending on their specific needs and circumstances

2.3. Importance of Change Management

It is key for companies to change things up if they want to grow. Change management makes it possible to introduce and make sure changes happen within the organization. This helps employees get on board quickly and do their work efficiently during the transition.

Business changes may be unpredictable and require a lot of time and resources if there is ineffective change management. Additionally, it may result in decreased skill development and staff morale. Key stakeholders, including investors, suppliers, and potential workers, take into account a company's response and adaptation to change when selecting whether to work with or

for it. There is as well. Therefore, poor change management might result in organizational failure.

2.4. The Process of Change Management

The change management process is a set of actions that a project manager or change management team would do to manage the change. Phases of the change management process, the psychology of transition, and steps in change management are the three components that make up the change management process. (Jhon H, 2002)

i) Phases of Change Management Process

The three important phases of change management are

Phase I: Preparing for Change

Phase II: Managing Change

Phase III: Reinforcing Change

Preparing for Change

To deal with the shift, the change manager or change agent must develop change management techniques. In order to prepare for change, one must first define the shift, ascertain its dimensions and severity, and then create a plan of action. A model to deal with the shift is also necessary, as is the planning of change management. Thus, the first step in the change management process is getting ready for it. (Jhon H, 2002)

Managing Change

The change management plan is carefully planned and put into action during the management stage. A lot in a real-world scenario depends on the change manager's abilities. (Jhon H, 2002)

Reinforcing Change

In the reinforcing stage, specific data are gathered, examined, and gaps are found. The resistance is also recognized here. Corrective action is then taken. (Jhon H, 2002)

2.5. Empirical Review

A study by Aman G.(2021) Change management entails thoughtful planning and sensitive implementation and above all consultation with, and involvement of the people affected by the changes. The influence of change management effort has strong implications to the strategic competitiveness and performance of the telecommunication companies. Among the inexhaustible list of challenges that telecommunication organizations face is organizational alignment with the challenging environment, managing institutions and individual power relationships, setting the parameters of managerial discretion and employee empowerment as well as responding to new imperatives regarding calling rates, government regulation and the rise of globalization. In spite of the attention that the management of change has received, telecommunication organizations continue to have problems in managing organizational change.

The study recommends that there is a need to develop change management practices to promote processes of change which enhance these aspects of the organization culture. The study recommends that employees' adaptability should be tackled by enlightening them in advance through seminars, workshops and offering training programs to influence change management in the institution. The study recommends that the institution should install technological systems that are compatible with the change management practices. They will enable in dealing with challenges of management, roadblocks to collaboration between departments which fails the implementation of change management.

A study by Fadila D.and Umar .A(2021) provides valuable insights into the importance of change management in the fast-paced and competitive telecommunication industry in Nigeria. However, it is important to note that the above information is based on the limited information provided in the given texts, and a more comprehensive understanding of the study's findings and methodology would require access to the complete research paper or document.

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Similarly, another study by Tony Manning (2012) demonstrates that managing employee emotion is crucial and necessary for the effectiveness of the management of change practice, notably through identifying how people feel and why they feel the way they do; taking action to create a plan of action. Develop and express visions, make it clear what you aspiration and how you will get there, and engage in and promote continual learning and development. You should also keep the people informed about the measures you are taking.

Change management is a critical aspect of any organization's success, and it is especially important in the telecom industry, which is constantly evolving due to technological advancements and changing consumer demands. Ethio Telecom is a state-owned telecommunications provider in Ethiopia, and it has undergone significant changes in recent years, including the liberalization of the telecom sector and the introduction of competition. These changes have required Ethio Telecom to adapt and transform its operations to remain competitive and meet the needs of its customers.

A review of change management in the case of Ethio Telecom would likely explore how the company has approached change management, what factors affect the success to implement changes successfully.

While there may not be a specific empirical review on change management in the case of Ethio Telecom, there are likely many resources available that can provide insights into this topic. By examining academic journals, industry publications, and consulting firm reports, researchers can gain a better understanding of how Ethio Telecom has managed change and what lessons can be learned from its experience.

2.6. Conceptual Framework

Figure 4: Conceptual framework



Variable

Conceptual framework on factors affecting the success of change management practice in the case of telecom companies could include the following elements:

2.6.1. Organizational culture

According to Needle (2004), organizational culture represents the collective values, beliefs, and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture. Organizational culture is the behaviour of humans within an organization and the meaning that people attach to those behaviours. Culture includes the organization's vision values, norms, systems, symbols, language, assumptions, beliefs, and habits. It is also the pattern of such collective behaviours and assumptions that are taught to new organizational members as a way of perceiving, even thinking, and feeling and also affect people and groups interacting with each other, with clients, and with stakeholders. Thompson (1997) pointed out that the culture and values of an organization, held by managers and employees, are huge factors that affect how strategies of change are developed, and are absolutely essential to strategy creation and change.

Denison (1990) stresses that organizational culture can be described by four general dimensions: Mission, Adaptability, Involvement, and Consistency. Each of these dimensions is further described by the following three sub-dimensions.

Mission: Having a mission gives everyone in the company a clear purpose and goal to strive for. If the mission is altered in any way, it will affect how the company operates and the values it holds. (Ulmujeeb, et al, 2011)

Adaptability: An enterprise's ability to adopt change, to the external environment. The extent to which the organization's internal integration is strong or weak determines its ability to adapt to changes in the environment.

Involvement: The goal is to get everyone on the team involved in the company's success as much as they can. This will make employees more dedicated and reliable. As Denison (1990) put it, Involvement is the rate of participation and initiative of all employees.

Consistency: Denison talks about consistency in regards to this model, which is basically how well values, beliefs, and standards of behaviour are shared and acquired by employees. This is

like a stable foundation for the organization, since it ensures that everyone's values and beliefs are consistent. This is extremely important in enabling the organization achieves internal integration.

In this research, it will be attempted to the impact of organizational culture on implementing change successfully. A supportive culture that values innovation and continuous improvement can facilitate change management, while a rigid or resistant culture may hinder progress

2.6.2. Leadership

Leadership is a process a influencing an organization in its efforts towards achieving its objectives. A leader is not necessarily someone at the top in management levels, but rather someone who is in a position to influence others. Normally change agents provide the required leadership role which includes but is not limited to creating the vision, empowering people, team building, and communicating the vision.

Leadership is defined as the ability to influence a group of employees' values, beliefs, attitudes, and behaviour (Ganta & Manukonda, 2014). Having a good leader in charge can help when it comes to making changes - they should have qualities like being able to think ahead, having the right skills, being able to delegate tasks, staying motivated, being able to last the long haul, and being able to go with the flow (Thompson, 1997).

A leader with strong leadership skills can easily motivate and influence the employees of the organization and apply effective changes to the organization. If leadership is not up to par, organizational change won't happen. Leadership is really important for this process(Atkinson, 2015). The reason behind this is that there are no leaders that motivate and lead the organization's employees as well as provide clear direction for the organization (Hao & Yazdanifard, 2015).

Effective leadership is critical in driving change within a telecom company. Leaders need to communicate the rationale for change, provide clear direction, and inspire employees to embrace new ways of working.

2.6.3. Communication

Communication Change is the informational component of the change management practice, it helps employees and other stakeholders understand the importance and scope of the new initiatives. Communication is essential in managing change within a telecom company. Clear, timely, and transparent communication can help employees understand the reasons for change, reduce uncertainty and anxiety, and build trust and buy-in. If change communication does not exist people should rely on informal data. The absence of information and communication from managers could offer chances to bits of gossip and tattle and lead to nervousness related with the change (Christensen, 2014).

Change process gets result when organizations create a change management communication plan, make a real effort to communicate effectively and encourage employees to believe change is a positive process.

2.6.4. Employee engagement

Gebauer and Lowman (2009) describe employee engagement as having a deep and broad connection with employees feel towards the company that results in the willingness to go above and beyond what is expected to help the company achieving the desired goal ; they also offer a framework for building engagement based on knowing, growing, inspiring, involving, and rewarding employees and within that framework recommend actions for senior leaders, managers, human resource professionals, and employees themselves.

An employee who's engaged is in tune with the business, works with their colleagues to better their performance for the company's benefit. The organization needs to establish and maintain the two-way relationship between employer and employee. According to Fleming, Coffman and Harter (2005) (Gallop researchers) an engaged employee is also known as a dedicated one. Robinson, et al., (2004) say engagement is a positive attitude towards the organization and its values. Right Management (2006) put it as every person understanding and being loyal to the business's mission. A lot of the literature has a multi-dimensional approach when it comes to employee engagement, where many elements are needed for true engagement.

Engaging employees in the change process can increase their commitment to change and improve their willingness to adopt new practices. Involving employees in decision-making,

providing training and support, and recognizing and rewarding progress can all contribute to successful change management.

2.6.5. Technology:

Telecom companies are heavily reliant on technology, and changes in technology can be a significant driver of change within the industry. Technological change requires careful planning, testing, and training to ensure that new systems and processes are adopted successfully. Organizational sustainability and technological changes are threatening business and modern management face many challenges (Drucker, 1985). Organizations are continually under competitive pressures and are forced to re-evaluate and come up with new innovations. Organizations tend to adopt the technology if the consistency with their culture, values, preferred work practices and the availability of the infrastructure. Technology in Change Management involves identifying, selecting, and evaluating new technologies, and incorporating effective technologies into the organization. The objective is to improve software quality, increase productivity, and decrease the cycle time for product development.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research design

The study used more of quantitative methods, but in some extent the qualitative information was used to support the quantitative research findings. This mixed approach of research is more inclined to quantitative research. The researcher tries to explain the factors affecting change management based on the result that found by regression and support it by the questionnaire.

3.2 Population and sampling techniques

As per Ethio Telecom 2015 E.C quarter one report, there are about 24 Divisions with total headcount of 3,040 employees in headquarter the researcher used simple random sampling techniques. Under this sampling design, every item of the universe has an equal chance of inclusion in the sample. This rationale of administering this techniques is according to (George, 2003).simple random sampling method involving selecting randomly from a list of population a sampling framed which is the required number of subjects for the sample .The study used the formula derived by (Yamane, 1967) .

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

In order to determine the sampling size.

Where n =sample size,

N =population size,

e =level of precision given that 93% confidence level and

P = ±7% are assumed.

$$n = \frac{3040}{1 + 3040(0.07)^2}$$

$$n = \underline{192}$$

3.3 Method of data collection

The data for this project are obtained from primary as well as secondary sources. The primary data were collected from selected employees of Ethio Telecom; head office from both managerial and non-managerial positions using the questionnaire as this enables the respondent to respond to the questions in his/her way without any limitation. The secondary resources were collected from the Ethio Telecom's profile and its intranet, internet sources, and websites.

3.4 Source and instrument of data collection

The study employ a structured questionnaire, which contains general information and likert scale i.e. to measure respondents attitude by asking the extent to which they agree or disagree with a particular question or statement. The general information includes age, gender, years of experience and educational background the study used a five-point likely scale from (1) strongly disagree to (5) strongly agree.

3.5 Validity and Reliability

The extent to which the way we collected our data actually measures what we were trying to measure is known as validity. To ensure the validity of the study: Data has been collected from the reliable sources, i.e. respondents who have experiences in Ethio telecom. Furthermore the study has been examined by the advisor and other colleagues to determine its clarity. The reliability of the research instrument (structured questionnaire) was also measured by the cronbach's alpha. 30

3.6 Method of data analysis.

3.6 Methods of Data analysis

The researcher used descriptive data analysis to analyse the data, and used SPSS to analyse the data gathered through questionnaires. They presented the data in tables with frequency, percentage, mean and standard deviation. To find out how organizational culture, effective leadership, effective communication, employee engagement and technology related to change management practice, they used Pearson's Correlation. Moreover, multiple regression analysis was conducted to identify the variables that have the most significant impact on change management. The researcher clearly described and analysed their findings.

3.7 Ethical Considerations

Researching is a scientific process and activity that has certain ethical standards that should never be broken. For example, any source used as part of the study needs to be cited and credited to the author or authors of the books or articles .Doing any research means you have an ethical duty to be honest and act with integrity. Essentially, you have to make sure you don't do anything that could hurt or disrespect the people involved. That means keeping data confidential and only using it for the research, being aware of any ethical issues before starting the project, and telling people the purpose of the research. Plus, you should make sure no one feels forced to participate, and no one's identity is revealed in the questionnaire. All in all, it's important to make sure you don't do anything that could be considered unethical.

CHAPTER FOUR

DATA PRESENTAION, ANALYSIS AND INTERPRTATION

RESULT

4.1 Introduction

The major objective of this chapter is to analyse and interpret the data collected from the respondent using questionnaire; the data obtained from the questionnaire was analysed by using statistical package for social sciences (SPSS) version 26.

The data has been processed and analysed according to the plan for the research. This means that the data was edited, coded, classified and tabulated so our analysis could be done. In order to get the representative data, 192 questionnaires were developed and distributed to employees of Ethio telecom head office found in Addis Ababa. Out of this 192 questionnaires distributed to the respondents 165 were collected. As clearly presented in the below table the response rate of respondents is 165(85.93%). This implies the respondent rate is large enough to analysis the data. The rest uncollected questionnaires which account 27 (14.07%).

Table 1: Response Rate

Explanation	Respondents/Employees
Target Population	192
Questionnaire Distributed	192
Questionnaire Returned	165
Response Rate in %	85.93%
Usable Responses	165

Source: Survey Result, 2023

4.2. Reliability of the Instrument

As proclaimed by (Bhattacharjee, 2012), reliability is the degree to which the measure of a construct is consistent or dependable. This research has administered reliability measure of Cronbach's alpha which was originally designed by Lee Cronbach's in 1951. According to (Sekaran.2003), reliabilities less than 0.6 are considered to be poor, those in the 0.7 range to be acceptable and those over 0.8 are good. The reliability coefficient closer to 1 is better.

Table 2 Reliability statistics

Reliability Statistics	
Cronbach's Alpha	No of Items
.756	4
.725	4
.735	4
.701	4
.726	4
.774	4

Source: Survey Result, 2023

4.3 Demographic Analysis

As is well knowledge, demographic analysis is a tool for evaluating the accuracy of the census. Based on sex, age, educational attainment, current position in Ethio Telecom, years of experience, demographic estimates were made for this study.

The demographic characteristics of the respondents for this survey are presented in the table below:-

Table 3: Demographic representation of Respondents

No	Respondent Characteristics		Frequency	Percentage
1	Sex	Male	89	53.9
		Female	76	46.1
		Total	165	100
2	Age	Under 25 Years	41	24.8
		26-35 Years	42	25.5
		36-45 years	67	41.6
		46 years and above	15	8.1
		Total	165	100
3	Experience in the company	Less than 5 Years	45	20
		6-10 Years	77	29.7
		11-15 Years	29	25.5
		Above 16 Years	14	24.8
		Total	165	100
4	Educational Level	Certificate	14	8.5
		Degree	89	23.6
		Diploma	46	46.7
		Masters and above	16	21.2
		Total	165	100
5	Job Category	Management	4	9.7
		Mid-Level	43	22.4
		Supervisors	20	20.6
		Officers	98	47.3
		Total	165	100

Source: Survey Result, 2023

As presented in the above table out of the 165 employees of Ethio Telecom who participated in the survey 53.9% of them are male and the remaining 46.1% are female. The age of the majority of the respondents range is between 36-45 years. From the age group data, 42(25.5%) respondents are aged between 26-35 years. The ones in the age group of under 25 years 41 (24.8 %) of the respondents. Few respondents,15 (8.1 %) belong to the age group mentioned as above 46 years. More than 67.7% of the respondents belong in the age group between 26-45 years.

As far as the education level of the respondents is concerned, 14(8.5%) of the respondents have certificate, (23.6%) of the respondents have diploma, 77 (46.7%) of the respondents are degree holders a first degree and 35(21.2%) are of a second degree or above holders.

Regarding the years of experience with company, 33(20%) of the respondents worked in the organization less than 5 years, 49(29.7%) of the respondents have been working at Ethio Telecom 6to 10 years, 42(25.5%) respondents have been working 11 to 15 years at EthioTelecom and 41 (24.8%) of the participants have been with the Ethio Telecom for more than 16 years. It can therefore be concluded that the majority of the respondents have sufficient experience in the company. In relation to Job categories most of the respondent that is 47.3% are officers and 22.4% are supervisors and remaining 20.6 % and 9.7 % are in a middle level management and management position. The implication of the given information is that the majority of the study participants have sufficient experience working at Ethio Telecom. This means that they might have a better understanding of the organization's culture, processes, and systems, which could positively influence their perception of change management initiatives.

Additionally, the information about job categories provides insight into the level of authority and responsibility of the study participants. This information could help in understanding how different levels of management and leadership might respond to change initiatives, and how to tailor change management strategies to address the needs of different job categories.

4.4. Descriptive Result and Discussion on factors affecting change management

I. Descriptive statistics

The descriptive statistics is used to get the mean, standard deviation, minimum, and maximum value of the variables. In an effort to determine the extent to which factors affecting change management practices as variable taken organizational culture, effective leadership, effective communication, employee engagement and technology. A 5 point Likert scale was used to rate the answers given to the statements indicating their feeling towards each dimension. Responses were measured on five point Likert scale with 5= strongly agree; 4= agree; 3= Neutral; 4= Disagree; and 5 = strongly disagree.

SPSS version 26 was used to analyse and present the collected data. The mean value and standard deviation for each process approach are investigated and displayed. The centre value of a discrete set of numbers is the mean of a data set, which is the sum of all the values divided by the total number of values.

A measure of how far an observation for a group deviates from the mean or expected value is called the standard deviation. The majority of the data points are likely towards the mean if the standard deviation is low. The data is more erratic if the standard deviation is high. This part revealed the mean and standard deviation of the factors affecting change management practice.

4.4.1 Organizational culture

The participants indicated how strongly they agreed or disagreed with the set of statements that measure how involved they felt in the organizational culture. The table below shows the mean and standard deviation their answers.

Table 4: organization culture

NO.	Organizational Culture			
	Descriptions	N	MEAN	Std. Deviation
1	Culture of innovation and continuous improvement.	165	3.83	1.319
2	Organizational culture to change.	165	4.02	1.465
3	Encouraging employees to take risks	165	2.82	1.465
4	Sharing best practice about change	165	3.01	1.352
	Aggregate Mean and St. Deviation	165	3.61	0.86

Source: Survey Result, 202

The aggregate mean score for all four descriptions is 3.61, and the standard deviation is 0.86. This suggests that, on average, the respondents rated their organization's culture in these areas as slightly above average, with relatively low variation between their scores. This show that an average of the respondents have agree on there is culture of innovation and continuous innovation, culture of sharing best practice on change management.

4.4.2 Effective leadership

The respondent's indicated how strongly they agreed or disagreed with the set of statements that measure how effective leadership. The table below shows the mean and standard deviation their answers.

Table 5: Effective leadership

NO.	Effective leadership			
	Descriptions	N	MEAN	Std. Deviation
1	Clear direction about change from leaders	165	3.57	1.407
2	Communicating the rationale of change by leaders	165	3.41	1.259
3	Leaders inspiration about new ways of working	165	3.89	1.048
4	Leaders support and encourage about change initiatives	165	3.07	1.488
	Aggregate Mean and St. Deviation	165	3.67	0.86

Source: Survey Result, 2023

Basically, the table shows that the average score of all the four items measuring effective leadership mean and standard deviation at Ethio Telecom. Effective leaders are also able to navigate change and uncertainty, which is increasingly important in today's rapidly changing business environment (Kotter, 2011). The perception of the respondents about effective leadership with the aggregate mean value of 3.67 means most of the respondents agreed with the statements about effective leadership. This means they agreed there is a practice of communicate clearly and consistently about change, to motivate and inspire their team.

Based on the result revealed, leaders giving employees a reason to embrace new methods of working, inspiring them to do so, and offering support and encouragement for change projects are some strategies that firms might think about using to enhance successful leadership. By being receptive to criticism, effectively expressing themselves, and promoting a climate of on-going learning and development, leaders can also serve as examples of excellent leadership conduct.

Generally, the findings suggest that there is room for improvement in the area of effective leadership at Ethio Telecom, particularly in terms of providing support and encouragement for change initiatives. By focusing on developing these skills, leaders at Ethio Telecom may be able to enhance their effectiveness and contribute to the success of the organization.

4.4.3 Effective Communication

The respondent's indicated how strongly they agreed or disagreed with the set of statements that measure how effective communication. The table below shows the mean and standard deviation their answers.

Table 6: Effective communication

NO.	Effective Communication			
	Descriptions	N	MEAN	Std. Deviation
1	Communication of change initiatives transparently	165	4.41	0.662
2	Communication of change process	165	4.19	1.064
3	Poor communication of change	165	4.39	0.490
4	Communication of various phases of change	165	4.08	0.270
	Aggregate Mean and St. Deviation	165	4.40	0.52

Source: Survey Result, 2023

Basically, the table shows that the average score of all the four items measuring effective communication mean and standard deviation. Thus, the aggregate mean of effective communication 4.40 means most of the respondents agreed with the statements about effective communication. This means they agreed improved effective communication is Leaders who can communicate a clear vision, inspire trust, providing information about the change and empower their teams are more likely to achieve positive outcomes and overcome resistance to change. It helps to create a shared understanding of the reasons, goals, process and benefits of the change. Over all, the findings suggest that effective communication is an important strength at Ethio telecom. By continuing to focus on improving communication practices and engaging with stakeholders in a transparent and collaborative manner, the organization may be able to enhance its ability to manage change effectively.

4.4.4 Effective Employee engagement

The respondent's indicated how strongly they agreed or disagreed with the set of statements that measure how employee engagement. The table below shows the mean and standard deviation their answers.

Table 7: Employee engagement

NO.	Employee engagement			
	Descriptions	N	MEAN	Std. Deviation
1	Employee involvement in decision making	165	3.26	1.526
2	Training and support during change initiatives	165	4.02	1.012
3	Recognizing of employees during change process	165	4.07	0.912
4	Looking the change positively regardless of its impact on my job	165	3.73	0.97
Aggregate Mean and St. Deviation		165	3.99	0.67

Source: Survey Result, 2023

The table shows that the average score of all the four items measuring employee engagement mean and standard deviation. Thus, the aggregate mean of employee engagement 3.99 means most of the respondents agreed with the statements about employee engagement.

Based on these findings, some tactics that organizations can take into account to enhance employee engagement include expanding employee participation in decision-making, offering training and support during change initiatives, praising and rewarding staff members throughout the change process, and requesting feedback from staff members to make sure they feel appreciated and engaged. In order to promote employee engagement and overall organizational success, firms can also foster a culture of open communication and cooperation.

4.4.5. Technology

The respondent's indicated how strongly they agreed or disagreed with the set of statements that measure technology. The table below shows the mean and standard deviation their answers.

Table 8: Technology

NO.	Technology			
	Descriptions	N	MEAN	Std. Deviation
1	Testing new technology before implementing	165	3.35	1.087
2	Training before new technology implementation	165	4.12	0.345
3	Supporting of employees during transition to new technology	165	3.50	1.164
4	Resistance to change for new technology	165	1.92	0.837
	Aggregate Mean and St. Deviation	165	3.41	0.58

Source: Survey Result, 2023

The table shows that the average score of all the four items measuring Technology mean and standard deviation. Even if the aggregate mean value of technology is lesser when compare to the other independent variable that is 3.41 that means there is a means of testing and communicating when adopting new technologies and supporting employees during the transition of new technology implementation.

Based on these findings, some approaches that organizations can take into account to enhance their use of technology include testing new technology before adoption, offering thorough training to staff members prior to adoption, and offering assistance to staff members as they adjust to new technology. A culture of open communication and collaboration, chances for employee involvement and feedback, and prompt and effective responses to employee concerns and inquiries regarding new technologies are other ways that firms can seek to lessen resistance to change.

Generally, the results indicate that Ethio telecom's use of technology might be improved. The business may be able to increase technology adoption and contribute to the success of the organization by putting a priority on testing new technology before installation, giving extensive

training to staff members, and delivering assistance to employees during the transition to new technology.

4.4.6. Change Management

The respondent's indicated how strongly they agreed or disagreed with the set of statements that measure Change management. The table below shows the mean and standard deviation their answers.

Table 9: Change management

NO.	Change management			
	Descriptions	N	MEAN	Std. Deviation
1	Current status of the organization in relation to change management is rapid	165	3.81	0.860
2	change management initiative resulted in improved collaboration and communication within the organization	165	3.79	0.916
3	Change is positive and acts as leverage for success	165	3.85	1.020
4	Change management on influence of sense of belongingness	165	4.02	1.112
Aggregate Mean and St. Deviation		165	4.38	0.62

Source: Survey Result, 2023

The table shows that the average score of all the four items measuring change management mean and standard deviation. According to Zaidatol and Bagheri (2009), the mean above 3.39 is considered as acceptable. Thus, the mean of change management is 4.38 is acceptable and large compare to the other variables thus, large part of respondents agree on that the Ethio telecom is currently is rapidly changing environment and acts as a leverage on success.

Based on these findings, some approaches that organizations can take to enhance their approach to change management include making sure that change is communicated positively and as having the potential to act as a lever for success, giving employees training and resources to aid in their adaptation to change, and highlighting the significance of a sense of belonging among employees throughout the change process. Organizations can also seek to lessen employee

resistance to change by developing a culture of open communication and collaboration, allowing for employee input and feedback, and promptly and effectively responding to employee concerns and queries.

The findings from Table 9 suggest that change management may be a strength at Ethio telecom, with an average score of 4.38 indicating that most of the respondents agreed with the statements about change management.

II. Testing the Skewness and Kurtosis of the Data

Table 10: Testing the Skewness and Kurtosis of the Data

	Descriptive Statistics								
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Error	Statistic	Error
Organizational culture	165	2	5	3.61	.867	.179	.189	-.777	.376
Leadership	165	1	5	3.62	.859	-.636	.189	.247	.376
Communication	165	3	5	4.40	.516	.140	.189	-1.362	.376
Employee engagement	165	3	5	3.99	.672	.014	.189	-.756	.376
Technology	165	2	5	3.41	.584	-.023	.189	-.480	.376
Change management	165	3	5	3.93	.616	.040	.189	-.347	.376

Source: Survey Result, 2023

Skewness gauges how asymmetrical a distribution is. when the skewness is positive, the distribution is said to be skewed to the right, while when it is negative, it is skewed to the left. The accuracy of metrics in statistical analyses that are predicated on a normal distribution, like the mean and standard deviation, can be impacted by a large skewness. In these circumstances, it could be required to adjust the data to get a more symmetrical distribution or to utilize alternate metrics, such as the median and interquartile range

Kurtosis quantifies a distribution's peakedness or flatness. A significantly peaked distribution is indicated by a high kurtosis, whereas a generally flat distribution is indicated by a low kurtosis. The accuracy of measures that presume a normal distribution may be impacted by

outliers or extreme values, which can be indicated by a high kurtosis in statistical analysis. In such circumstances, it could be required to employ reliable statistical techniques or to eliminate outliers prior to analysis.

According to Hair (2010) the values within the range of +1.96 and -1.96 are said to be acceptable. Beyond these limits can be called skewed data but others argued that data is considered to be normal if Skewness is between -2 to +2 and Kurtosis is between -7 to +7. From rule of the thumb the researcher's data is normally distributed.

The skewness value of each variable suggest that the distribution is considerably normal With the exception of Communication, which has a negative skewness value (-1.362), suggesting that the distribution is skewed to the left, the skewness values for each variable indicate that the distributions are roughly normal. Each variable's kurtosis values indicate that the distributions with the exception of Organizational culture and Communication, which have kurtosis values that are slightly higher than anticipated (Organizational culture:.189; Communication:.140), the values for each variable's kurtosis indicate that the distributions are roughly normal.

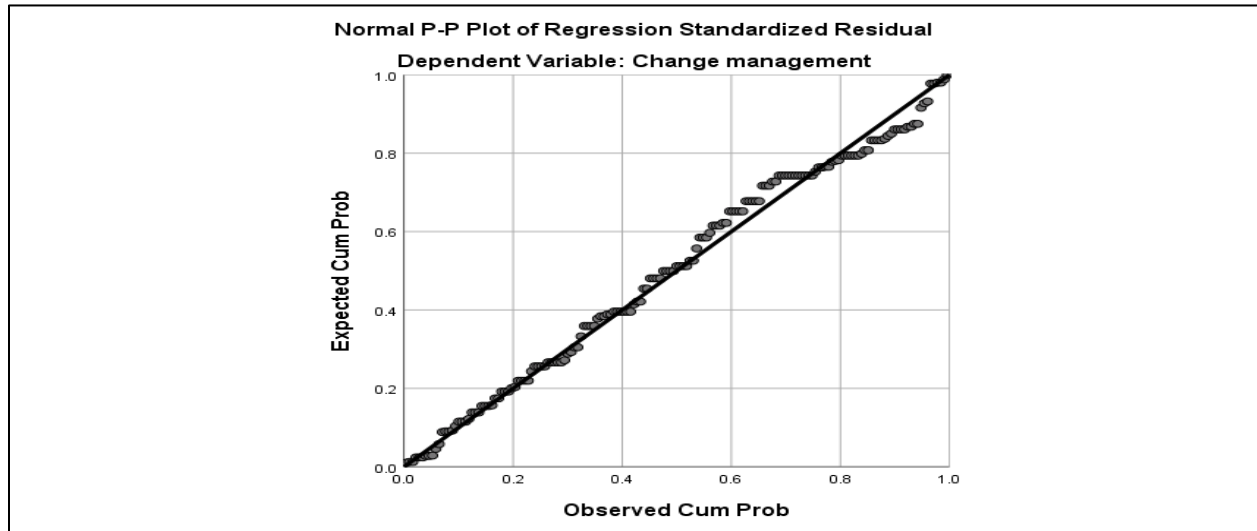
The results suggest that the data is suitable for statistical analysis and the measures of central tendency and dispersion, such as mean and standard deviation, are appropriate for describing the data. It is important to note, however, that the skewness and kurtosis values are not the only criteria for assessing normality, and other factors such as sample size and the presence of outliers should also be considered.

4.5. Diagnosis Test

4.5.1. Linearity Test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. To determine whether the relationship between the dependent variable change management and the independent variables (organizational culture, leadership, communication, employee engagement and technology) is linear, plots of the regression residuals through SPSS V.26 software.

Figure 5: Linearity Test



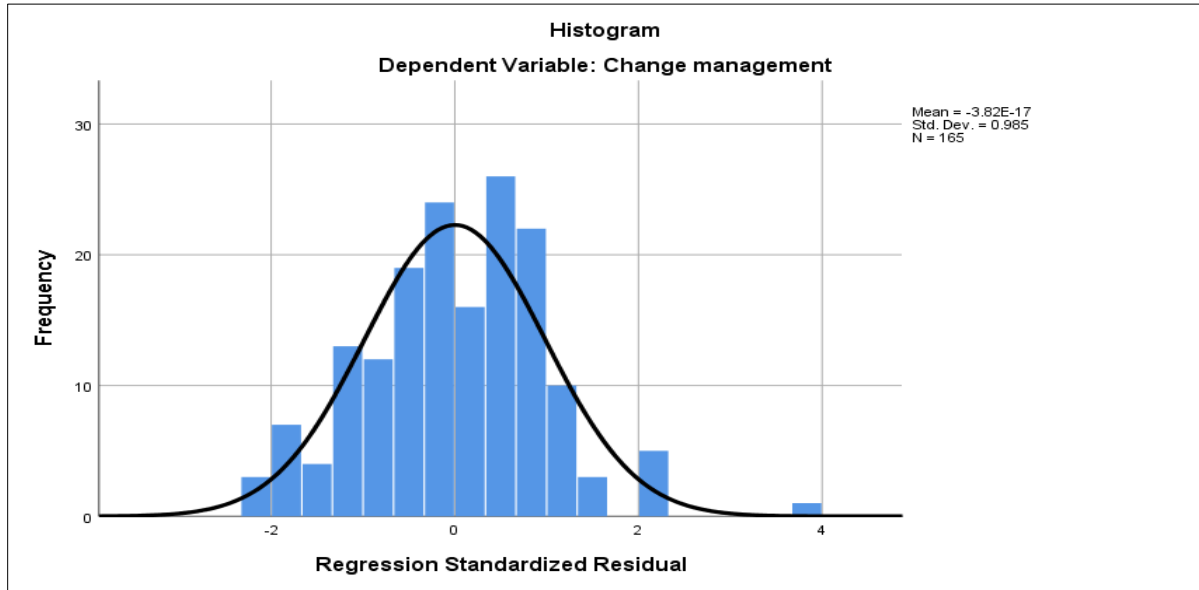
Source: Survey Result, 2023

From the above graph the scatter plot of residuals shows no large difference in the spread of the residuals as you look from left to right on figure 4.13. This result suggests the relationship we are trying to predict is linear.

4.5.2. Normality Test

To make sure your regression is valid, the errors (difference between the actual dependent variable and the predicted one) should follow a normal distribution. If you look at a normal P-P plot, you'll be able to see if the errors are normal.

Figure 6: Normality Test



Source: Survey Result, 2023

4.5.3. Multicollinearity Test

Kothari (2004) explains that multi collinearity is when there's a lot of correlation between multiple independent variables, and this can disturbance with data accuracy. Basically, if one predictor variable can predict the other, that's redundant info and it can lead to unreliable results.

Table 11: Multi Collinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Organizational culture	.534	1.871
Leadership	.860	1.163
Communication	.920	1.087
Employee engagement	.539	1.855
Technology	.889	1.125
Dependent Variable = Change management		

Source: Survey Result, 2023

According to (Keith, 2006) Variance-inflation factor has also been checked and values are found smaller, which supports that multi collinearity is not a problem. In this study all VIF were less than 10 got acceptances.

According to (Keith, 2006) tolerance statistics in regression analysis helps to detect co-linearity problem. Tolerance value runs from 0 to 1 and values closer to 1 indicates no multi collinearity problem. In this study all the tolerances are above 0.4 and, therefore, the amount of variation in that construct is not explained by other predictors. Both Tolerance and VIF tests indicated that there is no multi collinearity problem of the data.

4.5.4. Autocorrelation Test

Autocorrelation is a way of measuring how much the same a time series is with itself over different time intervals. It's like looking at the correlation between two different time series, except in autocorrelation, you're using the same series twice - once in its original form, and then again with a lag of one or more periods (Kothari, 2004).

According to (Stevens, 2009) explanation autocorrelation or independence of errors refers to the assumption that errors are independent of one another, implying that subjects are responding independently. Durbin- Watson statistic can be used to test the assumption that our residuals are independent (or uncorrelated). This statistic can vary from 0 to 4. For this assumption to be met, the DW value needs to be close to 2. Values below 1 and above 3 are problematic and causes for concern.

As per Table 13 , shows the Durbin-Watson statistic, which is a test for autocorrelation in the residuals of the model. In this case, the Durbin-Watson value is 1.520, which suggests that there may be positive autocorrelation in the residuals.

Based on the information provided, it seems like the independent variables in the model are significant predictors of Change Management, as indicated by the high R-squared value. However, the Durbin-Watson statistic suggests that there may be positive autocorrelation in the residuals of the model, indicating that the model may not fully capture the patterns in the data. It is important to investigate the residuals of the model and perform additional tests for autocorrelation to better understand the nature and extent of any autocorrelation in the data.

4.6. Correlation and Regression Analysis

4.6.1 Correlation Analysis

Correlation analysis is a statistical method that used to analyses connection between two variables, correlation analysis is used to figure out how they relate to each other. It measures how much the change in one variable result in the change in the other.

The Pearson's correlation coefficient (r) was used to conduct the correlation analysis to find the level and direction of the relationship between determinants and customer retention. Pearson's correlation coefficient falls between -1.0 and +1.0, indicates the strength and direction of association between the two variables.

Table 12: Correlation analysis matrix

		Correlations					
		Organizational culture	Leadership	Communication	Employee engagement	Technology	Change management
Organizational culture	Pearson Correlation	1					
	Sig. (2-tailed)						
Leadership	Pearson Correlation	.288**	1				
	Sig. (2-tailed)	0					
Communication	Pearson Correlation	.177*	.182*	1			
	Sig. (2-tailed)	0.023	0.019				
Employee engagement	Pearson Correlation	.662**	.330**	0.102	1		
	Sig. (2-tailed)	0	0	0.192			
Technology	Pearson Correlation	.274**	.170*	.219**	.215**	1	
	Sig. (2-tailed)	0	0.029	0.005	0.006		
Change management	Pearson Correlation	.726**	.505**	.238**	.838**	.314**	1
	Sig. (2-tailed)	0	0	0.002	0	0	
N		165	165	165	165	165	165

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Result, 2023

Accordingly, from the correlation analysis above all the organizational culture, leadership, communication, employee engagement and technology are found to have positive correlation with change management practice. It has been able to conclude that the employee engagement is

found to be the most related to change management with $r=0.838$. The next most related variables are both the leadership and organization culture with $r=0.726$ and $r=0.505$. The least related variable is technology with $r=0.314$ and $P<0.01$.

Overall, these findings imply that there are favourable relationships between the various variables and that organizations should concentrate on creating a favourable organizational culture, employing effective leadership and communication techniques, and encouraging employee involvement and efficient use of technology in order to enhance their change management procedures.

The aforementioned explanation is based on (Bluman's,2009) description and analysis of the correlation coefficient (r), which is a metric used to assess the strength and direction of a linear relationship between two variables. This correlation coefficient (r) is calculated using sample data. He added that the correlation coefficient ranges from -1 to $+1$ and that the value of r will be close to $+1$ in the case of a strong positive linear relationship between the variables and close to -1 in the case of a strong negative linear relationship. In contrast, the value of r will be close to zero if there is no linear relationship or merely a weak association between the variables.

4.6.2. Regression Analysis

4.6.2.1. Operational Model

Organizational Culture, leadership, communication, employee engagement and technology and its effect on Change management.

To indicate the effect Organizational Culture, leadership, communication, employee engagement and technology and its effect on Change management a regression analysis was conducted as follows.

The analysis assumes the following;

1. Independent variable: Organizational Culture, leadership, communication, employee engagement and technology.
2. Dependent Variable : Change Management (Y)

The below regression model is applied to determine how change management is affected by the Organizational Culture, effective leadership, effective communication ,employee engagement and technology .

The model (which is a multivariate regression model) adopted for this identification of relationship is;

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where a = the constant

β_1 = slope for variable X1

β_2 = slope for variable X2

β_3 = slope for variable X3

β_4 = slope for variable X4

β_5 = slope for variable X5

e = error value

As a result Y is change management, a is the regression constant, β_1 , β_2 , β_3 , β_4 and β_5 are regression coefficients.

4.6.2.2. Model Summary

Table 13: Model Summary

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.903 ^a	.815	.809	.26905	1.520

a. Predictors: (Constant):- Employee engagement, Organizational culture, leadership, communication and technology

b. Dependent Variable: Change Management

Source: Survey Result, 2023

The given output is from a linear regression model, which aims to predict the value of the dependent variable, Change Management asked on several independent variables that is employee engagement, Organizational culture, Leadership, Communication, and Technology.

The Model Summary table provides information about the overall performance of the model:-

R: The correlation coefficient (r) between the predicted values and the actual values of the dependent variable. In this case, the value of r is 0.903, indicating a strong positive correlation between the independent variables and the dependent variable.

R Square: The coefficient of determination (R^2), which represents the proportion of the variance in the dependent variable that can be explained by the independent variables. In this case, the R^2 value is 0.815, indicating that about 81.5% of the variation in "Change Management" can be explained by the independent variables.

The degree of similarity between a particular time series and a lagged version of itself over subsequent time periods is represented mathematically by autocorrelation. When computing autocorrelation, the same time series is used twice: the first time in its original form, and the second time with one or more periods added or subtracted (Kothari, 2004). Only this has changed. The data gathered for the process of implementing a plan is subjected to a regression analysis here.

The relationship between the independent variable and the change management practice was investigated using multiple regression analysis to determine whether it was statistically significant. It also assisted in the creation of a formula that illustrates the relationship between the dependent variable (change management practice) and the independent variables' execution of the plan.

The dependent variable was significantly correlated with the linear combination of the independent variables, as shown by the model summary table, where $R=.903a$, $R\text{ square}=.815$, and adjusted $R\text{ square}=.809$ R -values indicate. We obtain an Adjusted $R\text{ Square}$ value of 0.809, which shows that the independent factors explain 80.9% of the variation in the dependent variable.

4.6.2.3. ANOVA

Table 14: ANOVA

		ANOVA ^a				
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	50.757	5	10.151	140.238	.000 ^b
	Residual	11.510	159	.072		
	Total	62.267	164			

a. Dependent Variable: Change management

b. Predictors: (Constant), Organizational culture, leadership, communication, employee engagement and Technology

Source: Survey Result, 2023

The ANOVA table provides information on the significance of the regression model. The table shows that the regression model is significant ($p < .001$), indicating that the independent variables Employee engagement, Organizational culture, leadership, communication, and technology collectively have a significant effect on the dependent variable Change Management.

The F-value of 140.238 indicates that the regression model is a good fit for the data, as it is much larger than the critical value at the alpha level of .05. The mean square value of 10.151 suggests that the variance in the dependent variable that is explained by the independent variables is much larger than the variance that is not explained by the model.

The sum of squares for the regression model is 50.757, which represents the amount of variance in the dependent variable that is explained by the independent variables. The sum of squares for

the residual is 11.510, which represents the amount of variance in the dependent variable that is not explained by the model.

4.6.2.4. Regression coefficients

Table 15: Regression coefficients

Regression Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	Beta		
1 (Constant)	-.051	.223		-.228	.820
Organizational culture	.176	.033	.248	5.310	.000
Leadership	.155	.026	.216	5.867	.000
Communication	.097	.042	.081	2.278	.024
Employee engagement	.532	.043	.580	12.491	.000
Technology	.071	.038	.067	1.855	.065

Source: Survey Result, 2023

From the above regression model we can interpret that when all the five independent variables (Predictor Variable) that is organizational culture, leadership, communication, employee engagement and technology) are constant at the value of .820, the change management would be at -.051.

A. Organizational culture

Regression table shows the factors affecting the success of change management in the case of Ethio Telecom. The variable being analysed is organizational culture, and its coefficient is 0.176. This means that for every unit increase in organizational culture, there is a 0.176 increase in the success of change management.

The standardized coefficient (beta) is 0.248, which indicates that organizational culture has a significant impact on the success of change management. The t-value of 5.310 and p-value of 0.000 also suggest that this relationship is statistically significant and not due to chance.

Organizational culture and leadership are also important: The coefficients for Organizational culture and Leadership are also relatively large, indicating that they have strong relationships with successful change management. This is consistent with the literature, which suggests that organizational culture and leadership play a critical role in shaping the attitudes and behaviours of employees (Schein E.H, 2010). A positive organizational culture that supports innovation and change, along with strong leadership that provides direction, support, and resources, can help to create a supportive environment for successful change management. (Yukl, G. 2010). Generally, this analysis suggests that improving organizational culture can lead to greater success in implementing change within Ethio Telecom.

B. Leadership

The regression table displays the variables influencing Ethio Telecom's case-specific change management success. Regression analysis is a statistical technique used to determine the link between a dependent variable (the success of change management) and one or more independent variables (leadership). The results are shown in the table. The table demonstrates that leadership significantly improves the likelihood that change management will be successful. The unstandardized coefficient for leadership is 0.155, which suggests that the success of change management increases by 0.155 units for every unit increase in leadership. Leadership's standardized coefficient (Beta) of 0.216 suggests that it has a moderate impact on the success of change management.

The t-value for leadership is 5.867, which is greater than the critical value at a significance level of 0.05. This means that the effect of leadership on the success of change management is statistically significant. Generally, these results suggest that strong leadership is an important factor in achieving successful change management at Ethio Telecom

C. Communication

The regression table shows the factors affecting the success of change management in the case of Ethio Telecom. The variable being analysed is Communication, and the table provides information on its unstandardized coefficients, standardized coefficients, t-value, and significance level.

The unstandardized coefficient for Communication is 0.097, which means that for every one-unit increase in Communication, there is a 0.097unit increase in the success of change management. The standardized coefficient (Beta) is 0.081, indicating that Communication has a moderate positive effect on the success of change management.

Communication is a critical factor in successful change management: The coefficient for Communication is smaller than the coefficients for Employee engagement, Organizational culture, and Leadership, but it is still statistically significant, indicating that effective communication is an important factor in successful change management. This is consistent with the literature, which suggests that communication is a critical factor in the success of change initiatives Lewin K. (1951). Effective communication helps to create a shared understanding of the reasons for the change, the expected outcomes, and the roles and responsibilities of employees in the change process. Kotter J.P(1995).

The t-value of 2.278 indicates that Communication is statistically significant at a significance level of 0.05 ($p < 0.05$). This means that there is strong evidence to suggest that Communication has a significant impact on the success of change management in Ethio Telecom.

Overall, this regression table suggests that effective communication plays an important role in achieving successful change management outcomes in Ethio Telecom

D. Employee engagement

The regression table shows the factors affecting the success of change management in the case of Ethio Telecom. The variable employee engagement has a significant positive effect on the success of change management, as indicated by its standardized coefficient (Beta) of 0.580 and a p-value of 0.000. This suggests that higher levels of employee engagement are associated with greater success in implementing changes within the organization. The coefficient value of 0.532

indicates that for every one-unit increase in employee engagement, there is a corresponding increase in the success of change management.

Employee engagement is a key driver of successful change management: The coefficient for Employee engagement is the largest among all the independent variables, indicating that it is the strongest predictor of successful change management. Engaged employees are more likely to be committed to the organization's goals, willing to embrace change, and motivated to contribute to the success of the change initiative (Harter et al., 2002). Therefore, organizations should focus on improving employee engagement as a key strategy for improving their change management efforts.

E. Technology

The regression table shows the factors affecting the success of change management in the case of Ethio Telecom. The independent variable in this model is technology, and the dependent variable is the success of change management. The table provides information on the unstandardized coefficients, standardized coefficients, t-values, and significance levels (p-values) for the regression model. The unstandardized coefficient for technology is 0.071, which means that a one-unit increase in technology leads to a 0.071 unit increase in the success of change management. The standardized coefficient (beta) is 0.067, indicating that technology has a weak but positive effect on the success of change management.

The coefficient for Technology is the smallest among all the independent variables, and the relationship is not statistically significant at the alpha level of .05. This finding is somewhat amazing given the increasing importance of technology in modern organizations. However, it is consistent with some previous research, which suggests that the impact of technology on change management may be overestimated. (Huy.Q.N, 2001).

The t-value for technology is 1.855, which is greater than 1.96 (the critical value for a two-tailed test with $\alpha = 0.05$), but its significance level (p-value) is only 0.065, which is greater than 0.05 (the level of significance). This suggests that there may not be enough evidence to conclude that technology has a significant effect on the success of change management.

Therefore, this regression model suggests that technology may have weak positive effect on the success of change management in Ethio Telecom, but further analysis may be needed to confirm this relationship and identify other factors that may affect change management success.

In summary, the regression analysis of the factors affecting the success of change management in Ethio Telecom indicates that organizational culture, leadership, communication, and employee engagement are significant predictors of success, while the effect of technology is less clear. Improving organizational culture, leadership, communication, and employee engagement can lead to greater success in implementing changes within the organization. Effective communication plays an important role in achieving successful change management outcomes, and fostering employee engagement is also an important factor to consider. While technology may have a positive effect on the success of change management, further analysis may be needed to confirm this relationship and identify other factors that may affect change management success.

CHAPTER FIVE

SUMMARY OF FINDING, CONCLUSIONS AND RECOMMENDATIONS

In this chapter the overall findings of the research will be summarized and Conclusion recommendations will be presented based on the key findings.

5.1 Summary of findings

This section outlines the summary of the key findings of the study. The study was guided by the following four research questions

- What is the effect organization culture on successful change management practice?
- What is the effect of employee involvement on the success of change management practice?
- What is the effect of effective communication on the success of change management practice?
- What is the effect of leadership support on the success of change management practice?
- How does technology affect the success of change management practice?

The study shows that: -

- To start with one hundred ninety-two respondents were identified from which one hundred and sixty-five of them provided usable response which makes it 85.93% of the sample population.
- The study indicated that more than half of the portion of the employees of Ethio Telecom who participated in the survey are male (53.9%). The remaining 46.1% are that of female sex. In terms of age group, the larger group of the respondents (41.16%) belongs to the age group ranging from 36-45. In terms of educational background most of the respondents are degree holders that is (46.7%), and in terms of Job category most of the respondents are officers with percentage of 47.3.
- The study revealed that organization culture of Ethio telecom has an impact success of change management practice in the organization with a mean and standard deviation of

respectively. There is good organizational culture that supports the success of change management practice in Ethio Telecom.

- The total grand mean value 3.62 indicates that that respondent's level of agreement on effective leadership, which means most of the people agreed with the statements about effective leadership. This means they agreed there is a practice of communicate clearly and consistently about change, to motivate and inspire their team.
- From the correlation analysis, it is found out that all the factors that is organization culture ,effective leadership, effective communication ,employee engagement and technology is are found to have a positive correlation with change management practice in Ethio Telecom.
- Form inferential analysis all independent variables, such as organizational culture, leadership, communication, employee engagement and technology were positively correlated with change management. With the value of organizational culture ($r=.726^{**}$), leadership, ($r=.505^{**}$) communication($r=.238^*$). Employee engagement n($r=.838^*$). And technology ($r=.314^*$). The linear combination of the independent variable was significantly related to the dependent variable, $R=.903a$, $R\ square=.815$ adjusted $R\ square=.809$.

5.2 Conclusions

This section tries to point out some conclusions based on the findings mentioned above findings on each research objectives of the research.

The research can justify that organizational culture, leadership, communication, employee engagement and technology has a positive relationship and impact on change management. As per the findings on change management, all the ratings show that employees have high level of ratings on the change management practice of Ethio Telecom.

A study by Jones and colleagues (2018) examined the impact of change management practices on employee engagement in a large telecommunications company in the US. The researchers found that effective communication, employee involvement, and leadership support were key factors in successful change implementation

As per this study the employee engagement has positive impact of the change management and this is expressed by employees are participating in decision making, providing training and support during change initiatives and rewarding and recognizing for showing progress in the change initiatives. Next to employee engagement the other are also practiced.

According to the findings other factors that affects the change management practice of Ethio Telecom are effective communication on change initiative's and change process and also effective leadership that gives a clear direction on changes and inspiring other on the change process, organizational culture and technology.

5.3. Recommendations

It's been shown in this research that the Ethio Telecom office organizational culture, effective leadership, effective communication, employee engagement and technology have a positive impact on change management practice. To benefit from this and keep it going, these are the recommended steps.

- Ethio Telecom should focus on creating a positive organizational culture that supports innovation and change. This can be achieved by promoting a culture of openness, collaboration, and continuous learning, and by aligning the organization's values, practices, and behaviours with its strategic goals. Culture by encouraging collaboration and open communication across departments and teams. Ethio Telecom also promotes a culture of continuous learning and development, encouraging employees to take on new challenges and learn new skills. By doing so, Ethio Telecom can create a culture that supports innovation and change, making it easier to implement change initiatives.
- Ensure that their leaders in different levels from managerial to supervisors are effective in providing direction, support, and resources for change management. This can be achieved by investing in leadership development programs, promoting a culture of leadership, and providing leaders with the tools and resources they need to lead change effectively.
- Focus on developing effective communication strategies that help create a shared understanding of the reasons for the change, the expected outcomes, and the roles and responsibilities of employees in the change process. Ethio Telecom can use a variety of

communication channels to ensure that their employees have a clear understanding of the reasons for the change, the expected outcomes, and their roles and responsibilities in the change process. They can also provide opportunities for employee feedback and input, and use this feedback to refine their communication strategies. By communicating effectively, Ethio Telecom can create a shared understanding of the change initiative, and build employee support and commitment.

- Focus on improving employee engagement as a key strategy for improving their change management efforts. This can be achieved by promoting a culture of engagement, providing opportunities for employee input and involvement, and recognizing and rewarding employee contributions to change management initiatives and participating in decision making. They can also recognize and reward employee contributions to change management initiatives, and provide opportunities for employee development and growth. By engaging employees, Ethio Telecom companies can create a sense of ownership and investment in the change initiative, and increase the likelihood of successful change implementation.
- While technology may not be as important as other factors such as employee engagement, organizational culture, leadership, and communication, it can still play a role in supporting change management efforts. Ethio Telecom should focus on using technology to support communication, collaboration, and data analysis, and to provide employees with the tools and resources they need to be successful in their roles.
- Generally, successful change management in the telecom industry requires a holistic approach that addresses multiple factors, including organizational culture, leadership, communication, employee engagement, and technology. By focusing on these variables and leveraging best practices from the literature, Ethio Telecom can increase their chances of success and drive positive change within their organizations.
- The research tried to address the factors affecting success of change management practice only with variables that is organizational culture, effective leadership, effective communication, employee engagement and technology. Thus, the researcher recommends further study on this topic.

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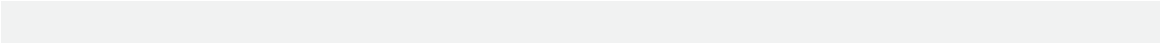
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APPENDIX A: Questionnaires
Addis Ababa University College of Commerce
School of Graduate Study
Department of BIAS
MBA PROGRAM
APPENDIX

The purpose of this questionnaire is to gather data for the study Factors Affecting the Success of Change Management: The Case of Ethio Telecom. The findings of the study will serve as input for your organization, so I kindly request you to respond to all questions honestly and to the best of your knowledge. I strongly confirm that your responses will be kept confidential. Listed below are statements that represent possible opinions that indicate the degree of your agreement or disagreement with each statement by marking on the box on the right-hand side that best represents your point of view about the change management practice with which it is related. Finally, I would like to thank and appreciate you in advance for your kind cooperation and for filling the questionnaire.

Instructions:

- No need of writing your name on the questionnaire.
- Before you try to answer the questions, please read carefully and understand them well.
- To indicate your response, please **tick (✓) the appropriate option or write on the Space provided**

Part One: General Information

1. What gender are you: Male
Female
2. What is your age range? Under
25 years

- 26-35 years
- 36- 45 years
- Above 46 years

3. For how long have you worked for Ethio Telecom?

- Less than 5 years
- 6-10 years
- 11-15 years
- Above 16 years

4. Educational Level

- Certificate Degree
- Diploma Masters and above

5. Job Category

- Management Mid-Level
- Supervisor's officers

Part Two: Main Research Questions

Instruction: -Please tick to the number most appropriate from (5 = strongly agree, 4 = agree 3 = neutral, 2 =Disagree and and2 = strongly disagree). Make sure your response is depending on the change implemented in your organization.

Section I. Organizational Culture on Independent Variable (IV)

S.no	Items	5	4	3	2	1
OC1	Ethio Telecom promote a culture of innovation and continuous improvement.					
OC2	Ethio Telecom Triggers Organizational Culture to change					
OC3	Ethio Telecom encourages employees to take risks and try new approaches.					
OC4	The organization tries to share best practices among employees about Change.					

Section II: Effective Leadership independent variable(IV)

L1	Leaders in my organization provide clear direction for change initiatives.					
L2	Leaders my organization effectively communicates the rationale for change.					
L3	Leaders my organization inspire employees to embrace new ways of working.					
L4	Leaders in my organization support and encourage employees during change initiatives.					

Section III. Effective communication Independent Variable (IV)

C1	Our organization communicates change initiatives transparently.					
C2	Ethio Telecom allows employees in the change process through communication.					
C3	I Face uncertainty and anxiety when changes are communicated poorly.					
C4	Your organization communicates on the various phases of change.					

Section IV: Employee engagement independent variable (IV)

EG1	Employees in Ethio Telecom involve in decision making during change initiatives.					
EG2	Ethio Telecom provide training and support for employees during change initiatives.					
EG3	Employees are recognized and rewarded for progress during change initiatives.					
EG4	I saw the change positively regardless of its impact on my job					

Section V. Technology Independent Variable (IV)

T1	New technology is tested before being implemented in in Ethio Telcom.					
T2	Training is provided to employees before new technology is implemented in Ethio Telecom?					
T3	Ethio Telecom gives support provided to employees during the transition to new technology.					
T4	Ethio telecom supports Employees have resistance to new technology being implemented in your company.					

Section VI: Questions related to Change Management Dependent variable (DV)

CM1	Ethio Telecom currently in rapidly changing environment.					
CM2	change management initiative resulted in improved collaboration and communication within the organization					
CM3	Change in Ethio Telecom is positive and acts as leverage for success.					
CM4	Change management influences the sense of belonging and commitment employees to be more productive					

Thank you again for your cooperation!!