Evaluating the Effectiveness and Implementation of Change Management Practice in Public Developmental Agencies In Case Of Gondar Town

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Abstract
Nothing lasts forever. Not people, not redwood trees, not empires, not climatic conditions, nor even the Sun and Earth and certainly not an organizations success formula. Regardless of how strong and successful an organization is, and regardless of how long a period of success the organization has had, the need for change is inevitable. In some instances, the need for change occurs because of changes in the environment. This can be due to changes in customer’s tastes and preferences, changes in technology, changes in the nature of competition, or other external factors beyond the control of management. The need for change can also occur because of the organizations own success. Changes in organizational size and complexity as a result of growth and market success create the need for changes in organizational structure and possibly, culture. The “secret” of long term success is the ability to adapt to change. Organizations develop “success formulas” or “winning business models” that last for a period of time. Then, as the environment changes or conditions within the organization itself change, the enterprises must adapt. If it does so successfully, it will continue to exist and flourish. If it does not adapt successfully, however, it will experience difficulties and perhaps failure, regardless of how strong it appears at a moment or how many resources it has. The decline can occur swiftly or agonizingly slowly over a long period of time. This study will be designed to assess the implementation and effectiveness of change management practice in public developmental agencies in North Gondar, particularly in Gondar town. On the basis of data collection through questionnaires which are founded on the theoretical assessment of related literatures; research tries to unearth some of the real practice of change management based on the opinion of the respondents in particular organization. The population and target population of the study comprises all employees (managers as well as non managers) currently working in the public developmental agencies located in Gondar town. The researchers used both stratified and systematic random sampling techniques in selecting the research subjects. Stratified sampling technique is used to stratify employees who are currently working in these eight organizations into managers and non managers. Then appropriate number of respondents has been allocated and selected from each stratum and PDA’s using systematic random sampling technique.

1. Introduction
The principal reason for understanding and studying change rooted form its nature because change is considerably a complex activity and any mistake in change management could lead to the failure of organizational change. According to Kotter (1996) academic literature has shown that, in spite of the multiplicity and variety of change theories available, the practice of change management is problematic (p.300) and regardless of the importance and costs of reaching the desirable state many change programs fail to meet expectations, generate unintended results or face resistance from organizations and individuals whose interests are affected. For this reason implementation and effectiveness of organizations change management practice should be acknowledged and studied on a continuous basis as it is one of the most important and difficult issues facing organizations today and increasingly perceived as ongoing organizational function rather than a focused response to an occasional need for reorganization. In the past ten years public organizations in Ethiopia face a considerable pressure for change. In response to these wider ranges of social and economic changes since 2004, the government has
endorsed important changes for public organizations with the objective of improving the public sector service delivery system.

As part of their response, public development agencies (PDA’s) also carried out changes like business process reengineering (BPR) as a foundation for strengthening result based performance management system in the civil service and balanced score card (BSC) for aligning day to day activities to an organizations vision and strategy using strategic performance measures and strategic initiatives.

In the light of the above view points, this study takes in to consideration all the above facts regarding change and change management and attempts to make a detail evolution of the practical effectiveness of management of change to determine the degree to which change management initiatives are successful in public developmental agencies

Change management practice of organizations should also be studied on a continuous basis for further improvement. This is based on the fact that in today’s dynamic world a lot of information has been created over night. As information becomes more accessible PDA’s will test and implement new processes and styles of management. This results change and these changes may be mismanaged and resisted by the employees of those PDA’s and to increase the acceptance of change within the parameters of a process model. In addition to these, a recent study on managing experience of organizational change in theory and practice “saw an important gap in the development organizational change theory, namely the failure to monitor and evaluate changes ,so that theory could be build on experience in practice” (Andrews, 2008, p311). This research will enable the detail assessment of change management practices. Although, the researchers has not come up with documentary evidences, it is evident that management of change has not given proper attention by most PDA’s organization in Gondar town and problems related with change management would be among the major reasons underlying the increasing number of customer complaints may PDA’s are experiencing.

Because of this fact, there are claims and counter-claims on the effectiveness of change management practice in PDA’s with in Gondar town. Motivate by such claims, the researchers looks at evaluating the implementation and effectiveness of change management practice in public development agencies located in Gondar town.

2. Research Methods

A cross sectional survey approach was used in gathering the data for the purpose to meet the research objective . The study comprises all employees (managers as well as non managers) currently working in the public developmental agencies located in Gondar town. the total numbers of public developmental agencies which are located in Gondar town and implementing variety of changes in the past ten years specially BPR and BSC are nine in number and the number of employees listed as part of this population in these organizations are six hundred eighty five, i.e. 53 managers and 632 non mangers.

The researchers used both stratified and systematic random sampling techniques in selecting the research subjects. Since the tasks of managers directly allied with planning and implementation of change strategies which help them to have enough exposure to the change management practice of their organization the researcher has been used a census inquiry to address all managerial staffs. In relation to non managerial respondents, the researcher uses the following Taro Yamane’s formula to determine the number of samples. Therefore, a sample of 245 non managerial respondents will be selected using systematic random sampling technique from those nine PDA’s located in Gondar town.

As a result a total of 298 respondents (245 non managerial staffs and 53 managerial leaders will be selected for the study structurally designed questionnaire was employed to produce primary data

Table 4.1.Demographic distribution (the organizations surveyed) of the sample employees

<table>
<thead>
<tr>
<th>Name of organization</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction and business bank</td>
<td>7</td>
<td>2.9</td>
</tr>
<tr>
<td>Commercial bank of Ethiopia</td>
<td>20</td>
<td>8.2</td>
</tr>
<tr>
<td>Development bank of Ethiopia</td>
<td>7</td>
<td>2.9</td>
</tr>
<tr>
<td>Ethiopian electric power corporation</td>
<td>25</td>
<td>10.2</td>
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<tr>
<td>Ethiopian insurance corporation</td>
<td>3</td>
<td>1.2</td>
</tr>
<tr>
<td>Ethiopian postal service</td>
<td>9</td>
<td>3.7</td>
</tr>
</tbody>
</table>
The majority of the respondents were aged between 26 to 30 years (57.1%) which indicates that the organizational members who were associated with change management practice were relatively young when compared to the 4.1% who were more than 40 years of age. 169(69%) of the respondents are males and 76(31%) of the respondents are females. In the researcher’s opinion there seems to be a trend within the public developmental agencies that women hold the least number of management positions.

Regarding the educational level of the respondents 3(1.2%) of the respondents are 12 grade complete. 16(6.5%) of the respondents have certificate from technical and vocational school, 59(24.1%) of the respondents are diploma holders, 161(65.7%) of them are BA(DSC) holders, 6(2.4%) of the respondents are MA(MSC) holders and the rest 0(0%) of them is PhD holder. It is definite that the educational status of the given individual has a great thing to do with the efficiency and effectiveness of what he/she performs. So the fact that most of the employees of public developmental agencies hold good academic status can contribute, a lot towards the effectiveness of the change management practice.

With this regard the data collected from the respondents shows that the majority of respondents 185(75.5%) have been employed in their current position for 1-5 years, 38(15.5%) of them have an experience of 6-10 years and the rest 22(9%) of them has an experience of above 10 years.

Most of the employees of the public developmental agencies have limited experience in which 75.5% of them have less than 5 years experience in their current position; this may create some gap in an organization with respect to managing and controlling organizational change consistently. The questionnaire contained 29 items and the respondents were asked to evaluate the practice of change management and its effectiveness on a scale ranging from strongly agrees to strongly disagree by assessing whether or not they agree with the statements.

The 29 items were originally developed under 10 theoretical categories: monitor the environment and performance, understand context and culture, consult all stakeholders and create readiness for change, facilitate staff participation, set out and communicate the vision, empower, train and support manager and staff, monitor and view the change, activity seek feedback, reward, recognize and communicate positive developments and perceived organizational change efficacy.

3. Literature review

3.1. Definition of terms

**Change** is the act or an instance of making or becoming different; an alteration or modification (the Oxford encyclopedic dictionary, 1991)

**Change agent** is anyone with in the organization who possesses enough knowledge and power to guide and facilitate the change effort (Mcsheane and von Glinow, 2001, p480).

**Change recipient** – person affected by change (Balugon et al, 2008).

**Change management model** : is a model indentified during the strategic management of changes and used as a guide for manager in bringing about organizational change;

**Institutionalism**: the point at which behaviors necessary to bring about change become an integral part of an organizational culture

3.1.1 The concepts of organizational change

Galloway (2007:12) views change as a process shifting from one permanent state to another, through a sequence of steps, which represents the struggle between what is and what is desired. Organizational change is the process by which the organization moves from its current position and state towards some future position as a way of increasing its overall effectiveness. Mc Calman and paton(1992:6) define change management as a highly programmed process which uses the problem that needs to be rectified as the starting point and then breaks it down into its constituent parts. This process is followed by an analysis of the possible alternatives and the selection of the preferred
solution with a focus on problem recognition, diagnosis and resolution. It is the systematic approach and application of knowledge, tools and resources to leverage the benefit of change. In order to achieve desirable utility change must be effective, successful change has most importantly sustainable.

According to the making of changes in a planned and systematic fashion. The second meaning refers to the response to changes over which the organization exercises little or no control.

3.1.2 Approaches and forms of organizational change

Change, according to Moran and Avergun (1997, p146) and Moran and Brightman (2000, p2) has no clearly defined beginning or end. It consists of a series of “closer and closer approximations of increasing ambitious goals which are embraced by more and more members of the organization” The approaches and techniques utilized in change management. The researchers notes that there are many forms and approaches of change

1. Planned and emergent change

Burnes (2004) describes planned change as consciously embarked upon and directed by an organization. It is the result of specific efforts by change agent they recognize the need for a major change and proactively organize a plan to accomplish the change. It can also be described as ‘bold stroke’ as opposed to ‘long march’ with the need for periods of revolutionary or transformational change (Hayes, 2007). The approach believes in democratic values, employee participation giving staff an effective voice.

There are many models for implementing planned change which can help as reference points for thinking about how to carry change such as the eight steps model proposed by Kotter (1996). This research attempts to evaluate whether any of the principles and steps in these models have been applied effectively.

2. Individual, group and organizational change

The main objective of this approach is that the overall business objectives are collectively pursued and emphasis on the overall synergy and change needs the cooperation and consent of groups and individuals who make up the organization and clearly defined lines of coordination and interdependence. It views training as a potentially important mechanism for change, but one which is unlikely to succeed on its own without tapping in to the talent and energy of the workforce.

3.1.3 Theoretical change management models

As a result of this literature review, a number of theoretical models were examined and there exists a number of change models intended to guide and instruct the implementation of major change in organizations. Kotter’s (1995) strategic eight-step model for transforming organizations and Anstey’s model of organizational change are examples of the more commonly referred to within change management practice and literature and each is described here.

Anstey (1999, p341) state that a learning organization skilled at creating acquiring and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights. This is done without an accompanying change in the way that work gets done. The elements of learning organization, according to the researcher, are tools used by an organization to develop itself, and not to help it move from one state (problem state) to a desired new state. The learning points from the reviewing and reflecting should be used to improve approaches for future project. Once the first major change program has been implemented successful, future projects. Once the first’s major change program build on the knowledge gained from and the relationship and groundwork established in that first one. This should translate into future changes becoming easier and faster.

The researchers presume that there are hundreds of international research studies on the management of change including key aspects for managing change effectively. Most of the empirical studies concentrates on ‘best practice’ for successful implementation of change, and thus provides models, frameworks, tools and cases to assist practitioners.

In his study of change leaders of selected primary school in the Kavango region of Namibia Kantema (2001:43) suggests guidelines for managing change on how to involve, communicate and motivate staff members to agree to change. In his study the involvement of staff in managing change is vital and can assist managers in supervising people in their organizations. An entirely top down approach may
lead to unexpected results, Inertia, or reluctant compliance at best. Kentema adds that, generally speaking managers motivate change recipients into action in order to obtain the targeted change. Additionally, a research study by Kapaperou (2007:97) on “management development needs” also proposes guidelines that managers can follow to manage change. He states that the involvement of staff in management programs, evaluation of the intended change and provision of opportunities to staff members to reflect on desired transformation are regarded as some of the ways that managers can use to manage change that offers opportunities for reflection. A study by Everard, Morris and Wilson (2004:251) proposes guidelines for the successful management of change like analyzing the systems, setting goals, getting consensus, consulting and counseling. Through these actions individuals can be alerted and informed when they deal with change that gears towards improvement. In addition, Edie (2008:47) proposes directions for developing action to achieve the desired outcome. He advocates teamwork to guide and support the process which stimulates change. But, Edie claims, for the process to be implemented successfully, co-operative staff members are needed to drive it. These views are supported by Burns (2000:140) who states that openness of communication in organizations stimulates a widespread desire for collaborative work.

One of the strongest lessons in the literature emanating from the failure of change programs is ‘don’t’ forget the people; (Kliem, 1996). Participation (Dunphy, 1981) refers involving as many change recipients as possible in the change formulation and implementation. Many scholars have asserted that planned change requires extensive participation by members at multiple levels of the organization during all stages of implementation (Pasmore, 1994). The literature indicates that involving organizational members helps reduce barriers to change by creating psychological ownership, promoting the dissemination of critical information, and encouraging employee feedback for fine tuning the change during implementation. “The best documented way of obtaining commitment to change is to allow people to participate in the changes” The best documented way of obtaining commitment to change is to allow people to participate in the changes that will affect them and those most affected by the proposed change should be among those most involved in bringing it about “(Hirschfield, 1999, p.3). Kosson (1994) discusses the issue of fostering greater commitment on the part of employees, by involving them in the entire process, stating: Employees tend to be happier to see self-imposed innovations succeed than those that they feed have been forced upon them. Ideas developed by the entire group (the supervisor and his or her workers) working together are frequently more effective and creative than those developed by one-person rule.

Public participation in agenda-setting is crucial to obtain legitimacy, support and commitment to change. Negotiation between different groups within the organization is necessary to reach agreement on the necessity to undertake reform programs and obtain and maintain stakeholders’ commitment to the reform proposal. The review was important in identifying how involving all employees in the change process can increase the amount of new and creative ideas about the change. It would appear them that all the researchers agree on a particular concept. That is, all emphasize the necessity of staff involvement as an element for effective organizational change. “Good communications are the lifeblood of any enterprise and essential to keep the entire organization functioning at maximum levels and to make the most of your greatest management resource-out people “(Hersey, Blanchard, 1993, p, 327). Hirschfield (1999) continues by stating: “communication is an essential ingredient in managing change. Duck (1993) expands on Hirschfield “It is important for the massages to be consistent, clean and endlessly repeated (p.111). Communication beyond the determined boundaries of the system (i.e. outside the organization) is essential if external individuals or groups (e.g. politicians, public representatives and shareholders have a controlling influence over the change process, Patterson (as cited in Kasokonya 2007:63 added that leaders view openness of communication as another pathway to reform; because it promotes and encourages staff members to get personally involved. It is also noteworthy that the study by van der Wal and
Toit (2005:258) found that openness of communication reveals a clear image of the future situation and enviers and attitudes that reflect change. The two researchers regard this as necessary in the management of reform.

Kotter (1996) urges those leading change to use creatively every method and vehicle possible to communicate constantly the new vision and strategy, keep the message simple, use metaphor and analogy’s, and have the guiding coalition role model the behavior expected of employees, managers need to align employee’s expectations of change communication with understanding of the change go a to create change receptively (Frahm and Brown, 2007).

Face-to-face communication is considered too important to recipients of change and discourse and dialogue-driven approach to change is often preferable (Frahm and Brown, 2007). Communication can also play an important role in reducing stress and anxiety about change and responsibility for it should be spread across all hierarchical levels.

Hardly (1997) explain that, Good change managers: explain changes regularly and as fully as possible; communicate more often with their reams is in normal circumstance. Maintain consistency in communication ensuring that; their words and actions are consistent; their words at one time are consistent with words and actions at other times (p.19).

Research indicated that the implementation of planned change generally requires that leaders verify the need for change and persuade other members of the organization and important external stakeholders that it is necessary (Kotter, 1995). To convince individuals of the need for and desirability of change and to begin the process of “unfreezing” the organization, Armenakis, Harris, and field (1999) suggest employing effective written and oral communication and forms of active participation among employees. Persuasive communication of a consistent change message is requires to help on organizational create readiness for a major reorganization (Armenakis and Harris, 2001).

The public–management literature contains evidence of the importance of determining the need for change and persuasively communicating it through a continuing process of exchange with as many stakeholders and participants as possible (Abramson and Lawrence 2001). For instance, Kemp, Funk, and Eadie (1993) and Binghan and Wise (1996) conclude that successful implementation of new programs depends on top management’s ability to disseminate information about the change and convince employees of the urgency of change.

Denhardt and Denhardt (1999) describe how effective local government managers verify the need for change through “Listening and learning” and then communicate those needs in ways that build support for change. Researchers have also noted public sector leaders’ efforts to take advantage of mandates, political windows of opportunity, and external influences to verify and communicate the need for change (Abramson and Lawrence 2001).

Generally the literature review indentified communication as essential when attempting a change and also pointed out that it is the leader’s responsibility to ensure that change is communicated at all levels, as well as throughout the change process. Leaders must identify who, what, when, and how change is to be communicated if they are to be successful.

In addition to creating effective communication system, important providing adequate feedback to employees during all phases of change project is equally important because leaders may have some measurement of how the employees, are contributing, or not, to the changer process.

Kouze and Posner (1993), discuss the issue of leaders providing insufficient feedback “Insufficient feedback creates employees who are unhappy. The lack of communication and feedback between management and employees can leave most employees guessing what their organizations value and norms are. In order to derive satisfaction, employees need and appreciate feedback” (p.55).

According to Pasmore (1994); “people want to know how they are doing individually, as a team, as a unit, as an organization. Usually they find the information they receive extremely helpful and will take the steps necessary to do better next” (p.211). Kouzes and Posner (1993) detail how sharing information through feedback, can create a greater understanding of what’s expected of employees.

The review feedback as an important ingredient in any change project identified was that effective communication, both vertical and horizontal allows for all participants to express idea’s and for continuous improvement of the process.
Top management support and commitment to change is critical to the success of change initiatives (Carnall, 1995 and Kotter, 1995). A credible and well respected change project manager with the right skill mix of technical, problem solving, team building communication, influencing and decision making skills is essential for success (Canterucci 1998, p.1995).

Leaders need clarity of vision and value and the ability to communicate these by what they say and do, and emotional resilience. They need to be to influence people to change their focus on a common vision giving another meaning to what it is valued, believed in or aimed for.

The role and skill of the change agent are also crucial in delivering or facilitating change effectively. Effective change agents are transformational leaders as they form a vision of the desired future state, communication that vision in ways that are meaning to others, behave in ways that are consistent with the vision and build commitment towards the vision (Mcshane and Von Glinow, 2001, p.480). A change agent who is not politically skilled will fail and it is necessary to be willing to intervene in internal political processes, push certain agendas, influence decision and decision-makers, deal with criticism and challenges, cope with resistance, and maintain one’s reputation (Buchanan and Badham, 1999). The change agent has to support the ‘public performance’ of rationally considered and logically phased and visibly participative change with ‘backstage activity’ in the recruitment and maintenance of support and in seeking and blocking resistance (Buchanan and Boddy, 1992, p.27).

Manager leaders must develop support from political overseers and key external stakeholders. The impact of these actors on the outcome of change efforts stems in part from their ability to impose statutory changes and control the flow of vital resources to public organizations. Political overseers can influence the outcome of planned change by creating and conveying a vision that explains the need for changes, as well as by selecting political appointees who are sympatric to the change and have the knowledge and skills required for managing the transformation.

As Golembiewski (1985) suggests, attaining support from governmental authorities and political actors involves serious challenges given the constraints imposed by the political context in which public organizations operate. Public agencies often have multiple political masters pursuing different objectives, and politically appointed executives often have very weak relationships with career civil servants.

3.2 Conceptual Frameworks of the Study

Various theoretical models that have an important influence on the field of change management have been outlined in this research. However, the model proposed by the researchers to test in this research adopted from Lewn’s models of change management and combines several features of their other models and important aspects of management and cobiness several features of other models and important aspects of management change identified in the literate review.
Figure - Conceptual model for change management

Getting the organization

Ready for change

1. Monitor environment and performance
2. Understand context and culture
3. Consult all stakeholders and create positive readiness for change

Making Actual changes

5. Facilitate staff participation
6. Empower, train and support

Stabilizing the change

7. Monitor and review change
8. Actively seek feedback.
9. Reward, recognize and communicate developments and

10. Perceived organizational change efficacy

Current state

Desired state
4. Data Analysis and Discussion

Although 298 questionnaires were expected, only 252 were completed and returned during the data collection. Out of these, 245 (92 percent) were found usable for the study. Only 7 questionnaires were discarded due to completeness and large number of missing values. Some respondents did not fill some parts of the questionnaire and in the analysis part reported as “missing system”.

The researchers noted that the largest segments of the respondents (78.4%) are not in the profession of management rather they come from other professions such as, Engineering, law, mathematics and the like. The researchers assume that these respondents may have a limited knowledge of change management theory and restricted experience in the practice of change management when compared to the other respondents.

Most of the employees of the public developmental agencies have limited experience in which 75.5% of them have less than 5 years experience in their current position; this may create some gap in an organization with respect to managing and controlling organizational change consistently.

Practices related with monitoring the external environment and performance is consisted of two items. Accordingly, analysis indicates that form these items monitoring performance and external issues, trends and problems were not adequately performed in PDA’s in which 151 (61.1%) of the respondents were disagree. The next question solicited for respondents was whether their organization identifies and discuss crises and opportunities at the time of monitoring the environment. Accordingly, most of the PDA’s have failed to identify and discuss challenges and opportunities of the environment with only 41% of respondents replied agreeing, somewhat agreeing and strongly agreeing. Majority of the respondents have positive felling on the practice of their organization to identify driving and restraining forces behind the change and produce disequilibrium between these forces.

The next question asked respondents as their organization clearly set down reasons for introducing the change and they were aware of and understand the need for the changes, 172 (70%) of them replied agree, somewhat agree and strongly agree, the rest 73 (30%) of them respond as they somewhat disagree and strongly disagree on their organization practice to clearly set down reasons for introducing the change and their awareness about the need for the changes. researchers notes that an increased sense of urgency has been established in PDA’s in which 181 (72.9%) of the respondents were agreed, somewhat agreed and strongly agreed.

Out of 245 employees who responded to question whether employees believe as have a critical role play in making the change successful 170 (69.4%) of them replied somewhat disagree and strongly disagree on their belief about their positive contribution for the success of the changes. From this data we can conclude that employees lack of understanding about their critical role for making the changes successful is a problem of change management practice in PDAs with only 75 (31.6%) of them replied agreeing, somewhat agreeing and strongly agreeing.

The researchers notes those efforts important to foster the interest and contributing of employees for making the changes successful like participating staff members in the change process to motivate them to agree to change and open communication to create knowledgeable and committed work force were not practiced adequately in PDAs and these cause employees not to give any credit for the successful implementation.

With respect to staff participation, in the first question respondents were asked whether staff had the opportunity to participate in planning and developing the changes in their organization. The results of the survey indicated participating staffs in planning and developing changes in not a problem of change management practice in PDA’s in which 171 (69.7%) of employees were agree, somewhat agree and strongly agree as they are involved in planning and developing the changes.

The researchers want to know the availability of management information systems in PDA’s which needs to collect, process and analyze information about progress, achievements and how resources are being used during the change in these organizations. From the above summarized table the researchers can find out additional change management problem of PDA’s which is failing to create management information systems in which 143 (58.4%) of respondents disagree on the availability of these systems which are crucially important of effective change management practice.
4. Existence of formal change management policy in PDA’s

Having a well defined and formal change management policy is crucial for effective change management practice. Respondents were asked whether their organization has a formal policy on change management or not.

Chart I graphically depicts the percentage of organizations that have a formal change management policies in place and those that do not have.

The organization has any formal policy on change management

Responses summarized in the above chart show that lack of a formal change management policy is a problem in change management practice of PDA’s in which more than half of respondents (51.3%) were disagree on the availability of a formal change management policy in their organization. This phenomenon may be due to the fact that a large number of the respondents do no come from the human resources department and this may not be aware of the existence of many change management policy.

4. Implementation of change management policies over a specific period in PDA’s

Pie chart I highlights the number of PDA’s that have implemented change management for a specific period.

It is evident from the above chart that most of PDA’s did not implement a change management policy for a limited in order to manage a specific change in which 55.51% of the respondents were disagree.
4. Effectiveness of PDA’s change management practice

Out of 245 who responded as their organization implement management of changes with low efficacy, 184 (75%) of them relied agree, somewhat agree and strongly agree. Under statement respondents are requested about the effectiveness of their organizations change management practice and meeting its intended objective, 155 (63.3%) of respondents were disagreed.

The question asked respondents about effectively resolving adaptation problems related to changes made in PDA’s, 140 (57.1%) of them replied somewhat disagree on their organizations effective practice to resolving adaptation problems related to changes. From this data we can conclude that PDA’s are not effectively resolving adaptation problems related to changes with only 105 (42.9%) of them replied agreeing, somewhat agreeing and strongly agreeing.

5. Conclusions

Even if it is important to manage change in a structured manner majority of PDA’s do no have any change management policy in place and they did not implement a change. It is the researcher’s opinion that this is because most of the respondents do not come from the human resources department and thus may not be aware of the existence of any change management policy.

Change awareness and readiness need to be in place and the environment and performance need to be constantly monitored (Kotter, 1996 and Balogum et al, 2008). However, most results of the survey showed that monitoring performance and external issues, trends and problems were not adequately performed in PDA’s and practice of PDA” identify and discuss challenges and opportunities of the environment is poor.

The study revealed that context and culture change through the whole organization at all levels and with respect to indentifying driving and restraining forces behind the change and produce disequilibrium between these forces during implementation of any change PDA’s are not effective but they have no problem related with clearly setting down reasons for introducing the change.

PDAs have well prepared change strategy for the changes implemented and can establish an increased sense of urgency around the needed changes. In addition to these, employees of these organization have enough awareness and understanding about changes made in their organizations. Documents recognize that change had been needed and was in many ways long overdue.

The study indicated that although employees of PDAs believe as they have no important part to play in making the change successful these organizations consult and include stakeholders in the discussions about changes before implementation.

Most of PDAs participate their employees in planning and developing changes and they have organized committee’s which indicates the change management practice of TDAs have no problem related with staff participation.

As perceived by employees, PDA’s effectively create a clear and inspiring vision, goals and objectives and effectively communicated to peoples impacted by the change and managers and change agents use every available vehicle to communicate the new vision and strategy. But employees of PDAs were not inspired by and fully supportive of the vision and change strategy for changes implemented. As a result PDAs need to have open communication between the managers and subordinates which is fundamental in motivating and inspiring people become personally involved in the transformation process.

PDAs also fail to create internal communication which enable communication regarding the change priorities and objectives, and to encourage feedback for those impacted by the change and management information systems which needs to collect, process and analyze information about progress, achievements and how resources are being used during the change in these organizations.

With respect to practice of empower, train and support managers and staffs most employees of DWAs have agreed as their organization has a range of training and development opportunities for managers and staffs but they agreed that even if there are a number of opportunities organizations fail to provide effective and specific training and support for their employees, even though the area is too sensitive and necessary for effective change management practice.

In relation to monitoring and review the change relatively little formal evaluation of changes had been carried out supporting the view expressed in Andrews et al (2008) and Skinner (2004). Most of the
respondents disagreed on the availability of systems in PDA’s to monitor performance against change plans and objectives, and to take corrective action where required and on performance of their organization to monitor and adjust these strategies in response to actual problems faced in the change process.

Respondents also disagreed on their organizations practice to take corrective actions at an early stage and properly eliminate obstacles in order to bring the change back on track where a change milestone has not met the required standard & PDAs fail to align policies, systems, structures and practices to fit each other and the change vision.

Feedback directly related with changes was actively sought in PDAs. As stated by respondents there is regular reporting of information, measures, indicators and milestones gains objectives to indicate achievements, and to highlight where action is needed you control and monitor the change in PDA’s and managers provide adequate feedbacks to all employees in regarding the success or failure of change implemented across the organization

Respondents stated that positive developments were recognized and communicated, but they disagreed on managers effort to articulate the connection between new behaviors and organizational success

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