

Determinants of change management practice in public sectors: The case of Awi National Administration, Ethiopia

Samrawit Tilahun Bogale¹, Yilkal Andualem Demeke²

^{1,2}Department of Management, College of Business and Economics, Injibara University

Corresponding author: Samrawit Tilahun; samtilahun23@gmail.com

Abstract

The study investigated the factors that influence change management in the public sector of the Awi National Administration. The research aimed to explore the relationship between determinants and change management practices, assess the impact of those practices, and identify the key factors that affect change management in public sectors. It employed a descriptive and explanatory research design with a quantitative approach to achieve objectives. The researchers used the census sampling technique to obtain information for the study. It utilized primary data collected from 288 participants through a structured questionnaire. A Likert scale with a 5-point rating system was used to measure the respondents' levels of agreement. The results indicate that Communication ($\beta=0.664$), organizational structure ($\beta=0.138$), employee attitude ($\beta=0.164$), and organizational culture ($\beta=0.054$) were positively and significantly associated with change management practice at the 5% level of significance. The findings emphasize the essential role of communication, organizational culture, employee attitudes, and structure in facilitating effective change management.

Keywords: Change management, Communication, Employee attitude, Organizational culture, Organizational structure

Introduction

One of the most important aspects of the government system that has undergone significant modifications is still the public sector, so reforms in the public sector are becoming more often seen when using available public funding. The current reforms in the private sector and the ideals established by the new public management with regard to strategy and execution have impacts on these reforms (Obudo and Wario, 2015).

Change is unavoidable, and managers everywhere are taking to adjust to changing circumstances in the market while also realizing that a proactive management system is required, not a reactive one. They are looking at strategies to deal with a workforce that is more skilled or works in teams, as well as technology that becoming more sophisticated. Managers should be more than piecemeal, ad hoc change programs that simply address current issues if they are to accomplish a variety of goals (Ekechi and Umar, 2020; Junnaid et al., 2020; Ogohi Daniel, 2019; Kumarasinghe and Dilan, 2021; Nyekazi and Sip, 2023).

Change management is currently highly in demand as a business management technology. Many consider it the most challenging aspect of a manager's role, requiring complex skills. This is particularly relevant in today's business environment, where frequent and significant changes are seen as crucial for companies to adjust shifts in market demands and the global economic landscape. Change management has evolved in recent years, with the development of models, processes, and plans aimed at mitigating the impact of change on organizations (Teczke et al., 2017).

It is crucial for enhancing the performance of the public sector in both developed and developing countries. Despite the focus on change management, organizations, including the public sector, find it difficult to manage organizational change effectively. The discipline still seeks general principles of change to guide practices. The goals of change management vary across different sectors, but they all aim to enhance effectiveness, efficiency, and responsiveness to rapid changes (Mayende and Wanyoike, 2016; Schmidt et al., 2017).

In Ethiopia, the government is responsible for upholding stability and fostering rapid economy in addition to social progress. Effective public service delivery is a key element of this transformation. Change management practices should focus on transitioning from outdated methods to contemporary adaptive procedures (Engida et al., 2022). Successful change should be implemented at operational, strategic, and people levels. Change management is increasingly the focus of studies to prevent obstacles (Mon et al., 2019). Public sector organizations should assess their performance, systems, strategy, and processes to identify necessary adjustments and be aware of how changes may affect employees based on their backgrounds, cultures, and capacities for change (B.A. Bhuiyan and Alam, 2014; Radwan, 2022). Change management is a planned approach for dealing with organizational, human, and environmental changes (Kahunyo, 2020).

Numerous issues influence the process of change in organizations, particularly in the public sector. Change is needed for poor environmental compatibility, and its successful management requires optimistic mindset and willingness to change. Broad stakeholder participation and the enhancement of skills and competencies are key to promoting effective change management (Errida and Lotfi, 2021; Hodges, 2018; Nyaguthii, 2022). Change management practices are essential for organizations to adapt changes in technology, the marketplace, and the global economy. In the context of Ethiopian public sectors, the challenges of change implementation have been evident, leading to the need for a detailed investigation into the determinants of change

management practices, to respond to the changes in technology, marketplace, global economy, social values, and political environment, organizations should adopt change management strategies with speed, efficiency, and success. These strategies are necessary for achieving desired results within a predetermined period (S.H. Bhuiyan and Amagoh, 2011; Kahunyo and Waithaka, 2019; Solomon et al., 2018). It is noted that there is a lack of adequate research on the determinants of change management practice in the public sectors at Awi Nationality Administration, indicating a need for detailed investigation into the determinants of change management practice in the area. The study was aimed to test the following hypothesis: 1) organizational culture has a significant effect on change management practice; 2) communication has a significant effect on change management practice; 3) employee attitude has a significant effect on change management practice; 4) organizational structure has a significant effect on change management practice.

Methods

Research design and research approach

This study used a quantitative research approach, and the data were gathered using questionnaires. In addition, the researchers employed descriptive and explanatory research designs to describe the variables that influence change management practices in the studied area.

Population and sampling technique

The researchers conducted the study on public sector offices with 288 employees. The census sampling technique was used to obtain useful information for the study. Therefore, all of the employees were included in the data collection process.

Source of data

The researchers used both primary and secondary data sources. Primary data were collected through a structured questionnaire. A Likert scale with a 5-point rating system to measure respondents' levels of agreement was employed. In this particular level of agreement, (1) indicates strongly disagree, (2) refers to disagree, (3) shows moderate, (4) indicates agree, and (5) shows strongly agree. The secondary data were also gathered from books, journals, and articles.

Methods of data analysis

The data were analyzed using SPSS version 25 software, which produced regression and correlation models and descriptive statistics. To determine the relationships between the independent and dependent variables, the researchers did correlation and multiple regression analyses. The Pearson correlation analysis was likely used to

examine the relationships between each independent variable and the dependent variable. The researchers developed a multiple regression model with the following structure:

$$Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon$$

Where, Y is the dépendent variable (change management practice)

β_0 is the régression constant

$\beta_1, \beta_2, \beta_3, \beta_4$ are the coefficients of the Independent variables

X1-X4 are the indépendant variables (employée attitude, organisation structure, organisation culture, and communication) respectively.

ε is an error term.

Results

The respondents' demographic profile shows, that while 60.1% were males, the remaining 39.9% were females (Table 1). Most participants (27%) were 26–30 years old, while 24.9% were over 40 years old. The majority of them hold a degree (72.9%) and work as experts (83.3%). Over half (60.8%) have more than six years of working experience, while 24% have 3 to 4 years of experience. The data reflects a skilled and experienced workforce, with a strong representation in expert roles and higher education qualifications.

Table 1: Demographic characteristics

Participant profile	Percent	
Age	Male	60.1
	Female	39.9
Age	18-25	5.5
	26-30	27.0
	31-35	18.7
	36-40	23.5
	>40	24.9
Educational level	Diploma	11.8
	Degree	72.9
	Masters	14.9
	Other	.3
Current position	Supporter	6.6
	Expert	83.3
	Management	10.1
Working experience	<2	3.1
	3-4	24.0
	5-6	12.2
	>6	60.8

Employee attitude towards change management has the highest average mean score of (3.89), indicating strong agreement with effective change management practices. Employees perceived organizational structure's role in change management with a moderate average mean of (3.28), reflecting a moderate level of agreement.

Table 2: Mean and standard deviation of Employee Attitude

Item	Mean	Standard deviation
Employee Attitude	3.89	0.88
Organization Structure	3.28	0.95
Organizational Culture	3.74	0.87
Communication	3.96	0.90
Change Management Practice	3.58	1.03

The appraisal of "organizational culture" also has a moderate average mean of 3.74, suggesting a moderate awareness of its impact on change management. Communication received the highest evaluation score of 3.96, indicating good judgment regarding its importance. The practice of change management was rated with a moderate average mean of 3.58, showing a moderately positive view among respondents.

Correlational analysis

The correlation analysis examined the strength and direction of the relationships between the different variables examined in the study. A correlation coefficient close to 1 or -1 would suggest a strong positive or negative linear association between the variables, while a value near 0 would indicate little to no linear relationship (Lee Rodgers and Nicewander, 1988).

The correlation matrix results show that all of the independent variables included in the study were positively related to one another and these relationships were statistically significant at the 1% level (Table 3). This suggests the variables tend to move in the same direction - as one increases, the others also tend to increase, and vice versa.

Table 3: Pearson correlation matrix of variables

Correlations		change management practice	Employee attitude	organizational structure	Organizational culture	Communication
change management practice	Pearson Correlation Sig. (2-tailed)	1				
Employee attitude	Pearson Correlation Sig. (2-tailed)	.494**	1			
organizational structure	Pearson Correlation Sig. (2-tailed)	.592**	.333**	1		
Organizational culture	Pearson Correlation Sig. (2-tailed)	.122*	-.049	.070	1	
Communication	Pearson Correlation Sig. (2-tailed)	.850**	.476**	.532**	.063	1

** . Correlation is significant at the 0.01 level (2-tailed).
* . Correlation is significant at the 0.05 level (2-tailed).

Multiple linear regression analysis

The results suggest the predictor variables are not highly correlated with each other, and multicollinearity does not appear to be a concern in this model Table 4.

Table 4: Analysis of Variance (ANOVA) explained ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	104.425	4	26.106	226.938	.000 ^b
	Residual	32.555	283	.115		
	Total	136.980	287			

Dependent Variable: change management practice
Predictors: (Constant), communication, Organizational culture, Employee attitude, organizational structure

The ANOVA results show an F-statistic of (226.938) and degrees of freedom (F (4, 287) = 226.938) (Table 4). The p-value associated with this F-statistic is reported as (p < 0.000), which indicates the ANOVA model is highly statistically significant. The statistical significance of the ANOVA suggests that the overall regression model,

including all the predictor variables, is effective in explaining a significant portion of the variation in the dependent variable. In other words, the combination of predictor variables included in the model collectively has a significant association with the outcome variable. The high F-statistic value of (226.938) further reinforces that the model has a good overall fit to the data. The larger the F-statistic, the greater the explanatory power of the regression model.

The R-squared value accounts for (76.2%) of the explanatory power of the variables in the model (Table 5). This suggests that (76.2%) of the variance in change management can be explained by the variables included in the study's model. However, the remaining (23.8%) is attributable to other factors not covered in this study. The adjusted R-squared of (75.9%) further confirms that the variation in the dependent variable is well explained by the set of explanatory variables included in the model.

The regression model was able to explain (76.2%) of the variation in change management using the four independent variables examined. This suggests the model provides a good fit to the data and that these four factors are important predictors of change management practices. However, still other variables not captured in the model account for (23.8%) of the variation in the dependent variable.

Table 5: Model Summary and Coefficients Summary

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error				
	(Constant)	-.089	.157			
	Employee attitude	.138	.044	.104	3.114	.002
1	organizational structure	.164	.031	.180	5.235	.000
	Organizational culture	.054	.023	.070	2.392	.017
	Communication	.664	.035	.701	18.944	.000
a. Dependent Variable: Change management practice						
R= .873		R ² = .762		adjusted R ² = .759		

The regression model was developed to analyze this study.

$$CMP = -0.089 + 0.138EA + 0.164OS + 0.054OC + 0.664COM$$

The variables employee attitude, organizational structure, organizational culture, and communication were all found to be statistically significant at a 5% significance level ($p < 0.05$) (Table 5). This suggests that these variables were all important for predicting the outcome. Additionally, the study revealed that among these variables, communication is the most crucial, with a beta coefficient of (0.664) and a p-value of (0.000). This indicates that for every unit increase in communication, the outcome changes by (0.664) units in the same direction. The second most important variable is

organizational structure, with a beta coefficient of (0.164) and a p-value of (0.000). The third and fourth most important variables were employee attitude and organizational culture, with beta coefficients of (0.138) and (0.054), and p-values of (0.000), respectively.

Discussion

According to the regression analysis results, the beta coefficient for organizational culture, suggesting a positive relationship between the two variables. This implies that for every unit increase in the evaluation of organizational culture, change management practices increase in the same direction. The p-value is statistically significant at the 5% level, indicating that the respondents' evaluation of organizational culture significantly affects change management practices. Therefore, based on the p-value and the regression coefficient, the first hypothesis that organizational culture has a significant positive effect on change management practice is accepted. This result is consistent with (Kakucha et al., 2018; Mayende and Wanyoike, 2016) (Radwan, 2022) (Ayan, 2018).

Communication variable has a positive and statistically significant correlation with employees' change management practices. This implies that as communication increases, change management practices also increase. The beta coefficient suggests that a one-unit increase in communication leads to increase in change management practices in the same direction. The p-value indicates that the relationship between communication and change management practices is statistically significant at the 5% significance level. This means that respondents with a higher evaluation of communication tend to have a greater practice of change management. In other words, higher levels of communication within an organization are associated with employees having a more positive view and greater practice of change management in their jobs. Based on the regression results, with a significant p-value, the hypothesis that communication has a significant positive effect on the practice of change management is accepted. This highly significant value obtained from communication with change management practice is supported by the study of (M. A. B. Ahmad and Malaysia, 2016; Obudo and Wario, 2015).

The regression analysis to test the effect of employee attitude on the practice of change management indicates that employee attitude has a positive effect on the practice of change management, as perceived by the respondents. A one-unit increase in the evaluation of employee attitude will lead increase in the practice of change

management in the same direction. The p-value is statistically significant at the 5% level, suggesting that the level of employee attitude significantly affects the practice of change management. Therefore, based on the significant p-value from the regression result, the hypothesis stating that employees' attitude has a significant effect on the practice of change management was accepted.

This variable also has an important effect on the practice of change management. The results indicate that organizational structure has a positive and statistically significant effect on the practice of change management at the 1% significance level. The regression coefficient (β) for this explanatory variable suggests that a one-unit increase in organizational structure is associated with change in the practice of change management in the same direction. Therefore, based on the significant p-value and the regression coefficient, the hypothesis that organizational structure has a significant effect on the practice of change management is accepted. This result is in line with Kakucha et al., 2018.

Conclusion

The study aimed to assess the variables driving management change in the Awi National Administration public sector. The study concludes that effective communication, favorable organizational culture, positive employee attitude, and appropriate organizational structure all have a substantial impact on change management. This is because the analysis shows a statistically significant relationship between these influencing elements and change management, with a p-value of less than 5%. The independent variables (communication, organizational culture, employee attitude, and organizational structure) contribute approximately (76.2%) to explaining change management practices, according to the R-squared value of (0.762).

Suggestions for further research

The study examined the influence of employee attitude, communication, organizational culture, and organizational structure on change management practice. However, this study only accounted for 75.9% of change management attribution. This means there are other determinants that influence change management practice. So, future researchers should explore leadership, employee commitment, teamwork, and readiness to change, as well as other determinants.

Acknowledgements

We would like to express our gratitude to everyone who helped us with the research, especially the workers in all sectors who devoted their time to participate part in the study and offer ideas and practices.

Data availability statement

All the important data are included in the article. If additional data are required, the corresponding author (Samrawit Tilahun Bogale) can be responsible for it.

Author's contribution statement

This work was carried out in collaboration between authors. Samrawit Tilahun Bogale proposed the study, developed the proposal, and wrote the manuscript, techniques, and all steps of the research until final submission. Yilkal Andualem Demeke designed the study, wrote the proposal, analyzed the data, interpreted the results, wrote the first draft, and revised the first versions of the manuscript.

Disclosure statement

The authors stated no potential conflict of interest.

About authors

Samrawit Tilahun Bogale is a lecturer at Injibara University, College of Business and Economics, Department of Management, Injibara, Ethiopia.

Yilkal Andualem Demeke (PhD) is an Assistant Professor of Management at Injibara University, College of Business and Economics, Department of Management, Injibara, Ethiopia.

Funding

This research was not funded by any governmental or non-governmental organization.

ORCID

Samrawit Tilahun Bogale: <https://orcid.org/0009-0007-8347-6619>

Yilkal Andualem Demeke: <https://orcid.org/0009-0001-6900-1234>

Reference

- Abebe, G. D. (2016). *Challenges and practices of change Management: The case of AAU Bishoftu Campus*. Addis Ababa University.
- Ahmad, A. B., & Cheng, Z. (2018). The role of change content, context, process, and leadership in understanding employees' commitment to change: The case of public

- organizations in Kurdistan region of Iraq. *Public Personnel Management*, 47(2), 195-216.
- Ahmad, M. A. B., & Malaysia, L. U. (2016). Organizational culture and change management in public sector organization.
- Ali, G., & Hassan, M. (2022). The Review of Organization Change Management and Employee Performance. *Journal of Xidian University*, 16(1), 494-506.
- Alvesson, M., & Sveningsson, S. (2015). *Changing organizational culture: Cultural change work in progress*: Routledge.
- Amayo, S. A., & Mwirigi, F. M. (2016). Drivers for Effective Change Management in Commercial Banks: A Case Study of Commercial Bank of Africa Mombasa Branches. *Elixir Management*, 99, 42961-42974.
- Aninkan, D. O. (2018). Organizational change, change management, and resistance to change—an exploratory study. *European Journal of Business and Management*, 10(26), 109-117.
- Ayan, F. (2018). *Factors influencing change management in organizations: A case study of World Food Programme–Kenya*. United States International University–Africa.
- Bhuiyan, B. A., & Alam, J. (2014). Systems approach to change management for sustainable tourism development in Bangladesh. *Asia-Pacific Journal of Business*, 5(2), 1-12.
- Bhuiyan, S. H., & Amagoh, F. (2011). Public sector reform in Kazakhstan: issues and perspectives. *International Journal of Public Sector Management*, 24(3), 227-249. doi: 10.1108/09513551111121356
- Burnes, B. (2009). Reflections: Ethics and organizational change—Time for a return to Lewinian values. *Journal of Change Management*, 9(4), 359-381.
- Burnes, B. (2020). The origins of Lewin’s three-step model of change. *The Journal of Applied Behavioral Science*, 56(1), 32-59.
- Bushira, E. (2020). Change Communication in Public Sectors: Practice of Yeka Sub-City Health Office, Addis Ababa, Ethiopia. *African Journal of Leadership and Development*, 5(2), 52-65.
- By, R. T. (2005). Organizational change management: A critical review. *Journal of Change Management*, 5(4), 369-380.
- Chowdhury, A., & Shil, N. C. (2022). Understanding change management in organizational context: revisiting literature. *Management and Entrepreneurship: Trends of Development*, 1(19), 28-43.
- Cummings, S., Bridgman, T., & Brown, K. G. (2016). Unfreezing change as three steps: Rethinking Kurt Lewin’s legacy for change management. *Human relations*, 69(1), 33-60.
- Ekechi, F. O., & Umar, A. I. (2020). Effect of change management on employee’s performance in Nigeria universities. *European Journal of Business and Management*, 12(20), 39-48.

-
- El Emary, I. M., Brzozowska, A., & Bubel, D. (2020). *Management of Organizational Culture as a Stabilizer of Changes: Organizational Culture Management Dilemmas*: CRC Press.
- Elsaid, N. M., Okasha, A. E., & Abdelghaly, A. A. (2013). Defining and solving the Organizational structure problems to improve the Performance of Ministry of State for Environmental affairs-Egypt. *International Journal of Scientific and Research Publications*, 3(10), 1-10.
- Engida, Z. M., Alemu, A. E., & Mulugeta, M. A. (2022). The effect of change leadership on employees' readiness to change: the mediating role of organizational culture. *Future Business Journal*, 8(1), 31.
- Errida, A., & Lotfi, B. (2021). The determinants of organizational change management success: Literature review and case study. *International Journal of Engineering Business Management*, 13, 18479790211016273.
- Galli, B. J. (2018). Change management models: A comparative analysis and concerns. *IEEE engineering management review*, 46(3), 124-132.
- Gujarati, D. N., Bernier, B., & Bernier, B. (2004). *Econométrie*: De Boeck Brussels.
- Hamdo, S. S. (2021). Change management models: A comparative review. *Unpublished PhD thesis. Istanbul: Istanbul Okan University*.
- Hiatt, J. M. (2006). *ADKAR: A model for change in business, government and our community: How to implement successful change in our personal lives and professional careers*: Prosci Learning Center Publications.
- Hodges, J. (2018). *Employee engagement for organizational change: The theory and practice of stakeholder engagement*: Routledge.
- Hossan, C. Rationality of Adopting Longstanding Change Management Theory in Local Government.
- Hunt, B. (2011). *Managing Change and Transformation in Government Organizations*: Taylor & Francis.
- Hye, A. M., Miraz, M. H., & Habib, M. M. (2020). Factors affecting change management through technology adoption in public organizations in Bangladesh. *Int. J Sup. Chain. Mgt Vol*, 9(4), 122.
- Jabareen, Y. (2009). Building a conceptual framework: philosophy, definitions, and procedure. *International journal of qualitative methods*, 8(4), 49-62.
- Jain, P., Asrani, C., & Jain, T. (2020). *Resistance to Change in an Organisation*: SSRN.
- Junnaid, M. H., Miralam, M. S., & Jeet, V. (2020). Leadership and organizational change management in unpredictable situations in responding to Covid-19 pandemic. *Leadership*, 11(16), 1-12.
- KAHUNYO, M. N. (2020). Change management practices and performance of commercial banks in Nyeri County, Kenya.

-
- Kahunyo, M. N., & Waithaka, P. (2019). Change management practices and performance: A case of commercial banks in Nyeri county, Kenya. *International Journal of Current Aspects*, 3(6), 101-123.
- Kakucha, W., Simba, F., & Ahmed, A. (2018). Effects of organizational culture on strategic change management in Mombasa County Government. *Journal of Human Resource & Leadership*, 2(1), 19-41.
- Kibe, N., & Kihara, A. (2022). Change management practices and performance of health sector in Kenya: a review of the literature. *Journal of Business and Strategic Management*, 7(2), 65-84.
- Kimhi, S., & Oliel, Y. (2019). Change management and organizational performance in selected manufacturing companies in Anambra state, Nigeria. *The International Journal of Social Sciences and Humanities Invention*, 6(05), 5437-5445.
- Kumarasinghe, H., & Dilan, H. (2021). Organizational change and change management. *Contemporary Innovations in Management*, 49-69.
- Kuzhda, T. (2016). Diagnosing resistance to change in the change management process. *Economics, Management and Sustainability*, 1(1), 49-59.
- Laig, R. B. D., & Abocejo, F. T. (2021). Change management process in a mining company: Kotter's 8-step change model. *Journal of Management, Economics, and Industrial Organization*, 5(3), 31-50.
- Lee Rodgers, J., & Nicewander, W. A. (1988). Thirteen ways to look at the correlation coefficient. *The American Statistician*, 42(1), 59-66.
- Mayende, A., & Wanyoike, D. (2016). Assessment of Factors Affecting Effective Change Management in Public Hospitals in Kenya: A Case of Nakuru Level Five Hospital. *International Journal of Economics, Commerce and Management, United Kingdom*, IV (10), 894-910.
- Mebratie, E., & Shanbel, B. (2024). Identifying the prevalence of destructive leadership behavior and its determinants in northwest Ethiopia. *Cogent Business & Management*, 11(1), 2315696.
- Mento, A., Jones, R., & Dirndorfer, W. (2002). A change management process: Grounded in both theory and practice. *Journal of Change Management*, 3(1), 45-59.
- Mon, D., Jafar, F., & Arafah, W. (2019). The effect of organizational structure, organizational strategy, and change management on firm performance with organizational commitments as mediation variables in manufacturing industries. *International Journal of Research and Innovation in Social Science*, 3(10), 13-20.
- Murithi, J. R. (2022). *Organizational change and performance of NCBA Bank in Mombasa county, Kenya*. Kenyatta university.
- Musa, M. M., Birma, A. I., & Ibrahim, I. I. (2021). Impacts of change management practices on construction project performance in Bauchi State, Nigeria. *Journal of Construction Project Management and Innovation*, 11(2), 36-48.

-
- Nyaguthii, W. (2022). Relationship between organizational processes and employees' performance in county governments in Kenya. *Reviewed Journal of Human Resource Management [RJHRM]*, 3(1), 12-21.
- Nyekazi, J.-A. S., & Usip, M. E. (2023). Change Management and Job Performance of Office Managers in Tertiary Institutions in Rivers State. *Change*, 39(2), 155-164.
- Obudo, D., & Wario, G. (2015). Factors influencing management of change in Public Sector in Kenya. *Journal of Management*, 2(28), 547-560.
- Ogohi Daniel, D. C. (2019). Effects of Change Management on the Performance of Firms in Nigeria. *International Journal of Advances in Scientific Research and Engineering*, 5(1), 59-64. doi: 10.31695/ijasre.2019.33065
- Okolie, U. C., & Memeh, N. J. (2022). Influence of change management on modern organizational efficiency. *Jurnal Riset Ekonomi dan Bisnis*, 15(3), 171-195.
- Onyango, W. P. (2014). Effects of organization culture on change management: A case of the vocational training center for the blind and deaf Sikri. *European Journal of Business and Management*, 6(34), 204-214.
- Owa, O. A. (2021). Managing change, ethical principles and their effect on employee performance: a survey of the Abuja electricity distribution company (AEDC).
- Paasimaa, J. (2020). Change management in the FTIA: a case study of change management in a public sector organization.
- Pallapu, A. V. (2022). Assessment of Change Management and Development; in Perspective of Sustainable Development.
- Radwan, H. R. I. (2022). Factors influencing the implementation of organizational change management in large Egyptian hotels: Mediating effects of employee engagement. *The International Journal of Tourism and Hospitality Studies*, 3(2), 77-103.
- Revicki, D. A., & Hays, R. (2005). Reliability and validity (including responsiveness). *Assessing Quality of Life in Clinical Trials: Methods and Practice*, 2, 25-39.
- Schmidt, E., Groeneveld, S., & Van de Walle, S. (2017). A change management perspective on public sector cutback management: Towards a framework for analysis. *Public Management Review*, 19(10), 1538-1555.
- Schützenmeister, A., Jensen, U., & Piepho, H.-P. (2012). Checking normality and homoscedasticity in the general linear model using diagnostic plots. *Communications in Statistics-Simulation and Computation*, 41(2), 141-154.
- Smollan, R. K. (2017). Supporting staff through stressful organizational change. *Human Resource Development International*, 20(4), 282-304.
- Smollan, R. K., & Sayers, J. G. (2009). Organizational culture, change, and emotions: A qualitative study. *Journal of Change Management*, 9(4), 435-457.
- Solomon, F., Nigatu, H., & Soboksa, N. (2018). The Practices and Challenges of Change Management in Arsi Negele Town Municipality, Ethiopia. *The International Journal of Business & Management*.

- Steenekamp, K., Botha, G., & Moloi, K. (2012). Sustaining change in a learning organization. *Africa Education Review*, 9(2), 380-394.
- Stouten, J., Rousseau, D. M., & De Cremer, D. (2018). Successful organizational change: Integrating the management practice and scholarly literature. *Academy of Management Annals*, 12(2), 752-788.
- Taber, K. S. (2018). The use of Cronbach's alpha when developing and reporting research instruments in science education. *Research in science education*, 48, 1273-1296.
- Teczke, M., Sansyzbayevna Bespayeva, R., & Olzhabayevna Bugubayeva, R. (2017). Approaches and models for change management. *Jagiellonian Journal of Management*, 3(3).
- Wanza, L., & Nkuraru, J. K. (2016). Influence of change management on employee performance: A case of University of Eldoret, Kenya. *International Journal of Business and Social Science*, 7(4), 190-199.
- Waterman Jr, R. H., Peters, T. J., & Phillips, J. R. (1980). Structure is not organization. *Business Horizons*, 23(3), 14-26.