Assessment of organizational change management practice, A study on Nekemte Hospital, Ethiopia

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Abstract

The practice of organizational change management is so challenging since it offers a relatively greater freedom and scope to hospitals for deciding over matters related to change. However, the prevalence of higher degree of freedom in the field of change management is also accompanied by greater risks of its implementation. This study is aimed to assess organizational change management practices in the context of Nekemte Referral Hospital, Main Branch. The rationale for undertaking this study is to enable Nekemte Referral Hospital manage any change made effectively which determines its success. This study used both primary and secondary data. The secondary data were collected from report, directives, journal articles, and manual of the hospital while the primary data were collected through semi-structured questionnaire and interview. Out of 241 target population for the study, 82 individuals were taken as a sample through purposive sampling techniques. The collected data was analyzed through descriptive analysis. The findings of the study depicts that the hospital is not providing enough training for the employees on changes, the is no enough incentive to motivate them, objectives of change were not well designed and communicated to employees.Lessons were drawn and recommendations were forwarded by the researcher based on the results of the findings; like designing objectives of change and communicating, providing adequate training on change and motivating employees.

Key words: change, organizational change, change management

Introduction

Change management is a systematic approach to be dealing with change, both from the perspective of an organization and on the individual level. Change management has at least three different aspects. Those are adapting to change, controlling change, and effecting change. A proactive approach to dealing with change is at the core of all three aspects. For an organization, change management means defining and implementing procedures and/or technologies to deal with changes in the organization environment and to profit from changing opportunities (Andrews Jane, Cameron Helen, Harris Margaret, 2008).

Change management has been defined as 'the process of continually renewing an organization's direction, structure,

and capabilities to serve the ever-changing needs of external and internal customers' (Moran and Brightman, 2001, p.111).

In today's organization environment and within its competitive landscape, change management is managing to ensure the organization right across the organization and within each of it individual departments is continually embracing change and reviewing and adjusting within itself to do the best it possibly can, to get to the top, to stay on top (Branson Christopher M. 2008).

Objectives of the Study

To address the above mentioned general objective the following specific objectives are expected to be addressed:

To examine the main factors of changes that are practiced by the hospital

To investigate employees attitude towards change in the hospital

To examine how well the organization manages change properly.

Research Strategy and Design

The study was conducted through a descriptive method accordingly, the case organization existing CM practice and the challenges those prohibited its effectiveness were evaluated. That means the purpose of this research is to find out the underlying facts or actual circumstance existing within the case organization with regard to CM practice and describing the facts. Therefore, the researcher preferred to use descriptive research type, which

helps to use both qualitative and quantitative data analysis.

Target population

The target populations of this study are 241 employees of Nekemte Hospital who are the stakeholders of the study.

Data Type and Sourced

Primary and secondary data were used for this study since all the required data may not be enough through employing one method for this study.

Primary data gathering tools such as personal interview and structured questionnaire were used. Secondary data were gathered from documents that exist in the Hospital such as reports, directives, books and broachers.

Sampling Design

Out of 241 about 82 are its sample 74 from employees and 6 from line managers including the Hospital Director. The formula provided by Yamane, e.alt (1967) were used to determine the required sample size at 95% confidence level, degree of variability = 0.5 and level of precision = 9%.

$$n = \frac{N}{1+N\,(e)^2} \qquad n = 241/1+241(.09)^2$$
$$n = 81.6368 = 82$$

Where:

n is the sample size,

N is the total number of target group, and

e is the level of precision. By using the above formula the sample size of the study is 82 respondents.

Results and Discussions

Under this chapter, data that were gathered through primary sources using questionnaire and interview and secondary sources; The Hospital's annual report, journals article, and manuals are analyzed, presented, and interpreted. Initially, questionnaire response is presented followed by secondary data, and interview.

Organizational Change Related Questions

Causes of Change

Under this the main causes of change were analysis based on the statistical result of the respondents

Table 4.2: frequency of change

Frequency of change	Frequency	Percent
Very few	13	16.25
Sometimes	60	75
Regularly	7	8.75
Total	**80**	**100**

Source: Own Computation from Primary Data Source, May 2013

Regarding the frequency of change that is manifested in the this organization reference to Table 3.2 above, 75% of the respondents witnessed that change occurred sometimes, 16.25% replied that there is very few change occurred, and the remaining 8.75% of them said that change is installed regularly/frequently. This indicates that there is organizational change which is occurred sometimes.

Table 4.3: Causes of change

SN	Causes of change	0 %	1 %	2 %	3 %	4 %	Total %
1	Competition	40	33	10	10	7	100
2	Government Influence	28	10	23	31	8	100
3	Economic Influence	30	20	12	18	20	100
4	Employee needs and wants	0	0	15	80	5	100
5	Technological Influence	56	28	10	4	2	100
6	Structural change of the institutions	0	8	16	62	14	100
7	Need of implementing new policies and strategies	7	12	15	49	17	100

Source: Own Computation from Primary Data Source, May 2013

To know the main causes of change that is occurred in the hospital a questionnaire was given for respondents by likert scale ranging from 0-strongly disagree to 4- strongly agree. The responses were indicated on the above table 3.3. As one can see from the above table for instance whether technology is the main cause of change or not 80% of them were disagree and strongly disagree while the rest of them were neutral, agree and strongly disagree. Hence the hospital is not as such coping with technological change that exists in the environment. An interview made with managers of the hospital also indicated that the main causes of change were employees needs and wants and economic influence and the other have slit impact to create change.

Correlations

		Is there any organizational change in your organization	Growing interest and needs of stakeholders
Is there any organizational change in your organization	Pearson Correlation	1	.199
	Sig. (2-tailed)		.077
	N	80	80
Growing interest and needs of stakeholders	Pearson Correlation	.199	1
	Sig. (2-tailed)	.077	
	N	80	80

Employee's Opinion

Employee's opinion, attitude and feelings towards change are determinate for the successful implementation of change. To generate information about employees feeling and opinion towards any change made in their institution question was forwarded to the employee of the hospital and their response were summarized here under.

Table 4.4: employees feeling towards change

Are you happy with the change in your organization	Frequency	Percent
Yes	20	25
No	60	75
Total	80	100.0

Source: Own Computation from Primary Data Source, May 2013

Table 4.4: above tried to check whether employees are happy with change

occurred in their organization or not. As it can be depicted above 75% of the respondents were not happy with the change that is occurred while the remaining 25% of them are happy. This shows that employees were not feeling good to the change that is occurred in their organization. While interview tried to get the main reason why employees were not accepting change were fear of new things, fear of loss of power, fear of failure, lack of skill and knowledge and so on.

Alternative reasons to resist change

Table,4.5

SN	Description	0 %	1 %	2 %	3 %	4 %	Total %
1	Lack of sufficient budget	*30*	*20*	*12*	*18*	*20*	*100*
2	Lack of enough man power	56	28	10	4	2	100
3	Doubt of success of implementing new things	0	8	16	62	14	100
4	Lack of important skill and knowledge	7	12	15	49	17	100
5	Reluctance to accept new things	0	0	15	80	5	100
6	Fear of loss of power	28	10	23	31	8	100

Source ;own computation from primary data source, may 2013

To know the main causes of change that is occurred in the hospital a questionnaire was given for respondents by likert scale ranging from 0-strongly disagree to 4- strongly agree. The responses were indicated on the above table 4.3. As one can see from the above table for instance whether lack of sufficient budget is the main reason to resist change or not 80% of them were disagree and strongly disagree while the rest of them were neutral, agree and strongly disagree. Hence the hospital is not as such coping with technological change that exists in the environment. An interview made with managers of the hospital also indicated that the main reasons to resist change were unwillingness to accept new things and doubt of success of implementing new things influence and the other have slit impact to create change resistance.

Managing Change Effectively

While each and every organization needs to consider the best way to approach change based on their particular cultural and stakeholder perspectives, a number factors should be considered for the successful change management like objectives of change, good governance of change, committed leadership and so on.

Table 4.6: Managing change effectively

SN	Description	0 %	1 %	2 %	3 %	4 %	Total %
1	There is committed leadership which lead the change	18	20	3	40	19	100
2	There is a defined governance for change like structures, roles, etc	25	38	32	5	0	100
3	There enough training for employees on change	78	15	7	0	0	100
4	There is aligned work force which support the change	0	42	41	0	17	100
5	There is good motivation of employees for change	40	30	30	0	0	100
6	There is enough incentive for employees to initiate them	75	15	10	0	0	100
7	Objective of change are well prepared and communicated to employees	30	48	20	2	0	100
8	There is top level commitment to ensure the change	32	33	25	5	5	100

Source: Own Computation from Primary Data Source, May 2013

The above table 4.6: explores whether the organization is effectively managing change through different change management tools and the responses of the respondents were clearly shown above by using only their percentage response. For instance:

Referring to designing and communicating the objective of change to employees a significant number 78% of the respondents were disagree and strongly disagree while only 2% agree and the remaining 20% were neutral. From this it is safe to conclude that the hospital have no as such well designed and communicated objectives of change which have a negative connotation upon a successful implementation of change.

Regarding the adequacy of training that is provided for the employee on change reference to Table 4.6 above, 100% of the respondents witnessed that training was not enough. It shows that the hospital has done poor on providing training on change for the employees. When we see the incentive given for employees to make them more motivated to the change made as it is indicated on the above table a large proportion 90% of the respondents were replied that there is no

enough inceptives provided for workers to motivate them and to make them to accept the change. From this one can conclude that the hospital is not providing enough incentives for the employees during change to make them initiated and motivated towards it. An interview with managers also support the above finding and they assured that there is no as such attractive incentive which may bring a good motivation to the employee adopted by the hospital even though changes were made many times.

Conclusions and Recommendations

This chapter provides concluding statements on organizational change management practice frame work in handling changes in the context Nekemte Referral Hospital . The conclusions are supported by a summary of the results from the analysis on the hospital's change management practice and the evaluation of the components of its successful change management framework. The general conclusions that are related to the objective of the study are provided and followed by recommendation based on the conclusion made which helps the organization alleviate the problems that they are facing throughout its change management functions.

Conclusions

The main conclusions of this paper which were drawn from the analyzed data are presented as follows:

Most of employee's years of experience are within two to four years. This clearly

indicates that the hospital is facing problems of limited experience in change management and turnover.

Majority of the respondents witnessed that the main causes of change in Nekemte Referale Hospital is stake holders(employees) needs and wants. Though understanding and satisfying the changing needs and wants of(employees) stake holders is unquestionable the hospital undermined the other causes of change like adopting technology, governmental changes and so on. This clearly indicates that the hospital is resistance to many change factors which may adversely affect the hospital in today's unstable and dynamic world.

The feelings and attitudes of employees towards change in this hospital is not positive because of many reasons like, fear of new things, fear of loss of power, fear of failure and so on.

Most of the employees have low understanding towards change. Majority of the respondents have replied that there is poor change objective preparation and communication to the employees. On one hand there is no objectives of change designed on the other hand it is not communicated even orally to the employees who may varnish their mind to see the change positively.

Majority of the employees are not getting training on continuous base. For an effective change management training of an employee on changing issues are very crucial. Whereas the employee of the hospital are working

with getting only short day training which may adversely affect the overall activity of the hospital especially in change related activities.

Motivating employees through different incentive mechanisms to make them accept the change is very mandatory in change management. Majority of the respondents of Nekemte Referale Hospital is not getting a good incentive during any change which motivates them to accept the change and implement it.

Recommendations

In organization like hospitals where the nature of the tasks identical experience is very determinant for success. Therefore, the hospital should handle employee turnover through retention program which benefit the hospital a lot for effective management of change.

For the hospital, firstly it should always be alert enough to any change in the environment and the regulatory bodies so that it will impose timely responses to those changes. Hence, the hospital should consider its internal and external factors of change and should adjust itself to the environment immediately which helps for long term success and growth. The hospital should Clearly design objectives of change through participatory approach and effectively communicate it to employees which simplifies mainly implementation and success of any changes made. The staff training quality must be critically revised with the experience and educational level. The hospital should

identify whether the little effectiveness on change is due to the employees' own perception or due to the hospital's implementation. Training of the employees relating to any change is crucial to improve the skills and knowledge of employees and to build their understanding on the new matter which results in effective change management. Hence, the hospital should provide training for employees based on the requirements for adopting with change.

For successful implementation of change workers motivation is highly demanded than any other tools. Hence, the hospital should motivate employees through providing different incentive techniques which boost morale of employees and result on positive consequence for change.

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