

**CHALLENGES OF CHANGE ARMY IMPLEMENTATION: THE CASE
OF BENISHANGUL GUMUZ REGIONAL STATE**

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LIST OF ACRONYMES AND ABBREVIATIONS

BBoARD	Benishangul- Gumuz Bureau of Agriculture and Rural Development
BGRS	Benishangule Gumuz Regional State
CSRPE	Civil Service Reform Program in Ethiopia
CSA	Central Stastistical Authority
FGD	Focus Group Descussion
GTP	Growth Transformation Plane
MoCS	Ministry of Civil Service
NPM	New Public Management

*** Assosa University, Assosa**

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ABSTRACT

The civil service reform is meant for modernizing the civil service all over the world. This study is a cross-sectional quantitative and qualitative research on assessing the challenges of change army implementation. However, some research findings indicates that, when new scenario is introduced, the civil service effectiveness is inhibited by many administrative bureaucracies. However, leadership style and resistance to change are the major factors studied. Simple random sampling technique with stratification is employed to select 353 respondents. The researchers used a semi-structured questionnaire and focus group discussion to collect data. Data presentation, analysis and interpretation are made with the aid of descriptive statistics. the application of the change army scenario is highly inhibited by misunderstanding and poor leadership, the awareness level and perception of employees towards change army implementation is too much low. Inadequate resources, lack of motivation of leaders and employees, and lack of leadership support are most challenges during change army implementation. Therefore, the reality of the change army concepts and goals needs to be well communicated; the change army's working manual which presents the overall job descriptions of change army team leaders and each members should be known by everyone and it must be documented, as well. Because change army leaders and team members need to internalize the concept of the change army scenario. The knowledge gap of the change army leaders about the new scenario needs to be successfully addressed through effective training initiatives so that leaders can have exemplary leadership roles.

Key Words: Change Army, Group dynamics, One-to-five Team Civil Service Modernization, Civil Service Reform

CHAPTER ONE

1. Introduction

1.1. Background of the Study

The civil service reform is meant for modernizing the civil service all over the world. In doing so, governments introduce many instruments like the change army scenario in Ethiopia. The legal base of change army is clearly defined in the change army formation manual prepared by the Ministry of Civil Service in 2014. The change army scenario is introduced to modernize the Ethiopian civil service as part of the civil service reform. Though the word army proactively interferes with the civil code, the real concept used by the Ethiopian government is to show civil servants as a stand by military force towards the implementation of government policies and strategies. Hence, it is about a group of people organized as one standby armed force to perform organizational missions as effectively as possible (MoCS, 2014).

The Change Army aims to mobilize communities and organize their contributions in support of the country's development goals (GTP). Following its pilot in the rural areas, the Change Army has, since 2012, been streamlined into the civil service to bring about national consensus by involving the party, state, and citizens in its three wings, namely the Party Wing, State Wing, and Public Wing (Elsa, 2015).

In the modern global world, modernizing the civil service institutions is becoming more than governments' requirement. This is because of civil service organizations are the bridge between political image of national aspirations and the life experiences of all society (Gebre and Nigussie, 2015). However, Cabinet Office of Jamaica (2003) described that, the civil service translates visions and needs into policy, policy into programs and objectives, objectives into goals, goals into action, action into results that should matter to people and meet the needs of the country. Other author Burnes (2004) generalized that change management can support a range of change projects, including the implementation of a new process, new systems, updated structures, or technology in the establishment of a new working culture or set of values in any particular area. The change army scenario with one-to-five teaming in Ethiopia is part of the spectrum of team work and group dynamics (Gebre and Nigussie, 2015). However, the modernized civil servant

like the Ethiopian change army scenario with the one-to-five discipline has to be uniquely designed to create self-active but accountable, self-responsible but team oriented, leading the way but integrated in networks, flexible but with clear targets, professionalized but open to new ideas and resilient to new modernization wave in civil service(Hill, 2006).

Change army implementation in Ethiopian context have different objects for instanceElsa (2015) conclude that, change army as one of the most effective mechanisms for addressing corruption, her study forward that, civil servants expressed that corruption or rent seeking hinders their ability to work effectively and organization heads said that, change army is considered as effective in discussing and identifying solutions to rent seeking in the civil service.

MoCS (2014) The unique characteristics of the change army scenario is to build a change army team and down that to craft teams with a one- to five arrangement. The ambition is to create strong team work which acts as a standby armed-force. Taking the civil service modernization agenda into account, the current Ethiopian government has taken initiative of reforming the civil service since 1991. The government tried to reform and modernizes the civil service in three phases. The 1st phase (1991-1995) was a structural adjustment program to skip from the socialist ideology to Federal system. The 2nd phase (1996-2002) was instituted to build a capable civil service to promote democracy, federalism and good governance, provide citizens friendly service delivery and support governments socio-economic development policies and the development of private sectors. The 3rd phase (2003 to date) was launched and great emphasis was placed on improving quality service delivery (Gebre and Nigussie, 2015).

Different organizations can implement change management tools like Business Process Reengineering and change army simply taking from others without providing training for employees due to these employees faced challenges in implementation and finally this affects their performance. On top of this, other researchers like Degu (2013) conclude that, organization must facilitate different types of on job as well as off job training for process owners, employees and customers and stakeholders in order to understand that a new change tool is a useful weapon for any organization seeking improvement of their performance.

Change is about traveling from the old to the new, leaving yesterday behind in exchange for a new tomorrow. But, implementing change is incredibly difficult. Most people are reluctant to

leave the familiar behind (Jager, 2001). Employee resistance may play a positive and useful role in organizational change and performance this idea is also supported by Jager (2001) insightful and well-intended debate, criticism, or disagreement do not necessarily equate to negative resistance, but rather may be intended to produce better understanding as well as additional options and solutions. The leadership style issues of resistance in Benishangul Gumuz Region employees might bring a challenge to implement change army tool.

1.2. Statement of the Problem

According to Gebre and Nigussie (2015) many public administration/management scholars pointed out that the modernization of civil service is: Change in structure, managerial change, change in midst, team building, high performance and productivity and transformation. The advocates of civil service modernization also declared that, the civil service organizations bridge the political representation of national aspirations and the life experiences of the citizens.

A civil service modernization cannot be ensured by reforming government bureaucracy alone. Rather, it can be fruitful when the logic behind teamwork is taken into account (Mackin, 2007). Therefore, with the change army scenario, knowing how team and teamwork can be defined and how team working is practiced in different government sectors is also essential. Advocates of teamwork stress the importance of teams and also observed that a team shall have a high degree of autonomy.

Change army is being implemented to created structure approach to implemented, monitor and evaluates the operations at each level. It's an organized platform where team members build their capacity evaluate the basic challenges and problems encounter and relieve them through democratic way, measure the performance collectively and individually and identify outstanding performers. It is the most dynamic platform available and suitable for our condition to identify strategy, to clearly articulate basic shortcomings in the implementation of the strategy, build the capacity performance (Markos, 2013).

However, change may improve the drawbacks of the existing system but due to lack of clear understanding about the objective of the change can challenges the employees during implementation phase. Similarly other researcher like Donald and David (2004) viewed that frequent and often pervasive change is becoming a fact of life as organizations face increasing

challenges never-more competitive environments. Human beings tend to resist change, even when change represents growth and development and will lead to greater efficiency and productivity (Sharon, 1989). Since, different organization's in Benishangul Gumuz Region faced challenges in implementation of changes. Though, changes in an organization may affect the individuals within that organization and individuals have the power to facilitate or frustrate the implementation of an innovation.

Unfortunately, resistance to change sometimes goes beyond a healthy unease for the unknown, as some researchers have discovered. Feldman (1972) studied a series of challenges faced at the time of change implementation and found the following types of employee resistance: task avoidance or postponement, hostility (stated or unstated), resignation, and underproduction (meeting only the minimum expectations of one's work). Those above challenges may affect the implementation of change army in Benishangul Gumuz Region.

Forces for change are a recurring feature of organizational life. It is also inevitable that change will be resisted, at least to some extent by both managers and employees. There is a human tendency to resist change, because it forces people to adopt new ways of doing things. In order to cope with this recurring problem, leaders must understand why people resist change. Spector (2011) stated that, most powerful impediments to change include uncertainty, concern over personal loss, group resistance, dependence, trust in administration, and awareness of weaknesses in the proposed change.

Maurer (1998), transformational change can contribute to employee resistance. To explain, some employees are reluctant to embrace change and tend to maintain existing patterns of behavior. Furthermore, some of the changes adopted fail in their capacity to challenge current work practices, processes and employee relationships. Finally, prior research which tests the challenges of change army implementation is limited especially in developing regions like Benishangul Gumuz Regional States (BGRS). Therefore, conducting a study to address the challenging factors of change army implementations is important. So, the main concern of this study is the assessment of the challenges of change army implementation with in context of Benishangul Gumuz Regional States (BGRS) from western Ethiopia.

1.3. Objectives of the Study

1. The general objective of the study is to assess the existed challenges during implementation of change army in Benishangul-Gumuz regional state(BGRS)

The specific objectives of the study are:

2. To assess the organizational leadership style in change army implementation in BGRS;
1. To assess the employees resistances in change army implementation in BGRS;
2. To suggested strategy for the change army implementation

1.4. Research Questions

3. How does the level of support and commitment of leadership in change army implementation look like in the study area?
4. How employee's resistances can challenges on change army implementation in BGRS?
5. To suggested strategy for the change army implementation

1.5. Significance of the Study

The findings of the study may be significant for the following reasons. First, employees of the region will be aware of change army scenario and develop positive perception towards change army tool. However, employees will recognize the extent to which this helped or affected their performance. Secondly, the organizations will be aware of the real attitude of employees towards of the new change management tool (change army). Thirdly, future researchers used as references materials. Moreover, the society as a whole benefits if the employees of the organizations improve their job performance.

1.6. Scope/Delimitation of the Study

This study focused on the assessment of the challenges of change army implementation on selected bureaus of Benishangul Gumuz Regional State. However, all organizations in Benishangul Gumuz Region (BGR) were not included in this study due to time and financial constraints. The study is exploratory due to this the researchers faced lack of empirical studies to support the findings of the research.

CHAPTER TWO

2. LITERATURE REVIEWS

2.1. Introduction

In this chapter, the researchers can clearly describe the overall concept of change army scenario, phases of implementations and challenging factors in change army implementation related with both theoretical and empirical reviews are presented as follows;

2.2. Overview of Change Army

Change Army is being implemented to created structure approach to implemented, monitor and evaluates the operations at each level. Change army is nothing but an organized platform where team members build their capacity evaluate the basic challenges and problems encounter and relieve them through democratic way, measure the performance collectively and individually and identify outstanding performers (ginbar kedem fetsami). It is the most dynamic platform available and suitable for our condition to identify strategy, to clearly articulate basic shortcomings in the implementation of the strategy, build the capacity performance(CSRPE, 2013).

The individual or group that undertakes the task of initiating and managing change in an organization is known as a *change agent*. Change agents can be internal, such as managers or employees who are appointed to oversee the change process. In many innovative-driven companies, managers and employees alike are being trained to develop the needed skills to oversee change (Tolla, 2012).

Change may be any action or set of actions having some directions to do something new or to amend something. Changes always require commitment and directions. Change is not always positive but there are several ways which strengthen the commitment to happen the certain types of changes (Boston, 2002).

The unique characteristics of the change army scenario is to build a change army team and down that to craft teams with a one- to five arrangement. The ambition is to create strong team work

which acts as a standby armed-force (MoCS, 2014). Taking the civil service modernization agenda into account, the current Ethiopian government has taken initiative of reforming the civil service since 1991. The government tried to reform and modernizes the civil service in three phases. The 1st phase (1991-1995) was a structural adjustment program to skip from the socialist ideology to Federal system. The 2nd phase (1996-2002) was instituted to build a capable civil service to promote democracy, federalism and good governance, provide citizens friendly service delivery and support governments socio-economic development policies and the development of private sectors. The 3rd phase (2003 to date) was launched and great emphasis was placed on improving quality service delivery (Gebre and Nigussie, 2015).

2.3. Theoretical Review

This part describes the most applicable theories change management. The theories discussed are; transformation theory, new public management theory and system theory were described as follows;

2.3.1. Transformational Theory

Kollmorgen (2010) transformation is the formation and change of a new form, function or structure. To transform something is to create something new that has never existed before and could not be predicted from the past focusing on creating a new future. It is based on learning a system of profound knowledge and taking actions based on leading with knowledge and courage. However, Gebre and Nigussie (2015) transformation occurs when leaders create a vision for transformation and a system to continually question and challenge beliefs, assumptions, patterns, habits and paradigms with an aim of continually developing and applying management theory, through the lens of the system of profound knowledge.

According to Ronald and Linsky (2002) in system transformation, there would be a profound change in structure that creates something new. Transformation occurs through a system of continual questioning, challenging, exploration, discovery, evaluation, and creation of an organization's management theory and application, beginning with the realization that the organization's current thinking is incomplete, limiting, flawed or even worse-destructive. Hence,

in transformation, there is no known destination and the journey has never been traveled before. It is uncertain and unpredictable. It embraces new learning and taking actions based on the new discoveries. Kollmorgen(2010) the transformational theory also asserts that team building is the process of enabling the group of people to reach their goals. Therefore, this theory helps to make-sure whether the change army scenario has a significant role in transforming the public sector or not.

2.3.2. New Public Management Theory

Gebre(2014) described that, in the last decades of the 20th century, there had been a remarkable change in the roles of government in different societies as a shift from the ineffective traditional public administration to the newly emerged market driven model that is the new public management. The fundamental nature of new public management can be described by the new trends in the public administration to import some important private sector values (into public arena) like efficiency, effectiveness, flexibility, openness, result oriented management, more active control based on the preset output indicators and accountability to enhance quality service delivery (Polidano, 2001). The theory captures the basis of institutional and organizational restructuring as an attempt to raise its performance by improving the quality of service delivery.

The NPM theory is an effort to improve government service delivery to the public. The NPM was also considered as a paradigm shift from autocracy to democracy creating political pluralism. It became a path through which democratic governance would be transformed into better governance that leads to public policies that are technically efficient, effective and responsive to the needs of the public (Gebre, 2014). It asserts for motivational environment in which leaders are given flexibility to use resources but are held accountable for results. Top down controls are replaced by a bottom up focus on result. Encouraging civil service to innovate in many parts of the world is the emerging focus on client orientation and result based accountability (Polidano, 2001).

2.3.3. System Theory

According to Mackin(2007), system theory focuses on the arrangement of and relations between how the parts work together as a whole. The way the parts are organized and how they interact with each other determines the properties of that system. In teaming, consensus building is vital in decision making process. Team decision making and accountability is the reflection of teaming process. This stems from a fundamental belief that individuals are smarter together than when alone. Change management is, then, considered as the process of planning, coordinating, implementing and monitoring changes affecting any production platform within the civil service control.

The objectives of change management process are to ensure that changes are made with minimum disruption in organizations, support the efficient and appropriate handling of all changes, provide accurate and timely information about all changes, make sure all changes are consistent with business and technical plans and strategies, and provide additional functionality and performance developments to systems. To ensure the team performance measurement indicators, system theory suggests establishing strong and interlinked organizational structures (Gebre and Nigussie, 2015).

2.4. The Three-Step of Change Process

According to Donald and David(2004) in their change model can develop three phases of change. The model involves “unfreezing” the present behavior pattern, "changing" or developing a new behavior pattern, and then "refreezing" or reinforcing the new behavior. The three steps were:

Unfreezing: It involves making the need for change so obvious that the individual, group, or organization can readily see and accept it. It is the process of creating a climate ready for change. In this stage, the management realizes that the current strategy is no longer appropriate and the organization must break out of (unfreeze) its present mold

Changing: Once the members have been prepared to accept change, their behavioral patterns have to be redefined. There is also three methods of reassigning individuals' new patterns of behavior. These are: Compliance; it is achieved by strictly enforcing the reward and punishment

strategy for good or bad behavior. The fear of punishment or actual reward seems to change the behavior for the better, Identification; identification occurs when the members are psychologically impressed upon to identify themselves with some given role models, whose behavior they would like to adopt and try to become like them, and Internalization; internalization involves some internal changing of the individual's thought processes in order to adjust to a new environment. Members are left alone and given the freedom to learn and adopt new behavior in order to succeed in the new set of circumstances

Refreezing: It means locking the new behavior pattern into place by means of supporting or reinforcing mechanisms, so that it becomes the new norm. It is the process of institutionalizing the new state of behavior or work by rewards.

2.5. The Pre-Requisites for Change

Pressure for change: For most people, they will stay within their comfort zone until forced to move the pressure may come from internal process changes, business environment changes competitor activity, customer requirements supplier issues (Cummings *et al*, 2005)

A clear shared vision: The ability to see and understand where the change will bring the organization is vital change is most effective when people involved clearly understand: Why the change is necessary, what the change will mean to their activity & where the change will bring the organization (Jick, 2003).

Capacity for change: The organization must have the capacity to change. This might include appropriate resource allocation, skills upgrading where necessary, implementing communication and control systems, motivation and reward activity, actionable first steps (Cummings *et al*, 2005)

Actionable First Steps For any change process it is important to ensure that the start is positive, go for the 'low hanging fruit' initially to register early success & make the change seem possible and real by allowing initial progress (Jick, 2003).

Why Change Doesn't Work? There are several reasons which can doom change from the outset this includes: it is the wrong idea, it is the right idea but the wrong time, the reasons for the change are wrong, there is a lack of authenticity, reality is far removed from the promise, poor leadership, personal ambition gets in the way, people are not ready for the change, people get carried away, conflict resolution takes too much energy (Schweiger and DeNisi, 1991).

2.6. Challenges/Obstacles to Change Implementation

A 2006 study by Harvard Business Review found that 66% of change initiatives fail to achieve their desired business outcomes. Why is change so difficult? The six most common obstacles to change are; leadership style, employee resistance, communication breakdown, insufficient time devoted to training, staff turnover during transition and costs exceeded budget.

2.6.1. Resistance to Change

Every organizational change, whether large or small, requires one or more change agents. A change agent is anyone who has the skill and power to stimulate, facilitate, and coordinate the change effort. After an extensive review of the literature, several researchers have identified characteristic of effective change agents (Levenson, 1981). He also mentions that, these factors briefly defined in the following list, refer to the way in which change agents manage change rather than to any personal characteristics they may possess. In many cases, the plant manager performs the role of change agent. However, the change agent can be an internal change specialist, corporate office administrator (often called a “trouble shooter”), or outside consultant whose expertise is in implementing change.

Main causes of Resistance to Change: According to Degu (2013) in organization resistance is caused because of the lack of trust, misunderstanding of the purpose, peer pressure, differing assessments of the situation, previous bad experiences, inertia, change weariness, fear and ego.

Peoples Resist: People resist change because of their parochial self-interest for they perceive it as a threat to their core skills, competence, status, and/ or their power base. Due to misunderstanding and lack of trust resist change due to lack of information or twisted by

misinformation or such historical factors as poor timing, or low trust of the organizational climate, or poor relationships with colleagues as well as superiors (Elsa, 2016). In addition to this low tolerance for change is the other to resist change due to fear the unknown and they are reluctant to experiment for they fear failure and looking stupid. They do not want to disturb status quo and lack stamina to let go (Cummings *et al*, 2005).

People in Response to Change: Explorers: people with high ability and high willingness for change, Pioneers: people with high ability but low willingness for change, Settlers: people with high willingness but low ability for change and Outlaws: people both with low willingness and low ability for change. The individual or group that undertakes the task of initiating and managing change in an organization is known as a *change agent*. Change agents can be internal, such as managers or employees who are appointed to oversee the change process. In many innovative-driven companies, managers and employees alike are being trained to develop the needed skills to oversee change (Cummings *et al*, 2005).

2.6.2. Leadership Style

In today's fast-changing world, leadership issues are getting increasing importance in government organizations - both at policy and implementation level. A sense of urgency is being experienced to improve the performance of our public organizations to meet the interests and expectations of the nation and the citizens. And there is realization that it is effective leadership that can help government organizations make the critical transition from intention to implementation, potential to performance, and policy to practice. Leadership changes people's operative attitudes, values and beliefs from self-centered to higher, altruistic beliefs, attitudes, values (Gebre and Nigussie, 2015)

Challenges of Leadership: Looking across the countries, there are different types of challenges that encountered leaders. Regarding to this among the known challenges developing managerial effectiveness is the challenge of developing the relevant skills such as, time management, prioritization, strategic thinking, decision-making, and getting up to speed with the job to be more effective at work (Gentry, 2010).

Also leading a team is the challenge of team-building, team development, and team management; how to instill pride in a team or support the team, how to lead a big team, and what to do when taking over a new team. And guiding change is the challenge of managing, mobilizing, understanding, and leading change. How to mitigate change consequences, overcome resistance to change, and deal with employees' reaction to change, Finally managing internal stakeholders and politics is the challenge of managing relationships, politics, and image. Gaining managerial support and managing up; getting buy-in from other departments, groups, or individuals (Mintzberg, 1985).

CHAPTER THREE

3. RESEARCH METHDOLOGY

This chapter discusses the research methods used in the study including location and description of the study area, data types and data sources, methods of sampling, methods of data collection and analysis. And finally, the chapter discusses reliability and ethical issues followed to keep the quality standard of the research.

3.1. Description of the Study Area

The study area (BGRS) is found 661 km away in the West from Addis Ababa. It is located at 90 30'- 110 30' latitude in the North and 340 20'- 360 30' longitudes in the East. The Region is bordered with the Sudan in the West, Amhara regional state in the East and North, Oromiya regional state in the East and South East and Gambella regional state in the South. It covers a total area of about 49,289.46 square kilometers plain undulating slopes and mountains characterize the topography of the Region. The altitude of the region ranges from 580-2731 meter above sea level. The agro-climatic zone of the Region can be categorized as 75% lowland, 21% midland, and 4% highland (BBoARD, 2012).

3.2. Research Type

The researchers employed both exploratory research designs featuring the descriptive survey method, to explore the challenges of change army implementation in BGRS public organizations. This is because some writers like Christine *et al.* (2004) said that, descriptive is a kind of rigid design, it applies probability sampling design and structured instruments of data collection. However, exploratory research is a kind of flexible design which uses a non-probability sampling and unstructured instruments of data collection.

Hence, applying both descriptive and exploratory designs helps to describe and explore the application of change army as a new face to modernize the civil service organizations in the

study area, and to minimize potential shortfalls in each design , and to determine the sampling technique and to decide on what data collection instruments would be appropriate. The survey method on the other hand is non-experimental and descriptive technique that is usually used to collect data through questionnaires and interview (Kothari, 2004). The researchers employed both quantitative and qualitative research approaches (mixed methods) so as to collect and analyze data. In other words, the researchers used concurrent mixed approach aiming at addressing the research questions

3.3. Data Sources

Data has been collected from primary sources. Primary sources of data were collected directly from the selected respondents through questionnaire (both open and closed-ended questions), personal observation, and focus group discussions. The questionnaire was distributed to employees of the selected bureaus in regional level, employees from selected departments of three zones namely: Assosa, Metekel and Kamashi Zone and employees of selected eight woredas (Assosa, Bambasi, Kumruk, Pawi, Mandura, Wombera, Yasso and Agalo-Meti).

3.4. Data Collection Tools and Sampling

3.4.1. Data collection tools

The cross-sectional quantitative and qualitative study was conducted to determine the challenges of change army implementation of BGRS Public organizations. A survey method of data collection through questionnaire, focus group discussion and observation (FGD) was used to collect data for this study.

3.4.2. Sampling

Samples are the selected respondents to represent the entire population. The need for sampling is to save the cost, time and energy of researcher and to get accurate information for the study. This study were employed the sample size formula which is derived by the statistic person called

Yamane, (1967) to determine the required sample size at 95% confidence interval and 5% significant level.

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

Where; n = Sample Size

N = Target Population of the study which is 1892

e = estimated error

By using Yamane (1969) sample size formula the sample respondents provided for this study is 331 employees.

$$n = \frac{1892}{1 + 1892(0.05)^2} = 331$$

Finally, the populations of the study are divided into three strata's and the combination of both stratified and simple random sampling technique was used to select the samples from the population. Based on the sample size determination, researchers take 353 sample sizes among 2,970 target population. So, the total sample size of the study was selected from selected Bureaus, Zonal departments and Woredas offices proportionally.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

The first section of this chapter is about description of demographic information's of the sample respondents in terms of age, sex, and work experience. The second section includes the challenges of change army implementation. The third section includes linear regression results of independent variables, and the fourth section includes qualitative analysis on the employee's filings on change army implementation and challenges of change army implementation in Benishangul Gumuz Regional State. After pre-testing, the structured survey questionnaire was administered on a total of 331 employees. Out of these, only 275 (83%) employees provided full response to the questions.

4.1. Background Information of Respondents

Employees were asked about their sex, work experience and age. This information was required to ensure that the sample that participated in the study have similar distribution of the respondents by characteristics to that of the population it was drawn from. This determines the accuracy and representatives of information drawn from the sample to the population.

Regarding the sex composition of the sampled respondents, about 84% of them were male while the remaining 16% were female. This implies that majority of sampled respondents were male. The biggest proportion (i.e. 46.91%) of the respondents had worked for the year between 5-15 years, followed by those who had worked for below 5 years (29.45%), next 16% of respondents were worked for 15-25 years and the least number of respondents (i.e.7.64%) worked for less than 1 year. Based on this it can be concluded that, most of employees worked in Benishangul Gumuz Region were experienced in their work this also contributes for the quality of work and the organizations may attain the objectives through experienced employees see Table 3.

The results presented in Table 3 also show that the vast majority (i.e.69.09%) of the study respondents were between the age group of 18-35 years, while only 1.45% was above 55 years of age. This indicates that the majority of staffs at Benishangul Gumuz Region are in their most

productive age group. Such employees are likely to perform better on their jobs. Findings regarding their sex, work experience and age are presented in Table 3.

Table 1: Background information of the respondents

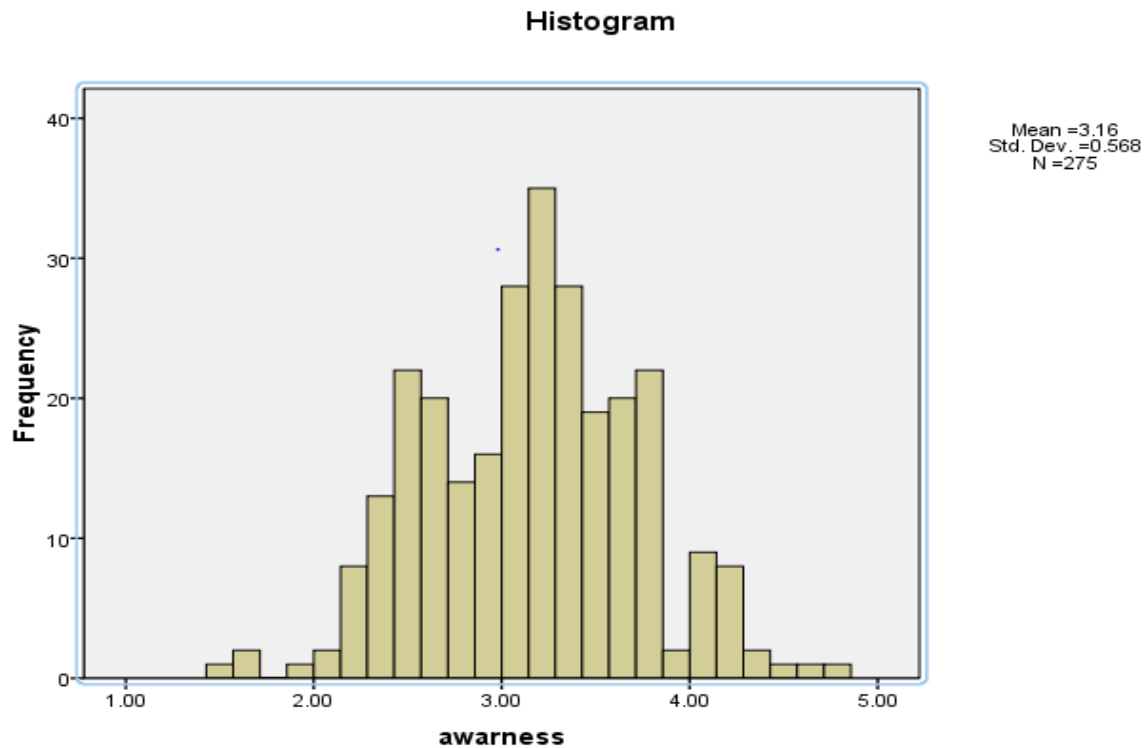
Items	Frequency	Percentage (%)
Sex		
Male	231	84.0
Female	44	16.0
Total	275	100%
Work experience		
<5 year	81	29.45
5-15 years	129	46.91
15-25 years	44	16
25-35years	21	7.64
>35 years	0	0
Total	275	100%
Age		
18 – 35	190	69.09
36 – 45	61	22.18
46 – 55	20	7.28
>55	4	1.45
Total	275	100%

Source: survey data 2018

4.2. Challenges of Change Army Implementation

According to Ryerson University Guid (2011) the main obstacles or challenges of change army implementation were lack of good leadership style and employee's resistance. Based on this researchers expected that leadership style and employees resistance to change may challenge change army implementation of most of Benishangul Gumuz Region public organizations.

Figure 1: Respondents overall awareness of change army implementation



Source: Owne survey data 2018

Figure 1 shows that the overall awareness level of respondents towards change army implementation. The response rate indicates a mean of 3.16 with a standard deviation of 0.568, which means the response leans towards slightly agreeing and disagreeing. The sum mean value is based on a scale ranging from 1 (high awareness) to 5 (low awareness). BGRS strongly suggested that more could be done in creating awareness for employees to assure that employees should be familiar with the concept of change army implementation.

4.2.1. Role of leadership style in change army implementation of BGRS

Leaders are expected to realize and contribute to the effectiveness of a change army implementation. Leaders at any level of organization should be well-informed during the implementation of government policies and should have the ability to harmonize strategic participatory planning, decision making, effective monitoring and evaluation system, set complaint handling mechanisms and provide reliable and relevant reporting system. Gebre and Nigussie (2015) perceived that, ultimate goal of leading government policies, strategies and

programs by being exemplary is to provide quality services and increase productivity to satisfy the public interest.

The effective implementation of new practice needs political commitment and support from leaders. In this regard, the participants were asked to share their experiences and table 3 data indicate the role of civil serve leaders in implementation of change army. Hence, respondents among civil servants of BGRS were requested to discuss roles of leaders in the implementation of the new agenda.

Table 2: Role of leadership style in change army implementation

Statements	Level of agreement					Mean	St. dev
	SA	A	SLA	D	SD		
Leaders role in implementation of change army is high	8.4%	19.6%	40%	22.9%	9.1%	3.05	1.061
I has well informed about the concept of change army before going to implement	6.5%	20.4%	46.5%	20.7%	5.8%	2.99	.953
Leaders playing a great role in achieving goals through change army	6.2%	29.5%	44.7%	15.3%	4.4%	2.82	.917
The role of leaders to be a good model for others in implementation of change army has been high	7.3%	34.5%	38.2%	15.3%	4.7%	2.76	.960
There is quick respond of leaders for issues raised by employees	9.5%	26.5%	44%	16%	4%	2.79	.960
Leaders have better knowledge about the concept of change army	6.5%	16.7%	52%	21.1%	3.6%	2.99	.888
Leaders have high potential in convincing employees to accept and implement change army	8.4%	20.4%	50.5%	15.6%	5.1%	2.89	.943
Always managers can select and motivate well performed employees	12%	31.3%	38.9%	13.1%	4.7%	2.67	1.005
Leaders are effectively monitor and support their employees	10.2%	35.3%	38.5%	12.7%	3.3%	2.64	.943
Leaders are flexible and employees are always follow them	10.5%	22.2%	46.2%	16.4%	4.7%	2.83	.985

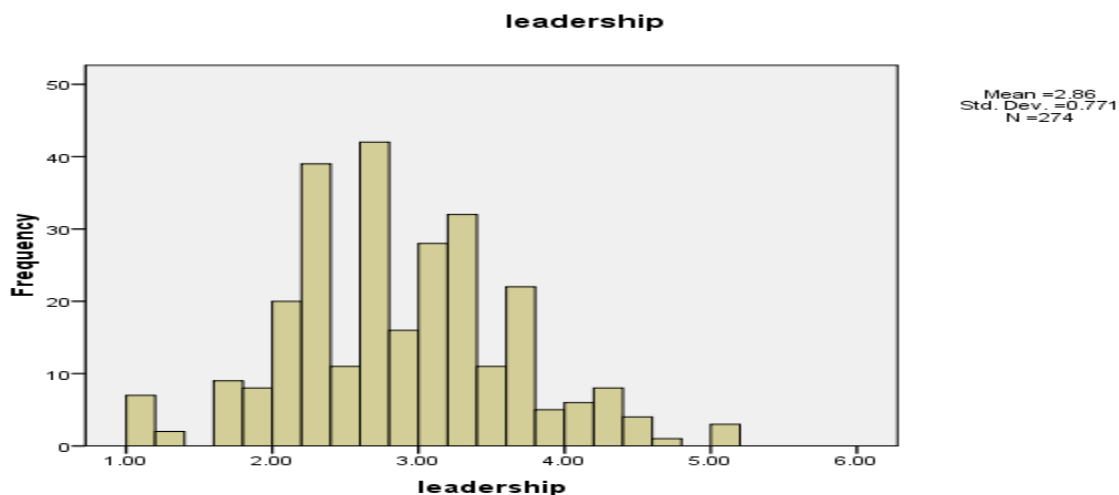
Source: Own survey data 2018

According to Gebre and Nigussie (2015), institutional transformation and new organizational changes need effective leadership to know the new directions and to build motivation. The institutional transformation and new organizational change to be successful, the new direction (Change army scenario) has to be reflected in the behaviors and attitudes of all concerned bodies. Civil service leaders (leaders in each public organizations of BGR) must lead the way based on

awareness or knowledge they having before. As can be observed from Table-2 above, the change army scenario is not internalized and civil service leaders are not well-informed about the scientific logics of the new practice (change army) because, the respondents replayed that the roles of leaders in implementation of change army is mean of 3.05 which is more approaches to disagree. In addition to the leaders role, employees were asked to describe their level of agreement about understanding of change army concept, role of leaders in achieving goals through change army, the role of leaders to be a good model for others in implementation of change army has been high, respond of leaders for issues raised by employees, the knowledge of leaders about change army concept, knowledge of leaders in convincing employees to implement change army, skills of leaders to motivate employees in their work, and the interaction between leaders and employees in organization. For all multi- item questions expressing leadership style, employee's agreement level is too much low that means, the mean of respond rat is above 2.5. This implies that civil service leaders are leading with limited knowledge to create awareness for employees to implement the new reform (change army).

Civil service managers are expected to realize and contribute to the effectiveness of a change army. Other scholars like Mahgoub (2004) said that, leaders at any level of civil service organization should be well-informed during the implementation of government policies and should have the ability to harmonize strategies.

Figure 2: Overall role of leadership style in change army implementation



Source: own survey data, 2018

4.3. Qualitative Analysis

Researchers expect that the comments or suggestions of respondents were important to improve the change army implementation system in BGRS. Employees were asked about their feeling of change army implementation and what can be expected from the region to capture the organizational objectives through change army implementation. However, respondents were clearly explained about the significance of the research and also they want the output of this research for their further improvement. Out of the 275 sample respondents only 152 employees give their comments and suggestions on open ended questions and 134 employees were participated in FGD. Most of employees' comments and suggestions are regarding the leadership style and working environment. The researchers can summarize the responds on those two categories: leadership style and working environment. However, the researchers show a direction for further researchers to focus their study on the raised problems which are out of the objectives of this research.

Employees were asked to describe the challenges they faced during implementation of change army, and they commented that, the most frequently voiced constraints are: inadequate resources, lack of motivation of leaders and employees, and lack of leadership support are most challenges. However, based on their response the researchers concluded that the application of change army as a tool to implement organizational goals was not uniform across the civil service institutions of Benishangul Gumuz Regional State.

Researchers also observed that, the change army scenario is not internalized and civil service leaders are not well-informed about the scientific logics of the new practice (change army). Employees in their focus group discussion (FGD) replayed that, leaders are leading with limited knowledge mining that they have not adequate knowledge to convince employees about the goals and the ways to implement change army logically rather leaders transfer direct request for employees to apply change army unless they will be punished in their salary and other benefits, between employees of the organization there is no a common understanding about the concept of change army tool, this is because of employees were not trained in the ideas of the new tool rather they were bombarded in frequent requests of their leaders to present a report about their unfamiliar concept (change army).

The focus group discussion results also illustrate that, the discussion agendas of one-to-five teams is not clearly identified, the office structure is not convenience for one-to-five team discussion, the one-to-five team in most cases evaluate their performance once a week, and select the highest performer (ginbar kedem) in that week. However, the researchers observed that there was no uniformity across the regional bureaus and woredas. Some evaluate their day to day performance weekly and, hence, select the highest performer and others do it monthly and even some of them conduct after six months.

Finally, the participants conclude that, the issue was not well-communicated to the implementers (change army members), in most cases message is top down (not participatory) and the change army scenario is not incorporated with organizational goals. Some one-to-five team members assume the change army as an action by itself rather than a change tool. This implies that still many change army members did not clearly understand the mission of change army. Most of the focus group discussion team justified that, the daily meeting was senseless, boring and the agendas of discussions were redundant. However, some of the FGD team confirmed that due to the repetitions of the daily meetings, some teams simply wrote a minute and they signed without any discussion.

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATIONS

Based on the findings discussed in chapter four, this chapter presents the conclusion and recommendations of the study.

5.1. Conclusion

The aim of this study was to explore the challenges of change army implementation in Benishangul Gumuz Regional State. The study revealed that the concepts of change army were not internalized by leaders and leaders are not participated in the discussions of change army. Regarding the work experience of employees the biggest proportion (i.e. 46.91%) of the respondents had worked for the year between 5-15 years, based on this it can be concluded that, most of employees worked in BGRS were not that much experienced in their work this also affect the quality of work and difficult for organizations to attain objectives through experienced employees. Therefore, the organizations need to retain its work force.

Employee's awareness level of one-to-five team agendas are mean of 3.65, based on this mean value it can be concluded that employees of BGRS have not that much awareness about one to five work team (change army), the awareness level and perception of employees towards change army implementation is too much low, the consistence items addressed that, employees feeling anxiety of losing current job because of this they resist change army. Leaders are not well-informed about the scientific logics of the new practice (change army) because, the respondents replayed that the roles of leaders in implementation of change army is mean of 3.05 which is more approaches to disagree, this implies that leaders are leading with limited knowledge to create awareness for employees to implement the new reform (change army).

However, based on responds of FGD, the researchers concluded that the application of change army as a tool to implement organizational goals was not uniform across the public institutions of BGRS. Inadequate resources, lack of motivation of leaders and employees, and lack of leadership support are most challenges during change army implementation. Leaders are leading with limited knowledge mining that they have not adequate knowledge to convince employees

about the goals and the ways to implement change army logically rather leaders transfer direct request for employees to apply change army unless they will be punished in their salary and other benefits, between employees of the organization there is no a common understanding about the concept of change army tool, this is because of employees were not trained in the ideas of the new tool.

The focus group discussion results also illustrate that, the discussion agendas of one-to-five teams is not clearly identified, the office structure is not convenience for one-to-five team discussion, change army members did not clearly understand the mission of change army. Surprisingly most of the FGD team justified that, the daily meeting was senseless, boring and the agendas of discussions were redundant, due to the repetitions of the daily meetings, some teams simply wrote a minute and they signed without any discussion.

5.2. Recommendations

The following recommendations have been made by researchers based on the above conclusion. First, the change army's working manual which presents the overall job descriptions of change army team leaders and each members should be known by everyone and it must be documented, as well. Because-change army leaders and team members need to internalize the concept of the change army scenario. The knowledge gap of the change army leaders about the new scenario needs to be successfully addressed through effective training initiatives so that leaders should play exemplary roles.

Second, the BGRS public organizations should follow change army meetings as per the schedule and the agenda setting needs to be appropriate, meaning that the agenda should be clear, well-structured and comprehensive. In order to reduce the redundancy and boringness of the one-to-five discussion agenda and time, it's better to conduct a discussion once a week. The contributions of leadership style in change army implementation is not too much satisfactory; therefore the organizations should expect to do more on indicators of good leadership style. Government officials and the change army teams should pay due attention to make the civil servants active, accountable, responsible, team oriented, and integrated in strong networks.

Change army team discussion needs well stable and secured place therefore; the organization should adjust its office structure as comfortable for team discussion. As a researchers observed from employees response most organizations have not well-structured performance appraisal practice, this have its-own problem to determine the contribution of change army tool in improving civil service reform. Therefore the organizations expected to do more exercises in refining its performance appraisal system.

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APPENDIX

በቤኒሻንጉልጉሙዝክልላዊመንግስት

በአሰሳዩኔቨርሲ.ቲ፣በሲ/ሲ/ሲ/ሀ/ልማትቢሮእናስራአመራርተቋም

በባለሙያዎች የሚሞላ የጽሑፍ መጠይቅ

ከለውጥ መሳሪያዎች አንዱ የሆነው የለውጥ ሰራዊት ግንባታ ለአንድ ተቋም ሙሉ ታማኝነት ወሳኝ እንደሆነ ይታወቃል። ከዚህ አንጻር የዚህ መጠይቅ ዋና ዓላማ በቤኒሻንጉልጉሙዝክልላዊ መንግስት ውስጥ የመንግስት ሰራተኞች የለውጥ ሰራዊት ግንባታ አተገባበር ተግዳሮቶችን ለመለየትና፡፡ ስለሆነም እርስዎ መጠይቁን በትክክል በመሙላት ለሚሰጡን አስተማማኝ መረጃና ለሚያደርጉልን ቀናት በብርባዎ ማያደረግናለን።

ስም መጻፍ አያስፈልግም

ክፍል አንድ፡ አጠቃላይ መረጃ

1. የ ተቋሙ ስም _____
2. ጾታ _____
3. የ አገ ልግለ ትዘ መን ፡ ------
4. ዕድሜ፡ -----

ክፍል ሁለት፡ የለውጥ ሰራዊት ግንባታ አተገባበር ተግዳሮቶችን በተመለከተ የሚመለከቱ

ከዚህ በታች የ ተዘረዘሩትን ዓረፍተኝ ግ ርቶች እያነ በባችሁ የ ለውጥ ሰራዊት ግንባታ አተገባበር ተግዳሮቶችን እያሰባችሁ ተለዎ ምን ያህል ደረጃ መስማማት (ያለ መስማማት) ለመገለጽ “√” ምልክት በመጠቀም ልሳችሁን ስጡ።

- | | | | | |
|-------------------|-----------|-----------|----------|--------------|
| 5 = በጣም ዘላቂ ተግዳሮት | 4 = ከጥንቃቄ | 3 = መካከለኛ | 2 = ጥንቃቄ | 1 = በጣም ተስማሚ |
|-------------------|-----------|-----------|----------|--------------|

ስንጠረዥ 1፡ - ስራተኞች በለውጥ ሰራዊት ግንባታ ላይ የሚገኙትን ግድቶች የለውጥ መሳሪያ አድርጎ መጠቀም

ተ. ቁ	መጠይቅ	በጣም ከጥንቃቄ	ከጥንቃቄ	መካከለኛ	ጥንቃቄ	በጣም ተስማሚ
1	የ ለውጥ ሰራዊት ግንባታ ጠቅላላ ማሳያ ስራዎች ግንዛቤ					
2	የ ለውጥ ሰራዊት የ ለውጥ መሳሪያ መሆኑን የ ግንዛቤ ስዎደረጃ					
3	የ ለውጥ ሰራዊት ለሌሎች የ ለውጥ መሳሪያዎች መብብር ያለ ሆኖ ምን ያህል ተረድተዋል					
4	በ 1 ለ 5 የ በድን ወይይት አጀንዳ ምን ያህል ባቸውን ጉዳዮች ላይ ተግዳሮት ደረጃ					
5	የ 1 ለ 5 የ በድን ወይይት ሁለተኛ ክፍለ ስራ ሂደት ቀርቦ ወሳኔ የ ማዘጋጀት ማሳያ ወሳኔ እየ ተሰጠ መሆኑን ለውጥ					
6	በየ ወሩ ለሌሎች ስራ ተኝቶች ተገኝተው ስራ ስላላቸው ጉዳዮች ላይ ወይይት በሚደረግበት ግልጽ ግንባታ ስራ ስላላቸው					
7	የ ለውጥ ስራ ጠቅላይ በድን ተደራጅቶ ለውጥ እያ ስቀጠለ መሆኑ					

2. የአንድ ተቋም መሪ የአመራር ዜጎች የለው ጥሰራዎች በውጤታማነት መተግበር እንዴት ተጽኖ ሊያመጣ ይችላል? በለው ያስባሉ---

3. ለውጥን ተቋቁሞ አለመቀበል በለው ጥሰራዎች አተገባበር ላይ ያለው የተጽኖ ደረጃ ምን ይመስላል? -----

4. በቤ/ጉ/ክ/መ ያሉ ሰራተኞች የለው ጥሰራዎች ግንባታን የለው ጥመሳሪ ያደረገው የመቀበል ሁኔታቸው ምን ይመስላል? -----

5. የተቋማችሁ የሰራተኛ/ሁኔታ የለው ጥሰራዎች ግንባታን ግብራ ላይ ምን ያህል ተጽኖ ሊያሳድር ይችላል? በለው ያስባሉ -----

6. የለው ጥሰራዎች ግንባታን በሚፈለገው ደረጃ ለመተግበራ ምን ምን አይነት ስልቶችን በንጠቀም ውጤት ያመጣል? በለው ያስባሉ -----

7. ለቡድንውይይትየተዘጋጀመጠይቅ

1. በጽ/ቤታችሁበለውጥሰራዊትትግበራውቅትያጋጠሙዎችወችግሮችምንምንነበሩ?
2. በተቋማችሁየለውጥሰራዊትአደረጃጀትናአተገባበርእንዴትሊገለጽይችላል?
3. የጽ/ቤታችሁየሰራተኛዎችለውጥንተቀብሎየመተግበርሁኔታምንይመስላል?
4. ለውጥንቶሎበመቀበልወደሰራየመግባትሁኔታምንይመስላል?
5. አመራሩለውጥንበመቀበልየለውጥመሳሪዎችእንዲተገበሩየለውጥሰራዊትአደረጃጀትንመሳሪያበማድረግየመስራትሁኔታ?
6. ለውጥበተፈለገውደረጃእንዳይተገበርያደረገውመሰረታዊምንስኤዎችምንሊሆኑይችላሉበለውያስባሉ?
7. የለውጥሰራዊትግንባታንበሚፈለገውደረጃእንዳይተገበርያደረገውግሮችንለመቅረፍምንአይነትስልጣኖችንበንጠቀምጥሩነውበለውያስባሉ