ATTITUDE AND CHALLENGES OF CHANGE MANAGEMENT: THE CASE OF GRAND ELIANAHOTEL, ADDIS ABABA

BY

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ID NO.SGS/0021/2010B

DECEMBER, 2020

ADDIS ABABA, ETHIOPIA

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THESIS SUBMITTED TO ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION (MBA)

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Declaration

I hereby declare that this research project is my original work and has not been presented for a degree in any other university, and all sources of material used for this thesis have been duly acknowledged.

Name: LIYA FELEKE

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ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

ADVISOR RESEARCH PROJECT SUBMISSION APPROVAL SHEET

This is to certify that the research project entitled "ATTITUDE AND CHALLENGES OF CHANGE MANAGEMENT: THE CASE OFGRAND ELIANA HOTEL, ADDIS ABABA, submitted in partial fulfillment of the requirements for the Master of Business Administration, School of Post Graduate Studies, Department of Management, has been carried out by Mrs. LIYA FELEKE under my supervision. Thus, I recommend that the student has fulfilled the requirements and hence hereby can submit the Research Project to the department for defense in Addis Ababa.

Advisor: <u>Solomon Markos (PhD) </u>Signature: _____ Date: _____

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EXAMINERS RESEARCH PROJECT APPROVAL SHEET

We, the undersigned, members of the Board of Examiners of the final open defense by Liya Feleke have read and evaluated his research project entitled "ATTITUDE AND CHALLENGES OF CHANGE MANAGEMENT: THE CASE OF GRAND ELIANA HOTEL, ADDIS ABABA", and examined the candidate's oral presentation. Therefore, we certify that the research project has been accepted in partial fulfillment of the requirements for the degree of Master of Business Administration.

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Name of External Examiner   Signature   Date
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Name of Internal Examiner   Signature   Date
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Name of the Chairperson   Signature   Date
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Name of Principal Advisor   Signature   Date

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Acknowledgements

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Abstract

The main purpose of this study is to assess the attitude and challenges of change management in the case of Grand Eliana Hotel, Addis Ababa. The study used all managements and employees of Grand Eliana Hotel by using random sampling. By Closed ended & open ended questionnaires along with interviews were used for the purpose of data collection. Also both primary and secondary data collection instruments were used to collect data. This study delimits itself to practices and challenges related to implementation of lewins change management models. The Company faces many challenges in the implementation of change management challenges were communication gap, employee resistance to change, lack of employee participant in change process, lack of knowledge and skill about the implemented change management and lack of training. The problem solving mechanism which is taken by the managements were motivating employees by giving some benefit and provide training. Finally, related with lewins change management model working in attitude of employee and leadership role are the basic thing for change management for this hotel.

Keywords: *Change Management, leadership role, challenges of change management, attitude to change management*

<center>**CHAPTER ONE**</center>

<center>**INTRODUCTION**</center>

This chapter includes background of the study, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, limitation of the study, organization of the Study and operational definition of terms.

1.1. Background of the Study

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 &Brightman, 2001). Managing changes include creating a sense of urgency to reinforce the need for change, providing people with facts, figures and evidence to persuade them for change, selecting the right people to form the guiding coalition, creating clear and tangible vision for change, constructing effective strategies to deliver the vision and develop the right people to promote change and ensuring the right people are chosen (Hemamalini, 2001).

Change management on employees" performance concept grew out of the need to make some alterations within the organization in order to cope with the dynamic changes in the markets. Organizations were faced with threats of competition and changing employees needs which had to be met using different techniques and production models apart from the existing ones (Kotter, 2008.

Change Management is not just an accessory activity to the project or a phase within the project, but rather an activity which starts with the project and lives on after the project with effective transitional support (Waters, 2003).

Charles Darwin famous quotes "It is not the strongest or the most intelligent who will survive but those who can best manage change" (Holbeche, 2015). Similar goes for the business that it is now time of 'survival of the fittest'. Changes are natural to humans, organizations, business, and everything (Faizan&Zehra, 2016). In order to be competitive in business, it is essential that changes are accepted and responded in a rational manner. Today businesses are operating in such

a dynamic environment that there is a huge possibility of overnight changes in policies, people, procedures, prices, and products. Therefore, business must respond to changes in adequate, effective, efficient, and rational way (Haque&Yamoah, 2014).

There are different kinds of changes that companies will face during their life time. Sometimes there are internal problems occurring that needs to be solved, or advancement in technology and going to new era may be another reason for such changes. But when we talk about strategic changes, we have something with much greater impact in mind. These changes will affect top to the bottom of the company at most of the time.

1.2. Statement of the Problem

Every change is unique and will relate the values, resources and skills of an organization to the demands of the prevailing environment. As organizations strive to survive and grow amid the environmental turbulence characteristic of today, managers are faced with an ever present challenge of managing organizational change. That there is no strait jacket formula for managing change presents numerous challenges that every change manager and consultant must face.

Many organizations faced challenges that force them to adjust or change (Burnes, 2004). Burnes also states that in particular; regularly organizations have to go through change processes when having to respond to new development scenarios or simply as part of their expansion or restructuring processes.

In addition to this, different researchers conducted researches on practice and challenges of change management. To mention some of their findings, research conducted by Haines (1995), the common problems for the leaders when managing change is not encouraged.

As mentioned above all researches conducted in different places. However, they failed to indicate challenges, low employee morale, failing to communication, cultural resistance, adapting to new technology are the major problem which face the hotel. Likewise, there is no prior study conducted to investigate challenge of change management in the case of hospitality industry based on change models and most of the researchers studied about change management tools kaizen, BPR and BSC Furthermore, the researcher believes that change management has positive outcomes in the Hotel industry. Because it drills every activity's performed in hotel through updating the knowledge and skills of employee and develops the competences among

the staff members. Therefore, this research gap initiated the researcher to conduct on the practice and challenges of change management implementation based on lewins change management model in the case of Grand Eliana hotel, Addis Ababa.

The purpose of this study is to see the practices and to find challenges of change management in Grand Eliana hotel Addis Ababa based on the basic questions indicated under.

- ➢ How evaluates and measure a change management strategy?
- ➢ What methods the management is used to coordinate changes management, leadership role, and change processes to maximizing contributions of the staff of the hotel?
- ➢ How the staffs perceive the change, the process and implementation as their interest of the change management?

1.3. Research Questions

In examining, attitude and challenges of change management in Grand Eliana Hotel, this study is guide by the following basic research questions:

- ➢ What is the major challenge that the hotel encounter while change management process?
- ➢ What is the attitude of employee toward change?
- ➢ What is the role of leaders in implementation of change management?

1.4. Objective of the Study

1.4.1. General Objective

The main objective of this research is to attitude and challenges of change management in Grand Eliana hotel, Addis Ababa.

1.4.2. Specific Objective

The specific objectives of the study are:

- ➢ To assess the attitudes of employees toward change.
- ➢ To assess the role of leaders in implementation of change management.
- ➢ To identify the major challenges that the hotel face in change management.

1.5. Significance of the Study

Change implementation is the most difficult phase in any organization including g hotels since ideas are turned into actions; and the employee natural resistance to change must be overcome. Hence, the significance of this study is as follows.

➢ The finding of this study was to provide all stakeholders (hotel managers, supervisors, hotel owners and tourism officials) with some basic information and feedback about change management implementation.

➢ It may enable the tourism office and hotel management department was design better ways of solving implementation problems regarding the challenges that hinder the effective execution of change management.

➢ It may give appropriate and timely information for key stakeholders or decision makers who are involved directly or indirectly in the planning, development, management and improvement of the hotel sector to implement successful development, thereby improving the hotel service quality.

➢ And will be a stepping stone for other researchers who want to make further investigation in the area of change management in hospitality industry.

➢ Human resource management specialists are benefit from the findings of this research.

1.6. Scope of the Study

The main focus of this study is to identify the major challenges and attitude of change management in the case of Grand Elian hotel. In order to make the study manageable, it have delimited geographically and conceptually. the study is limited to one selected company and assess the attitude and challenges of change management since the problem is not similar and time constraint, the data for this study is also delimited to the hotel employees which is selected randomly from lower level manager to top level manager, supervisors and selected employee from all department. Change management practices is measured using active executive support, effective communication and employee involvement, while performances in a broader context can be measured by service delivery, and quality of services (Victoria Government, 2013).

1.7. Limitation of the Study

The major limitations that the researcher to use other change management models which is implemented in the hotel, because of the limitation of resources like data, finance and time, this study only considered the case of lewins change management model implementation. So the researcher recommends that future researchers to study regarding to other change management models.

1.8. Organization of the Study

The study is organizing in five chapters. The first chapter is an introduction part, which comprises background of the study, problem statement and justification, basic research questions, objectives of the study, significance of the study, limitation of the study and operational definition. After this brief introductory chapter, the second chapter is start with the definition of important concepts and terms that leads to a more detailed review of literature on practice of change management and challenges of change management. The third chapter is focus on population and demographic aspects, data collection, and instrument and analysis method. The fourth chapter is devoting to the results and discussion of the study. The final chapter isproviding conclusions and recommendations of the study.

1.9. Operational Definition of Terms

Change management: - is an approach to transitioning individuals, teams, and organizations to a desired future state (Kotter, 2002).

Resistance to change is defined as employees' behavior that seeks to challenge, or disrupt the prevailing assumptions, discourses, and power relations (Folger&Skarlicki 2000).

Leadership: is a process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2013).

Attitude: - defined as an employee's overall positive or negative evaluative judgment of a change initiative implemented by their organization (Elias, 2009).

Kaizen: - The Kaizen Institute defines Kaizen as the Japanese term for continuous improvement (Imai, 1997).

Process: is a structured, measured set of activities designed to produce a specified output for a particular customer or market. It implies a strong emphasis on how work is done within an organization." (Davenport 1993).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter is review literature that is relevant and related to the topic of my study. It is divided into four sub sections which include; theoretical review, conceptual review/conceptual framework, related literature and synthesis of literature review

2.1 Theoretical Review

Theoretical review in research is important as it demonstrates familiarity with present intellectual currents and concerns and to justify the need for an interest in the proposed research, theory in research frames what the researcher is studying by providing basic concepts and direction to important questions and suggests ways for the researcher to make sense and broader significance of research data.

2.1.1 Change Management Process

Change management process is a set of procedures that help teams to control change effectively. by implementing a change process, you can track change as it occurs and control the effect it has on the team. A change process helps the organization to monitor the impact of change on the business, to ensure that each change has desired outcome.

Eddy, 2019 state that the steps of change management process are given as follows:

1. Identification Since a large portion of the progressions jump out at improves the procedure and result, as it is a basic circumstance to distinguish the concentration and explain the objectives. This includes distinguishing the assets and the people which will encourage the procedure and results in the result and prompts the undertaking.

2. Presentation A few layers of partners which incorporate upper administration who both for example direct and money the undertaking establishments the adjustment in condition. The procedure of onboarding the various constituents displayed in the business assessment shifts with every structure.

3. Planning a basic component of arranging is to give a multi-step process as opposed to unexpected impromptu and major developments. This includes exercises like sketching out the undertaking with clear advances, quantifiable targets, examination, estimations, and so on.

4. Evaluation as a piece of the arranging procedure, asset recognizable proof and subsidizing are the significant components. These can incorporate the gear, programming framework, foundation, and so forth. There are numerous models which recognize the information get-together and examination as an underutilized component. 5. Communication The "brilliant string "which goes through the total routine with regards to change the executives is the correspondence procedure. To recognize, plan, locally available, execute great change the executives plan is all subject to great correspondence

Lewin (1951) introduced the change process in three steps (Pasmore, et al., 2010).

 • Unfreeze

 • Change

 • Refreeze Unfreezing:

Unfreeze: This is the most important stage to understand in the world of change. This stage identifies as to how an organization should get ready for the change, highlighting measures to be taken in order to move away from current stage, current comfort zones. This stage majorly tries to educate the importance and the necessity to change highlighting repercussions of not changing according to the current situation. The objective is to reduce possible employee resistance to change. When employees are aware of the change process and properly understand the importance of it, it becomes easier to implement change initiatives. Once the employee mind-set is right for change then Lewin (1951) argues that managers should implement the second stage of the change process.

Changing/transition: This is the process where all change measures are taken on by the employees. This is the internal movement that results in reaction to a change. Once the employee minds are ready for the change, it is easier to implement the required change initiatives. This is the most challenging phase as even though people are well educated about the change process, there is always the possibility of people resisting the change when it is actually happening.

Therefore, managers should take this phase extremely seriously as the success or the failure of the change process will heavily depend on the overall progress of this stage. Effective communication, support, demonstrating the bigger picture of the change is vital in this stage (Pasmore, et al., 2010). Lewin (1951) further argues that managers should make sure that the driving forces are stronger than the restraining forces in order to push the organizational change into the desired level. In contrary, Lewin argues that managers will not be able to get to the desired status when the restraining forces are stronger. The force field analysis could be effectively used in the "Unfreezing" stage in order to identify the overall forces for and against the change process. This will provide useful information for change planners in identifying correct change strategies to put forward. In other words, managers could find ways of discouraging restraining forces and encouraging driving forces in order to push the change process to the required stage (Pasmore, et al., 2010).

Refreezing: This stage is all about operating again with the changes incorporated. The main objective of this stage is to ensure the smoothness, stability and balance of the business operations with the changes already embedded. In this stage people will find new patterns, relationships and become comfortable with their new routines. This phase will consume time; however, it is important to closely monitor to what extent people are actually practicing change initiatives learned. Sometimes even after successful change programs there are instances where people still practice outdated work practices. Kurt Lewin (1951) stated the importance of emphasizing on "Force Field Analysis" which actually helps in identifying driving forces and restraining forces for organizational change (Pasmore, et al., 2010).

2.1.2 Change Management Model

2.1.2.1 Lewin's Change Management Model

The planned approach to organizational change emerged through the work of Kurt Lewin (1951) relating to group decision-making, implementation and social change.

according to Lewin's model of organizational change can be accomplished in three ways: Changing the individuals who work in the organization (their skills, values, attitudes, and eventually behavior) – with an eye to instrumental organizational change; Changing various organizational structures and systems – reward systems, reporting relationships, work designs; or

Directly changing the organizational climate or interpersonal style – how often people are with each other, how conflict is managed, how decisions are made

2.1.2.2 McKinsey 7-S Change Management Model

The McKinsey 7-S model offers a holistic approach to organizations. It has 7 factors that operate as collective agent of change namely; shared values, strategy, structure, systems, style, staff and skills.

This model helps to improve organizational performance, facilitate organizational change, to implement a new strategy, identify and evaluate effects of futuristic changes on the organization (suresh, 2020)

2.1.2.3 The Contingency Model of Change

An advantage of contingency theory is that the mangers adapt themselves to external changes and pressures and with time they become experiential leaders who are able to develop their skills in multiple areas (Businessballs.com, 2015)

2.2 Empirical Review

This section of the study identifies studies related to change management practices and challenges.

2.2.1Change Management

Change management means to plan, initiate, realize, control, and finally stabilize change processes on both, corporate and personal level. Change may cover such diverse problems as for example strategic direction or personal development programs for staff. (Oliver Recklies, 2001). Change management is the process, tools and techniques to manage the people-side of change to achieve the required business outcome. Change management incorporates the organizational tools that can be utilized to help individuals make successful personal transitions resulting in the adoption and realization of change. Change management, which is the term most everyone uses, refers to a set of basic tools or structures intended to keep any change effort under control. The goal is often to minimize the distractions and impacts of the change. (Kotter, 2011). According to

Burke and Bill (1996) change management refers to a transformation or turning around of an organization to a different direction, thus fundamentally modifying the way we do things.

Change management, according to Szamosi and Duxbury (2002), is an integral part of life and is a constant in most organizations. The term 'managing change' has two meanings, both the making of changes in a planned and managed or systematic fashion and the response to changes over which the organization exercises little or no control. In this sense, the need to identify organization-wide change has become one of the most critical and challenging responsibilities of organizations (Pettigrew, Woodman & Cameron 2001). The road that organizations need to take to implement change never stays static, management need to consider many stakeholders and situations while they go towards their change initiatives to achieve their target objectives (Blank, 2013).

According to Jones and George (2006), change management can be defined as the process of planning; organizing, coordinating and controlling the compositions of the environment, internal and external to ensure that the process changes are implemented according to approved plans and the overall objectives of introducing the changes are achieved with as little disruption as possible. Change management is an approach to transitioning individuals, teams and organizations to a desired future state (Kotter, 2002). Change agents can be managers or non-managers, employees of the organization or outside consultants. According to Hemamalini (2001), change agents are persons who act as catalysts and assume the responsibility for managing change activities in the organization.

Change management is therefore an important process for organizations in their attempt to reach out to new horizons and new dispensations where they can find more harmony within the environments in which they operate (Bengat & Rotich, 2015). According to Moran and Brightman (2001), change management is the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of its external and internal customers. Consequently, organizational change cannot be separated from organizational strategy, or vice versa (Burnes, 2004).

2.2.2Challenges of Change Management

Johnson and Scholes (2002) outline two types of changes; incremental change and transformational change. Transformational change may also come about as a result of either reactive for proactive processes. Organizations face different challenges in the management of change process.

These challenges affect change management and implementation in organizations to varying degrees (Butcher and Atkinson, 2001

Eddy, 2019state that Change is a pivotal segment of development and advancement, and with hierarchical change the board, it'll encourage a smooth progress into another period of business.

1. Rapidly increasing suitable endorsements there's nothing more awful than completing the process of something and sitting tight for endorsement so you can wrap up undertaking. This applies to actualizing changes

2. Conflicts Change can bring out feelings like vulnerability and dread, leaving staff to take their disappointments out on one another. Struggle is a typical unintended result, so it's your obligation as a pioneer to help staff defeat challenges.

3. Separating the necessities of different destinations does the association work over different locales? Imagine a scenario where you reveal a nonconformance or deviation and need to refresh the procedures at two out of seven destinations, in view of the provisions they are getting for a specific item. This test can cause disarray on the off chance that are not well prepared to deal with the destinations independently now and then, and advantageously some different occasions

4. Refreshing proper records to line up with change forms as it knows, reports are key to procedures, and it need them to be firmly controlled, properly assessed, and fuse sufficient review trails.

5. Planning Change will fall by the wayside without right arranging. You'll receive the rewards of a deliberate method, which underlines the careful idea of changes, and what necessities to occur for these progressions to stick

The most obstacles of change, as indicated by Kotter are Employee Resistance, Communication breakdown and Staff turnover. The leader have plan to handle these obstacle at hand by discharging is role according to the satiation he observes and address employee concerns on personal level relationship with his team ask for their feedback and respond to their concerns honestly and openly, communicate key information to employees on an ongoing and consistent basis engaged his team by involving them in the initiatives reviewing the section on managing change and communication and finally Coach, Mentor and enrich their roles. Rather doing these, organizations often commit the following common errors like allowing too much complacency, failing to garner leadership support, underestimating the power of vision (Forgeson, 2001)

Resistance to change is the largest obstacle that leaders are faced with when initiating a change effort. It can be very damaging to the process and can potentially stall the efforts to move forward if not addressed appropriately. There are many reasons why an employee may resist change and so as leaders of change, you will need to be sensitive to how individuals respond while keeping in mind that the process of commitment and acceptance takes time (Kotter, 1996).

2.2.3. Leadership role on implementation of change management

Leadership is considered as an interpersonal process through which a leader directs the activities of individuals or groups towards the purposeful pursuance of given objectives within a particular organization context by means of common understanding (Gray, 2005). Leadership is a process whereby an individual influences a group of individuals to achieve a common goal (Northouse, 2013). Leadership and organizational culture are widely believed to be linked in the process of change (Schein, 1986)

A change agent can be any member of an organization seeking to promote, further, support, sponsor, initiate, implement or deliver change (Burnes, 1999). The change agent seems to require less technical expertise, and more interpersonal and managerial skill, in communication, presentation, negotiation, influencing and selling (Huczynski and Buchanan, 2001). Leadership Change models of leadership have gained the interest of managers and scholars because of their promise of extraordinary organizational outcomes. In that field, much is written about leadership qualities and types of leadership (Bass and Avolio, 1994). For example, Bass (1985) states that leaders must promote change by creating vision

According to Watson (2012), in the paper, "The truth about change: What it takes to get it right", where it was pointed out that if successful change is to happen, there is need to encourage effective leadership. The organizational leadership should be in position to get activities right, 26 measure these activities and develop programs that are sustainable and beneficial to the change that was desired for the organization. When facing significant change, "Leadership is the art of mobilizing others to want to struggle for shared aspirations"

Pondy and Huff (1988) claim that the implementation of any change process often has problems because it is improperly framed by top management Burkes (2011), states that change is, in fact, humanity's chronological account of leaders who envisioned the next level of development and acted as change agents.

Nadler, Thies and Nadler (2001) think that too many leaders make the mistake of thinking that they can change individual behavior in an organization by changing its culture. They suggest that for effective cultural change to occur there is the need for the active engagement of the CEO and executive team

2.2.4. Factors that have an impact on the implementation of a change management

A. Organizational Culture

Martins and Martins (2003) define organizational culture as "a system of shared meaning held by members, distinguishing the organization from other organizations". La Grange and Geldenhuys (2008) argue when organizations embark on implementing changes in their strategies or adapt to changing circumstances, it is critical they also implement corresponding changes in organizational culture. Pool (2000) maintains organizational culture plays a significant role in organizational change.

Schein (1992) described organizational culture as a pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration. Sathe and Davidson (2000) suggest that culture change consists of changing people's minds as well as their behavior. The manner in which the culture change for each individual is evoked also has an important impact on the result and the consequences for each individual.

B. Communication

Muller (2006) argues that many people will resist change, especially if they do not understand why the change is being introduced. The resistance to change could prevent the employee from adapting and progressing within the organization. Organizational change, such as the implementation of a new IT system, usually has a negative impact on employees, especially since they perceive that they do not have any say in the matter, and therefore, believe that such organizational change is not of their own making, and it should, therefore, be feared (Muller, 2006). Milis and Mercken (2002: 105-117) explain that effective communication plays a major role in reducing resistance to change, and it also encourages teamwork

C. Resistance

Resistance is a human condition; every human being and consequently every organization exist in a current reality; and a level of comfort with their current situation (Olajide, 2014). In the case of active resistance, employees engage in behaviors associated with manipulation, ridicule, fault-finding and fear. On the other hand, passive resistance is associated with withdrawal of information, ignorance and lack of action following verbal compliance.

Resistance has been identified as a negative and undesired response for organizations because it can lead to failures of the efforts (Martin, 2005). As stated in Olajide (2014) when change initiatives are implemented within any organization, employees may experience considerable anxiety about letting go of the known and moving to an uncertain future. People may be unsure whether their existing skills and contributions will be valued in the future. Also Morrison et al.(2006) argues that change resistance can be seen as directly associated with culture

D. Leadership support

Schimmoeller (2007) found that if the organizational leaders are supportive of the project, the project has a great chance of being accepted by the affected staff. One of the major leadership roles is to keep people focused and help the team set guidelines for decision making and behavior. (Longman and Guttman, 2006)

E. Organizational Structure

Organizational structure refers to how the work of individuals and teams within an organization is coordinated. Organizational Structure affects organizational action and provides the foundation on which standard operating procedures and routines rest. It determines which individuals get to participate in which decision making processes, and thus to what extent their views shape the organization's actions. (Jacobides, 2007)

CHAPTER THREE

RESEARCH METHODOLOGY

The aim of this chapter is to highlight the overall methodological consideration of this study. It involves the research design, data sources, sampling technique and sample size, instrument of data collection, data collection procedure, and the techniques used to analyze the data.

3.1. Research Design

To achieve the intended purpose and to answer the basic questions of the study, the researcher bases the inquiry on the philosophical assumption that collecting diverse types of data best provides a more complete understanding of a research problem than either quantitative or qualitative data alone. To portray an accurate profile of persons, events or situations, the researcher used a descriptive research design in this study. According to Burns (2004), descriptive research "is designed to provide a picture of a situation as it naturally happens". It may be used to justify the current practice and make judgment and also to develop theories. Furthermore, it is necessary to have a clear image of the phenomena to collect data prior to the collection of the data.

A mixed method research approach is used to collect and investigate the relevant data in this study. A mixed methods research approach is a procedure for collecting and analyzing both quantitative and qualitative data in a single study or a series of studies to understand a research problem (Creswell, 2011). According to Creswell (2011), mixed methods approach is based on pragmatic worldview that is collection of both quantitative and qualitative data sequentially in the design. The qualitative data sources of the study include observation, interviews and focus group discussion. Quantitative research uses close-ended questionnaires to gather data that will be analyze statistically.

3.2. Data Sources

To do this research, the researcher used both primary and secondary data sources. The primary data sources were collected through questionnaire from randomly selected hotel employee and through interview purposefully chosen from each six department managers. The researcher

wasalso used the secondary data sources like official reports, relevant books, , journals and policy documents related to the problem under study as secondary sources.

3.3. Sampling Technique and Sample Size

In this study, the thesis selects Addis Ababa, Grand Eliana hotel employee and management staff of the hotel purposefully and used random sampling techniques to select sample population for this thesis. More specifically, random sampling technique was utilized to select sample hotel employee. Regarding this, Creswell, (2011) stated that, in a simple random sampling technique, every individual has equal chance of being selected and the chance of one individual does not affect the chance of another individual. Hence, the sample size will be determined using Yamane (1967) sampling formula.

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

Where:

n = sample size

e^2 = error limit (level of precision) (0.1)

N = population size

95% confidence level

Source: Yamane (1967)

There are 220 no management employees and six managing position employee in Grand Eliana hotel. The data collected using questionnaires 69 employee using random selection method and interviews with all six management staff of the hotel.

3.4. Instrument of Data Collection

For the purpose of this study, the researcher was used two data collection tools. These are questionnaires and interview. It is to mean that an attempt will be made to increase validity and reliability by collecting information targeted to answer the research question of the study. As a result, the data collection through these instruments was reliable (Dawson, 2002). The other primary data collection instrument that was used a self-administered questionnaire adopted for the study context.

3.4.1. Questionnaire

Questionnaires were used as the data collecting tool to obtain adequate and reliable primary data from a large population. According to Koul (2000) a questionnaire is widely used as one of data collection tools, in particular to collect data on phenomena which are not easily observed, such as attitudes and self-concepts. The researcher was adapted and developed both structured/closed ended and unstructured / open ended items used to collect data from the respondents. The questionnaire was contained five pointsLikert scale ranging from 1 strongly disagrees to 5 strongly agree. It is best to collect data from a large number of respondents with reasonable cost and relatively short time.

3.4.2. Interview

The data gathered through other instruments and to get in-depth information, interview questions were prepared and face-to-face communications will be made. Therefore, the researcher was made an interview with judgmentally selected hotel department managers. The instrument mainly consists of questions about the challenges of change management, employee resistance to accept change, employee attitude towards change management.

3.5. Reliability and Validity Test

3.5.1. Reliability

Before applying statistical tools, testing of the reliability of the scale is very much important as its shows the extent to which a scale produces consistent result if measurements are made repeatedly. According to Davidson and Tolich (2003), "reliability refers to consistency". This means that the same result was achieved when repeated at a different time, situation or place.

3.5.2. Validity

According to Amin (2005) construct validity is determined by expert judgment. After developing the questionnaire and interview question, the first draft will be given to the advisor for its clarity and simplicity. Based on the feedback obtained, some items of the instrument may change and modify. Then, the instrument was ready for its suitability, reliability and validity in Addis Ababa, Grand Eliana hotel distributed to the main respondents.

3.6. Data collection procedure

Before distribution of the data, the researcher see permission from the organization where the study was to be conducted and the participants will ask for their consent whether to involve in the study as a source of data. They were also informed that their responses confidentiality was keep. Then after, questionnaires were administered to all sample employee in their hotel. The researcher distributed questionnaires to the selected sample and collect the fill questionnaires from the respondents. The questionnaires collected and used for analysis purpose.

3.7. Data Analysis Technique

In this research, the data were collected through different tools such as questionnaire and interview analyze using qualitative and quantitative methods. The data obtain from focus group discussion and interview analyze through qualitative techniques in the form of description.

The data gathered from close-ended questionnaire was analyzed through simple statistical techniques such as mean, graphical representation, table, percentage, and inferential statistics particularly multiple regressions. Multiple regressions are an appropriate and most widely use method to investigate the effect of two or more independent variables on dependent variable (Hair et al., 2006). To this end the researcher will use statistical data analysis tool i.e. SPSS version 20.

3.8. Ethical Consideration

All the research participants included in the study was duly informed about the purpose of the research so that their willingness and consent is ensured before the beginning of the study. Any researcher has a moral obligation to consider ethical situations that concern the researched (Marlene, 2000). Thus, anonymity and confidentiality of informants has to be seriously considered in fieldwork. The researchers should also consider what is considered to be of less importance to the researcher might be of crucial concern to the researched. It also informed the subjects that their responses were used only for the purpose of the study the same procedures will be also used before conducting the interview. Thus, the researcher wasrespected every ideas and culture of the participants of the study area.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETAION

This section includes practice and challenges of change management in the case of Grand Eliana Hotel. This data analysis composed of different information that was gathered through primary and secondary data collection methods. The data collect using primary data by questionnaire and interview. From 220 employees in the hotel 69 participate for questionnaire. In addition, face to face interviews with 6 top managers each department are conducted. So the response rate for the first phase data collection was 100%.

4.1. Demographic Analysis of the Respondents

The study used questionnaires and the questionnaire has two parts. The first part of the questionnaire consists of five questions requesting about the sex, age, educational background, work experience and current position of the respondent's. Second part discussed the relationship between selected change management practices and organizational performance. The result is presented as follows;

Table 4.1 Demographic Characteristics of the Respondents

Demographic characteristics	Description	Frequency	Percentage
Sex	Male	27	39.1
	Female	42	60.9
	Total	69	100.00
Age	Under 25 years old	4	5.8
	25- 30 years old	32	46.4
	31-35 years old	6	8.7
	Above 35	27	39.1
	Total	69	100.0
Education Level	Diploma	43	62.3
	Degree	17	24.6
	Masters	5	7.2
	Other	4	5.8
	Total	69	100.0
Department	Front office	6	8.7
	Finance	6	8.7
	F&B service	20	29.0
	Housekeeping	18	26.1
	Security	5	7.2
	Sales & Marketing	4	5.8
	IT department	5	7.2
	Engineering	5	7.2
	Total	69	100.0
Experience in year	Below 1	26	37.7
	1-2	29	42.0
	3-5	12	17.4
	Above 6	2	2.9
	Total	69	100.0

Source: Survey data, 2020 SPSS output

Sex of Respondents as it can be seen from the tables 39.13% respondents are male and the rest 60.8% are females.

The above table shows 46.3% of the respondents are between 25 & 30 years old, 8.69% respondents are between 31 to 35. While above 35 take 39.1% and 5.7% are under 25 of the hotel staff.

Education level of the respondent 62.3% have diploma, 24.6% have degree level, 7.2% have master level of education and the rest of 5.7% have other educational level.

To the position of the respondents 5.7% fall in sales & marketing employees,21.7% are F&B service,26% are from housekeeping,7.2% are from security & engineering department and the rest 8.69% fall in front office, finance and IT. In fact, this questioner helps how many employees participate from each department.

The highest 42% of the respondents have experience of 1-2 years in the hotel, 37.6 respondents had below 1 years of experience, 17% respondents had 3-5 years of experience and 2.8% respondents had above 6 years of in the hotel. This show as there is high turnover in the hotel.

4.2 Attitude toward change management practice and organization performance

Table 4.2 Familiar with the term change management

Response	frequency	Percent
Yes	27	39
No	42	61
Total	69	100

Source: Survey data, 2020 SPSS output

From the data 39% of the respondents are familiar with term change management and 61% of the respondents reported they are not familiar with the term change management. This is because there is communication gap.

Table 4.3 Importance of Implementation of change

Response	Frequency	Percent	Mean	Standard deviation
Very low	6	8.69		
Low	24	34.7		
Moderate	27	39	2.6522	0.87155
High	12	17.3		
Very high	0	0		
Total	69	100		

Source: Survey data, 2020 SPSS output

Majority of the respondents 39% consider moderate, 34.7% consider low, 17.3% considered as high and 8.69 have consider that have very low importance of implementation and also the mean value is 2.65 it indicates that majority of the low level employees because of lack of awareness about change management they can't say it is important.

All interviewers respond from top managers of the hotel change management is mandatory to survive by cost minimization in hotel industry and it needs new update also go through with technology. Regarding to the individual benefit of change management the employee gets new knowledge, experience, skill and professional development this all give as reason why change management is important.

Table 4.4 How positive the response about change management

Response	Frequency	Percent	Mean	Standard deviation
Very low	5	7.2	2.7101	0.78780
Low	19	27.5		
Moderate	36	52.17		
High	9	13		
Very high	0	0		
Total	69	100		

Source: Survey data, 2020 SPSS output

About the positive response of the employee for the change management 7.2% of the respondents agree very low, 27.5% of the respondents agree with low, 52.17% of the respondents agree with moderate, 13% consider its high. In addition to this the mean value is 2.71 this indicate the positive response of change management in the hotel is very low. Regarding to Lewins model unfreezing stage the main stage to aware employees about positivity of the change process and properly understand the importance of it, it becomes easier to implement change initiatives. According to the interview all the management respond agree that the staff didn't accept in positive way because of fear of unknown, lack of knowledge and skill.

Table 4.5Company change management practice

Response	Frequency	Percent	Mean	Standard deviation
Very low	0	0	3.3188	0.46944
Low	0	0		
Moderate	47	68		
High	22	31.8		
Very high	0	0		
Total	69	100		

Source: Survey data, 2020 SPSS output

The company change management practice from the respondents 68% consider that the change management practice is moderate, and 31.8% agree that company practice is high. According to the mean value 3.31 change management practice is rated high.

4.3 Challenge of employee toward change management implementation

Table 4.6 Challenge during change management

Question items		Response					Mean	Standard deviation
		Very low	**Low**	**Moderate**	**High**	**Very high**		
Communication Gap	N	3	7	9	18	32	4.0000	1.18818
	%	4.3	10	13	26	46.3		
Loss of Job	N	6	15	4	14	34	3.6812	1.43990
	%	8.6	21.7	5.7	20.2	49.2		
Time to Implementation	N	2	4	26	6	31	3.8696	1.14934
	%	2.89	5.7	37.6	8.6	44.9		
Fear of unknown	N	3	7	8	17	34	4.0435	1.19355
	%	4.3	10	11.5	24.6	49.2		
Insufficient training	N	2	10	12	9	36	3.9710	1.24819
	%	2.8	14.4	17.3	13	52.1		
Absence of motivation	N	5	7	17	11	29	3.7536	1.29939
	%	7.2	10	24.6	15.9	42		
Lack of Awareness	N	2	4	6	26	31	4.1594	1.00912
	%	2.9	5.8	8.7	36.7	44.9		
Lack of Knowledge and skill	N	2	4	6	26	31	3.5652	.97737
	%	2.8	20.8	8.6	37.6	44.9		
Workload	N	2	5	27	22	20	4.1014	1.03106
	%	2.8	7.2	39.1	31.8	28.9		
Absence of participatory voice	N	1	4	15	16	33	4.3333	.88561
	%	1.4	5.7	21.7	23.1	47.8		

Source: Survey data, 2020 SPSS output

The above table presents the average score for each of the questions as reported by selected staff and managers. As it can see in the table communication system 4.3% consider as very low, 10% consider as low, 13% consider as moderate, 26% respondents consider high and the rest of

46.3% respondent consider very high. According to the mean value show in the table is 4.00 this means there is high communication gap challenge.

Regarding to loss of job majority of the staff 49.2% consider very high, 20.2% respondent consider as high, 5.7 respondents consider as moderate, 21.7% consider low and 8.6% respondents consider very low also the mean value is 3.68 As we can see in literature review communication is necessary to set fears to rest, while encouraging reluctant team members to embrace change with confidence. That is the reason they response very high as a challenge in both communication system and loss of job.

When we come to time to implementation 37.6% respondents consider moderate, 44.9% consider very high, 8.6 consider high, 5.7% respondent consider low and the rest of 2.89% respondents consider very low. The mean value 3.86 this show high rate of respondent agree there is time to implementation challenge.

About Fear of unknown majority 49.2% respondents consider very high, 24.6% consider high, 11.5% respondent consider moderate, 10% respondent consider low and the rest 4.3% respondent consider very low. The mean value is 4.04 it indicates majority of respondent rate high fear of unknown.

When we see Insufficient training 2.8% consider very low, 14.4% consider low, the highest 52.1% respondent consider very high, 13% consider high and 17.3% respondent consider moderate. The mean value of the respondent rate is3.97 that means during change management there is no enough training which is based on change. Based on Lewins model by using unfreezing stage the leader answer and identifies how an organization should get ready for the change, highlighting measures to be taken in order to move away from current stage, current comfort zones.

About absence of motivation 42% respondent consider very low, 15.9% consider low, 24.6% respondent consider moderate, 7.2% respondent consider very high and 10% consider high. The mean value is 3.75 in many instances, employees dislike change unless it is one that they have requested, which means that obtaining buy-in is a major barrier to change. Majority of the respondent agree their motivation is low so we can consider absence of motivation is a problem for change management in this hotel.

Based on knowledge and skill 2.8% consider very low, 20.8% consider low, 8.6% consider moderate, the highest 44.9% respondent consider very high and 37.6% respondent consider high. The mean value of the respondent shows as 3.65 this means lack of knowledge and skill are major challenge during change.

Additional to workload 39.1% consider moderate, 31.8% respondent consider high, 28.9% consider very high,2.8% respondent consider very low and 7.2% respondent consider low.The mean value show is 4.01 that means there is high work load.

The last question regarding to absence of participatory 1.4% respondent consider very high, 5.7% consider high, 21.7% consider moderate, 23.1% respondent consider low and 47.8% respondent consider very low. The mean value is 4.33. As we see in the above there is lack of motivation and this is relating to absence of participatory in change management only top management decide and plan during change.

According to the interview all interviewer agrees that there several challenges face during change: Lack of time to implement the change, Lack of knowledge about the new implemented change, the employee resistance to change because they feel insecurity and lack of awareness about the change management model and lack of trainer and training.

In addition to the interviewer the mean rate from questioner work load, insufficient training communication gap and absence of participatory is the main challenge in this hotel.

4.4 Role of leadership and attitude of employee

Table 4.7 Leadership role on the implementation of change management

Question items	Response						Mean	SD
		Very low	**low**	**Moderate**	**High**	**Very high**		
Department produce annual change management plan	N	0	0	19	8	42	2.8986	.95709
	%	0	0	27.5	11.5	60.8		
Identify issues consideration as change priorities	N	6	12	39	7	5	3.0435	.52678
	%	8.6	17.3	56.5	10	7.2		
Monitor and assess Individual portfolios and give feedback	N	0	0	52	15	2	3.3478	.76362
	%	0	0	75.3	21.7	2.8		
Provide resource supportive for change management	N	0	6	5.6	5	2	3.2029	.81493
	%	0	8.6	81.1	7.2	2.8		
Encourage employee collaboration for implementing change program	N	0	7	36	21	6	2.4203	.62792
	%	0	10	52.1	30.4	8.6		
Facilitate opportunities	N	0	13	33	19	4	3.0580	.66164
	%	0	8	47.8	27.5	20.2		
Facilitate effective communication about change management	N	3	36	31	2	0	3.2464	.84724
	%	4.3	52	44.9		0		
Provide moral support & appreciated	N	1	10	42	16	0	3.2464	.55322
	%	1.4	14.4	60.8	23.1	0		
Encourage to new practice	N	0	12	34	17	6	3.2899	.66645
	%	0	17.3	49.2	24.6	8.6		

Source: Survey data, 2020 SPSS output

The above table shows the role of leadership. As we can see annual change management plan 27.5% respondent consider moderate, 11.5% consider high and 60.8% respondent consider very high. According to the mean value show 2.89 departments produce annual change management plan.

When we see identify issues consideration as change priorities 8.6% respondent consider very low, 17.3% consider low, 56.6% respondent consider moderate, 10% consider high and 7.2% respondent consider very high. The mean value is 3.04 indicate that the hotel management identify issues in good way considering change.

Monitor and assess individual portfolios and give feedback 75.3% respondent consider moderate,21.7% respondent consider high and 2.8% respondent consider very high. The mean value is 3.34 and the leaders are good in monitor, asses and give feedback regarding to change.

Regarding to provide resource supportive for change management 8.6% respondent consider low, 7.2% consider high, 2.8% consider very high and 81.1% respondent consider moderate. According the respondent value 3.20 they have well in providing resource which is supportive during to change.

When we see encourage employee collaboration for implementing change program 10% respondent consider low, 52.1% consider moderate, 30.4% consider high and 8.6% respondent consider very high**.** According to the respondent mean value 2.42 show that employee encouragement is very low**.**

Regarding with facilitate opportunity 8% respondent consider low, 47.8% consider moderate,27.5% respondent consider high and 20.2% respondent consider very high. When we see Provide moral support & appreciated 1.4% consider very low, 14.4% consider low, 60.8% consider moderate and 23.1% respondent consider high.

The other one is facilitate effective communication about change management 4.3% respondent consider very low, 52% consider low, 44.9% consider moderate and 2.8% respondent consider high. According to the mean value of both facilitate opportunity and effective communication about change management the mean value of respondent is 3.24 that means it is rated good.

At the end of the questioner encourage to new practice 17.3% respondent consider low, 49.2% consider moderate, 24.6% consider high and 8.6% respondent consider very low. According to the mean value 3.28 which mean the respondent rated moderate about the encouragement of new change practice.

Generally, from the respondent rate the leadership role is less they fail with facilitate opportunities, department produce annual change management plan is less, facilitate effective communication is less, encourage employee collaboration also less. It shows that the leadership role is very low and must be improve.

Table 4.8 Attitude of employee toward implementation of change management

Question items	Response		Very low	low	Moderate	high	Very high	Mean	SD
Provide employee with new knowledge, skill and understanding	N		0	0	56	9	4	3.4783	.73981
	%		0	0	81.1	13	5.7		
Solve difficulties	N		0	4	45	16	4	3.2609	.65646
	%		0	5.7	65.2	23	5.7		
Provide ideas & strategies	N		0	2	40	19	8	3.6087	.57439
	%		0	2.8	57.9	27.5	11.5		
Improve employee work achievement	N		0	0	59	2	8	3.6957	.75351
	%		0	0	85.5	2.8	11.5		
Change the way of customer handling	N		0	0	30	36	9	4.1304	.33925
	%		0	0	43.4	52.17	13		
Organizational culture has impact	N		0	6	15	42	6	3.0580	.44997
	%		0	8.6	21.7	60.8	8.6		
Important for updating working knowledge and searching new knowledge	N		0	0	0	60	9	4.9420	.29125
	%		0	0	0	86.9	13		
Play important role for professional growth	N		0	3	61	3	2	3.9565	1.18116
	%		0	4.3	88.4	4.3	2.8		
Communication improve work competence	N		0	0	1	2	56	4.9420	.29125
	%		0	0	1.4	2.8	81.1		
Organization structure has impact on change management implementation	N		0	12	13	10	34	4.1304	.33925
	%		0	17.3	18.8	14.4	49.2		

Source: Survey data, 2020 SPSS output

The above table show attitude of employee. As we can see provide employee with new knowledge, skill and understanding from the respondent 81.1% consider moderate, 9% consider

high and 5.7% consider very high. The mean value is 3.47 it shows the respondent rate in moderate.

When we come solve difficulties 5.7% respondent consider low, 65.2 respondent consider moderate, 23% consider high and 5.7% respondent consider very high. The mean value 3.26 and they interpreted that half of the respondent neither agree nor disagree change solve difficulties.

Regarding to provide idea & strategies 2.8% consider low, 57.9% consider moderate, 27.5% consider high and 11.5% respondent consider very high. The mean value is 3.60 and show the respondent rate is moderate.

When we see improve employee work achievement the 85.5% respondents consider moderate, 2.8% respondent consider high and 11.5% consider very high. According to the mean value 3.69 show the respondent rate is moderate.

Change the way of customer handling 43.4% respondent consider moderate, 52.1% consider high and 13% respondent consider very high. The mean value is 4.13 it indicates that the respondent agree change management is advantage to improve customer handling.

Also organizational culture has impact 8.6% respondent consider low,21.7% consider moderate,60.8% consider high and 8.6% respondent consider very high. The mean is 3.05 shows that the respondent rate is moderate.

Next Important for updating working knowledge and searching new knowledge 86.9% respondent consider high and only 8.6% consider very high. The mean value is 4.94 it means show they strongly agree.

Change management play important role for professional growth 4.3% consider low and high, the other 88.4% consider moderate and only 2.8% consider very high. According to the mean value 3.95 the respondent rate moderately that change management play important role for professional development.

Regarding with Communication improve work competence 1.4% respondent consider moderate, 2.8% consider high and the majority 81.1% respondent consider very high. The mean value is

4.94 which means majority of the respondent rate highly agrees communication have impact to improve work competence.

The last organization structure has impact on change management implementation majority 49.2% respondent consider very high, 14.4% consider high, 18.8% consider moderate and the rest 17.3% respondent consider low. The mean value is 4.13 shows that the respondent rate highly agrees organizational structure have impact in change implementation.

All interviewer responds that the first stage or unfreeze stage is the challenge one because in this stage the leaders/manager must educate about the importance of change related with current situation. The rest of stages are not challenging compare to the first step. In addition to that they face lack of knowledge about the change, communication, lack of time to implementation, communication problem, work load, lack of fund.

The managers respond change relate with resistance or stability. They also state that change measure related with success of the hotel & compatible in the hotel industry with technology and cost minimization.

All managers respond they take measurement for the employee to avoid, fear during change by training, discussion & give different benefits to motivate during change. They also agree change management have a great role of the hotel by reduce cost & improve knowledge & skills.

Regarding to the data employee attitude about change management is unfavorable this lead the employee to discourage them and have effect on their job. According to improve attitude of employee the leaders play a great role by increase participation of employee during change management.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summaries of findings

This study was to assess the practice & challenges of change management in the case of Grand Elian Hotel.

The study has use descriptive method of research design both quantitative & qualitative method. The data collect both with questioner and interview. Based on the analysis of the data show majority of employees are female & 46.3% are aged 25-30. 62.3% of respondent have diploma education background.

Attitude toward change management practice 61% of the respondent are not familiar with the term change management concept also only 8.69% & 34.7% respondent agree about the importance of change management. About positive response of the employee 52.17% consider moderate. The change management practice 68% of the respondent agrees the practice is improved.

According to challenge during change management the questioner respond communication system, loss of job, time to implement, fear of unknown, insufficient training, Absence of motivation, lack of knowledge and skill and absence of participatory voice are the major problems but the interview the main challenges were lack of knowledge, lack of communication, lack of time to implement, fear of change 7 lack of fund are major problems during change.

The research founded depend on the interview the company is useful if change practice by minimizing cost and by improving employee knowledge and skill. Regarding with questioner that show majority of employees agree with the effectiveness of the company.

5.2 Conclusion

The study was generally to assess the practice & challenge of change management of Grand Eliana Hotel and to study the challenges faces the management& employee during the change. The study had five objectives which included assess the practice of change management, measure attitude of employees toward change management, assess the role of leader in implementation of change management & to identify the major challenges that the hotel face in change management.

After the interview attitude of the employee is unfavorable because of very low participation during first stage (planning) and lack of resistance along with communication gap.

According to the data gather from interview & questioner the study can get some results. The result indicated that lack of awareness about change management, communication gap, and lack of knowledge; skill& training, lack of resistance are the major challenge to implement change.

Regarding with the interview leader use benefits and training to motivate employee during change but the employee agrees there is very wide gap of communication and due to limited awareness the management and the employee resist the change.

Generally, Lewinsmodel is help the hotel to achieve the company goal. But the management staffs agreed the new change management model is effective and help the company to achieve its goal and also according to the interview analysis the company can reduce cost.

5.3 Recommendation

The research gives useful information regarding the practice & challenges of change management according to the findings of the study the following recommendations are giving below:

❖ Communication and participation

The finding indicates communications gap were the major Grand Eliana hotel problem. Also employee was not well informed about the change before implementationKeep the lines of communication open between employee and management staff. The communication system is

very low based on the finding. The first step of change management process is communication & have great role for implementation change.

❖ Share Responsibility

Leaders should not be the only people in your organization with responsibilities tied to the change. Giving employees the opportunity to participate in, or give feedback on, decisions can be a really positive strategy. Employees will be grateful for the chance to make their voices heard, and it can also be a great way to get different perspectives and understand impacts you might not have thought of otherwise.

❖ Begin with Culture

Begin any change implementation planning with culture. A lack of connection with these elements may cause employees to question the change, as well as the future direction of the company as a whole. In the planning stages of the initiative, leadership should ask does this change connect with organization's overall vision or values.

❖ Training and skill development

When the change involves shifts in technologies or processes, provide adequate training for your employees to help them master the new way of doing things. According to the data majority of the respondent doesn't have awareness what change management is. In order to make the change successful change resistance is the major factor. This resistance develops when the employee gets continuously trained & educate about change. This means employee making confident that the change is useful both for company & individual.

❖ Improve awareness about change management

Understanding why change is take place this stage majorly tries to educate the importance and the necessity to change highlighting repercussions of not changing according to the current situation. The objective is to reduce possible employee resistance to change. When employees are aware of the change process and properly understand the importance of it, it becomes easier to implement change initiatives.

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APPENDIX I

Questionnaires to be fill by employees of Grand Eliana Hotel.

This questionnaire is prepared to be filled out by employees and managements GRAND ELIANA HOTEL. It is designed to collect data about practice and challenges of change management.

On the basis of your response and those of people like you, I hope to get a better understanding of the challenges on the practice of change management.

The purpose of this questionnaire is purely academic and hence will result in no negative consequence in your present job. This survey is collected for partial fulfillment of requirement of **Master Degree in Business Administration at St. Mary's university school of graduate studies.**

You're honest and truthful answers mean a lot to this research. Therefore, I ask you to fill out this questionnaire with utmost honesty. I would like to extend my gratitude in advance for your time and cooperation.

LiyaFeleke
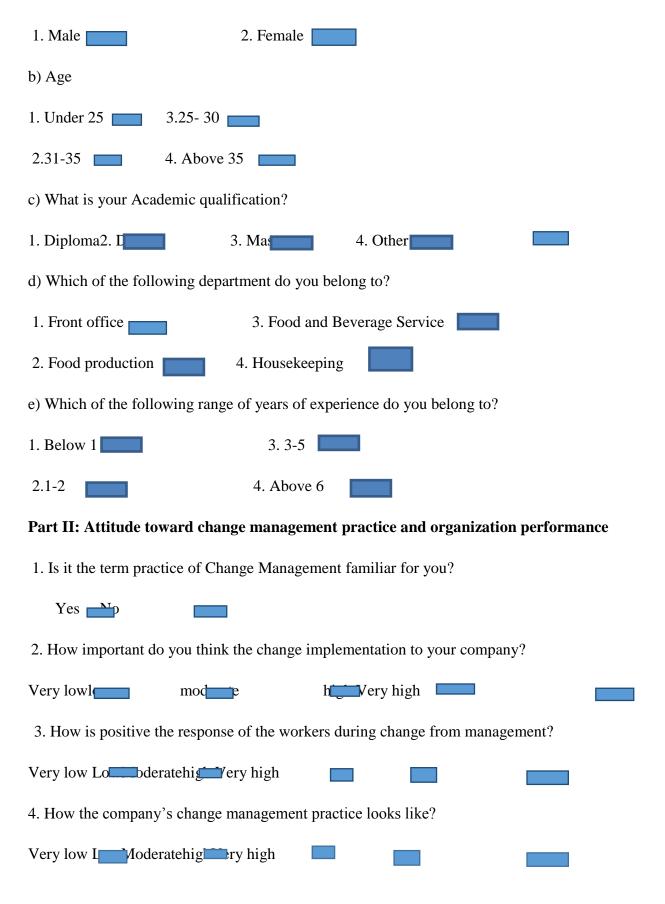
Liyafeleke146@gmail.com

General Direction

• Don't write your name.

 • Please tick "√" sign in the box you selected

QUESTIONAIRE FOR EMPLOYEES WITHIN HOTELS

Instructions: Please put a tick (√) when answering the questions in the appropriate box for each item

 PART I) BACKGROUND INFORMATION

 a) Please indicate your gender:

1. Male ▭   2. Female ▭

b) Age

1. Under 25 ▭   3.25- 30 ▭

2.31-35 ▭   4. Above 35 ▭

c) What is your Academic qualification?

1. Diploma2. D▭   3. Mas▭   4. Other▭   ▭

d) Which of the following department do you belong to?

 1. Front office ▭   3. Food and Beverage Service ▭

 2. Food production ▭   4. Housekeeping ▭

e) Which of the following range of years of experience do you belong to?

1. Below 1▭   3. 3-5 ▭

2.1-2 ▭   4. Above 6 ▭

Part II: Attitude toward change management practice and organization performance

 1. Is it the term practice of Change Management familiar for you?

    Yes ▭ No   ▭

 2. How important do you think the change implementation to your company?

Very lowl▭   mod▭e   h▭Very high ▭   ▭

 3. How is positive the response of the workers during change from management?

Very low Lo▭oderatehig▭Very high   ▭   ▭   ▭

4. How the company's change management practice looks like?

Very low L▭Moderatehig▭ry high   ▭   ▭   ▭

Part III. Items related to challenge of employee toward Change management implementation

Direction: The following items are about the reasons of employee resistance on successful implementation of CPD. Thus please use one of the following Liker scale to point out your response by marking (X) from the given rating scales.

Keys: 1=Strongly Disagree, 2=Disagree, 3= Moderately Agree, 4= Agree 5= Strongly Agree.

	Items	Scale				
		1	2	3	4	5
1	Lack of information access and two way communication gap					
2	Loss of job security and control					
3	Shortage of time to implement change action					
4	Fear of the unknown					
5	Lack of organized training on change program for employee					
6	Absence of motivation					
7	Lack of awareness of employee on change activities					
8	Lack of required knowledge and skills from mentors					
9	workload per week (more periods per week)					
10	Absence of participatory voice in the changes introduced					

Part IV. Items related to the role of leadership on the implementation change management program

Direction: Please indicate your agreement/disagreement on the following leader's role in implementing CPD by marking (X) from the given rating scales.

Keys: 1=Strongly Disagree, 2=Disagree, 3= Moderately Agree, 4= Agree 5= Strongly Agree.

	Items	Scale				
		1	2	3	4	5
1	Leaders ensure that each department produces an Annual change management Plan					
2	Ensuring that all teachers in schools take part in sixty hours of Change management activities each year					
3	Leaders identify issues for consideration as change priorities					
4	Leaders monitor and assess the content of individual Portfolios and give constructive feedback					
5	Provide resources to support my professional development					
6	Encourage ongoing employee collaboration for implementing change programs and practices					
7	Facilitate opportunities for staff to learn from each other					
8	Facilitate effective communication among staff about vision and goal of Change management					
9	Provide moral support by making feel appreciated for their contribution tohotel change management implementation					
10	Encourages me to try new practices consistent with my own interests					

Part V. Items related to attitudes of employee on the implementation of change management program

Direction: The following statements are designed to assess how attitudes of teachers affect the implementation of CPD practices.

Keys: 1=Strongly Disagree, 2=Disagree, 3= Moderately Agree, 4= Agree 5= Strongly Agree.

	Items	Scale				
		1	2	3	4	5
1	Change management programs provide employee with new knowledge, skills, and understanding for their staff development activities					
2	Change management activities solve the difficulties in the hotel					
3	Change management activities provide ideas and strategies that are helpful with hotel management					
4	Change management improves employee work achievements					
5	Change management changed the way of customer service in the hotel.					
6	Cultures of the organization have impact in change management of the hotel.					
7	Change management activities are important for updating of previous working knowledge and search for new knowledge					
8	Change management plays an important role in improving my professional growth.					
9	Communication improves my working competence					
10	Organizational structures have impact on change management implementation.					

APPENDIX II

Interview Questions for Top Management staffs

1. What is the role of change management for hotel industry?

2. What are the main challenges faced by the managers for the hotel?

3. What are employee attitude on change management implementation in your hotel?

4. Which change management stages the management face challenges?

5. What are the common problem that hotel manager encounter when dealing with change management?

6. How do you measure change management in your hotel?

7. What is the role of manager on implementation of change management?

8. Why is it important change management for individuals and for the hotel?

9. What measure/sis/are taken by management when face challenges?