

**EMPLOYEE CHANGE READINESS WITH A SPECIAL ATTENTION TO  
EMPLOYEES' INTERESTS-ACCOMMODATION :A CASE STUDY OF MUKONO  
DISTRICT LOCAL GOVERNMENT**

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UNIVERSITY**

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## DECLARATION

I, AKURUT ASHYLYEN, hereby declare to the best of my knowledge that the work presented here has never been presented to any other institution of higher learning for any award.

Signed:  .....

Date: 24th sept 2024 .....

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**APPROVAL**

This research report has been submitted to the school of bussiness with my approval as the University supervisor.

Signed: 

Date: 11 September 2024

**MR. WAWERU ABRAHAM**

## **DEDICATION**

It is my considered and desired opinion to dedicate this piece of writing to my beloved guardians, Mr. Naigo Emitu Stephen and Mrs. Naigo Ayimo Harriet for their entire support, moral encouragement and above all spiritual enrichment which have proved a ground towards the superior excellence in my field of academia. Thank you very much.

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There is no such whetstone to sharpen a good wit and encourage a will to learning as is praise;  
Robert Ashram 1515-1568.

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## **ABSTRACT**

This study aims to explore the strategies to enhance employee change readiness on employee accommodation among employees. The research data was collected from Mukono district Local government. This study was guided by three main objectives namely, to identify the level of employee readiness for the changes introduced in Mukono District local government in the last five years

to profile the main employees' interests during an earmarked change at Mukono District Local Government.

to explore the possible contribution of employees' interests-accommodational fostering employee change readiness Mukono District Local Government.

A qualitative approach was employed to collect data from the representatives of fifteen respondents from the staff of mukono local government . These respondents have been at this organization for five years and above. The data collection was done through structured interviews and was done inductively.

The results indicated that openness and embrace to change, adaptability, dedication and commitment, sense of control and confidence were considered to be instrumental that influenced employee readiness to change. Other factors that emerged as important included, support from the management, provision of incentives, open communication, training and employee empowerment.

The study can be said to have identified some of the successful factors that can identify the readiness of Mukono local government district employees from the results below.

# CHAPTER ONE

## INTRODUCTION

### 1.0. Introduction

This chapter presents the background to the study, statement of the problem, objectives of the study and research questions. It further highlighted the scope of the study, justification of the study, significance of the study and conceptual framework.

### 1.1. Background to the Study

The current global economic development increases competition among companies to become the best one in their fields. This competition requires each company to make organizational changes by adapting and adjusting organization-al needs(reference). Organizational change is carried out by the company to maintain its existence and create a better organizational development(reference). Organizational change is a process of moving from the current condition to conditions expected by an organization in order to increase its effectiveness (Jones, 2013, Get recent references). If a company does not make changes properly, the company will not be able to optimize the effectiveness of its organization. Thus, the company cannot compete in global economic development and will possibly threaten the existence of the organization (Kunert, & Staar, 2018).

The employee readiness for changes is the key to the success of an organizational change made by the company. If employees are not ready to face the changes, they will not be able to follow and will feel burdened with the organizational changes that occur (Hanpachern, Griego and Morgan, 1998; Get recent references). Lack of attention from the company in understanding the processes that occur in employees causes the company to lose the opportunity to influence employees to be ready to face changes in the company (Rafferty, Restubog, 2006; Get recent references).

Employee's unpreparedness in the face of changes results into resistance towards the changes that occur. Resistance occurs because an organization cannot provide an effective change process (Vakola, 2013; Get recent references). Therefore, companies need to increase the employee

readiness to make changes. The concept of employee readiness in the face of change is expressed by (Armenakis et al.,1993; Get recent references) as "A cognitive state comprising the beliefs, attitudes, and intentions toward a change effort", which is a cognitive condition consisting of beliefs, attitudes, and intentions towards effort to change.

There are three components forming the employee readiness to deal with changes, namely beliefs, attitudes, and intentions. Beliefs are, the evaluative assessment of the whole individual that he is ready to deal with organizational change that is influenced by an individual's belief that change is needed, that he has the ability to succeed in making changes, and that change will have positive results for his work / role (Armenakis et al.,1993; Get recent references). Beliefs are defined as an evaluative assessment of the whole individual that he is ready to deal with organizational changes and is influenced by the individual's belief that change is actually needed, that he has the ability to succeed in making changes, and that change will have positive results for his work/role. (Armenakis et al.,1993; Armenakis et al., 2007; Holt et al., 2007; Get recent references) describes five messages of readiness to change as aspects that describe beliefs, namely efficacy, principal support, discrepancy, appropriateness, and personal valence.

Attitude, as an indicator of employee readiness to change, is a cognitive assessment of individuals derived from the various types of information received about change and becomes an overall evaluative assessment of changes in their role(). Intentions are concerned with the motivational factors that influence a behavior and are indicators of how hard a person is willing to try and how much effort he or she is willing to exert in order to perform the behavior. Intentions are motivational factors that influence behavior and are indicators of how hard someone is willing to try and how much effort he wants to make for the changes faced in his job/role. The level of readiness will vary for each employee, it is based on the employee's experience of the balance between the costs and benefits estimated by the employee towards the changes that occur (Vakola, 2014; Get recent references). Hence, the condition of employee readiness to deal with changes will affect the employee behavior to support or resist the changes that occur.

Despite the centrality of employee readiness for change in fostering the success of intended change, there is evidence that deficient in employee readiness has been the major hindrance to

success of earmarked changes. Evidence shows that, in the last four decades, only between 25 and 30% change has been successful.

Local governments the institutions of interest in this study have also registered cases of change resistance from employees which is an indicator of employee unpreparedness.

The employees dragged on and the change took longer than scheduled to yield results. This state of affairs presents an opportunity to undertake a study with a view of exploring the means of enhancing employee readiness for change.

As to how employee readiness for change can be improved, the degree to which an organisation attends to employees' interests and concerns provides a persuasive reason to advance the view that employee interests accommodation would be vital. In particular, changes are associated with perceived losses and threat for the loss. Employees are for example concerned about their job security, social relationships that have been developed over time, ability to handle new realities among others(). Undoubtedly, where an organization attempting to introduce a change familiarizes itself with employees fears, concerns and interests, and proactively addresses them, the employees would be ready and supportive of the change. On the contrary, if there is perceived threat or loss associated with an earmarked change, employees are resistance to change.

Given the centrality of employees readiness for change, and there being evidence that employees in Mukono Local Government have not been ready for the past change initiatives, this study attempted to assess ( with special interest in employees' interests-accommodation), the factors that can enhance employee change readiness.

## **1.2. Statement of the Problem**

Organizational change is an inevitable aspect of today's dynamic business environment driven by factors such as technological advancements shifting market trends and increasing competition. (Kotter, 2021). Effective readiness among the employees to change is crucial for organisations to remain competitive, innovative and sustainable (BURNS, 2019). However, many organisations struggle to implement change successfully, with studies indicating that up to 70 percent of change is a critical initiative fail (Hughes, 2011). Employee readiness to change initiatives (Armenakis et al, 2019).

Despite the importance of employee readiness to change, district headquarters like Mukono is still facing the struggle to effectively initiate and implement changes according to the plan. For example, a change planned in 2020 faced resistance from employees who feared loss of their job security and benefits. This points to a threat to employee's interests amounting to resistance. It's on this ground that the study sets out to investigate employee readiness for change with special attention to employee needs in Mukono District Local Government in Uganda.

### **1.3. Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of this study is to find out the impact of employee change readiness with a special attention to employee needs in Mukono district local government.

#### **1.3.2 Specific Objectives**

- a)** To identify the level of employee readiness for the changes introduced in Mukono District local government in the last five years
- b)** To profile the main employees' interests during an earmarked change at Mukono District Local Government.
- c)** To explore the possible contribution of employees' interests-accommodational fostering employee change readiness Mukono District Local Government.

### **1.4 Research Questions**

- a)** What is the level of employee readiness for the changes introduced in Mukono District local government in the last five years?
- b)** What are the main employee indenturing change at Mukono district local government?
- c)** What is the possible contribution of employees' interests-accommodation in fostering employee change readiness Mukono District Local Government?

## **1.5 Scope of the Study**

The scope of the study comprised of the content scope, geographical scope and time scope as follows: -

### **1.5.1 Content Scope**

The study concentrated on employee change readiness with a special attention to employee interests during the change. The study was based on to identify the special interests and concerns of employees on employee readiness to change.

### **1.5.2 Geographical Scope**

The study was conducted at Mukono district local government. Mukono District is bordered by Kayunga District to the north, Jinja District to the east, Kalangala District to the south-west, Kira Town and Wakiso District to the west, and Luweero District to the north-west. The town of Mukono is about 21 kilometers (13 mi) by road, east of Kampala, the capital and largest city of Uganda. This is about 55 kilometers (34 mi) west of the town of Njeru, where the Nalubaale Power Station is situated, on the Kampala–Jinja Highway. The geographical coordinates of Mukono District are 00°28'50.0"N, 32°46'14.0"E (Latitude:0.480567; Longitude:32.770567).

### **1.5.3 Time Scope**

The study assessed the changes implemented between 2019 to 2014.

## CHAPTER TWO

### LITREATURE REVIEW

#### 2.1. Introduction

#### 2.2. Employee change readiness

Change readiness," as explained by Holt et al. (2007), reflects the ability of a person to consciously and emotionally accept a certain strategy and change the status quo. Workers who are easy to change will look upon everything in a very optimistic way, think that changes will be for the benefit of the future development of the company, and want to participate in every process of the organisational change process. Cunningham et al. 2002 describe that for a change to be effected in an individual, one has to have the desire for a change, participate in the process and also believe in his or her ability to meet the intentions of the change.

Change is not a wondrous event that only few people can manage under specific conditions. According to Ford and Ford 2018, change is natural human behavior that is always effected in a social environment. Saying that changes exist ontologically prior to the organization is not an hyperbola as organization is a place where human behavior is in evolution. 2021. It is of prime importance to come to the conclusion that organizations are in a state of continuous flow and that for them to be prosperous they have to develop the ability to transform themselves always gradually and most of the time fundamentally. Burnes,2020.

An organization's readiness for change determines how fast and efficiently it can adapt to changing conditions. Policies will probably get acceptance of changes, and the organisation will probably move as intended if those policies are perceived to be in correspondence with the organisational values. Organizations must also ensure that achieving the intended results requires altering employee behavior in response to organizational changes. During the transition process, individuals reflect and make choices based on their experiences, knowledge, and feelings. A changed perspective related to organizational change would need to be considered, as evaluation is typically born out of cognitive and emotive elements regardless of individual differences in several causes and factors. Change is influenced as well by: strong staff morale, trust, appreciation, leadership, supportive work environment, university commitment to ease of access, and by the

usage of technology by students. According to Akbuut et al., 2018, people make judgments, evaluate, interpret, and develop feelings on the change process.

In the year 2000, the construct of openness to change was proposed by Van den Berg et al., which conceptually derived its basis from the cognitive adaptation theory. This theory mentioned that during stressful events, those who had higher levels of optimism, self-esteem, and perceived control were also the ones who evidenced the most well-being during stressful events. Many authors also show how psychological tools serve as a helper in establishing flexible and resilient personalities (Meyer JP, Srinivas ES, 2017).

Van den Berg et al. (2018), on the other hand, include several dimensions in their measurement of openness to change in a restructured work environment, such as awareness of knowledge about change, participation or involvement in the process of change, self-efficacy in beliefs about change, social influence, and personal influence of change. These authors postulate that compared to other variables in cognitive adaptation theory, self-esteem, general perceived control and optimism the nominated variables above are often more open to organisational intervention. Van Den Berg H, Manstead AS, Van Der Pligt J, 2019.

Organisational change typically affects employee attitude, behavior and belief because it moves a situation from one which is familiar to one which is unfamiliar. This particular situation can make the employees nervous, tense, and apprehensive. Hence, managing the employees in organizations so that they may willingly accept and take part in the change programs is a challenge for both the field practitioners and academicians. A literature review done by the researcher identified that employee readiness characteristics influence attitude, beliefs, behaviors, and responsiveness of individuals over organizational change. Armenakis et al., 2018;, Bernerth, 2020; Madsen et al., 2019. These elements could lead to an impact on a person's financial and psychological predictors. According to Alvi & Ahmed, 1987, Chang, 2019 & Goulet,, & Singh, 2021,.

Actually, the work environment and mutual interfaces that stimulate everybody to maximize their potentials, efforts, experiences, and expertise are the basis of relationships between employers and employees. The work environment may enable them to be more loyal when they feel that their needs and wants and future expectations can be satisfied. When these needs and wants are met, an employee can accept or identify with the organization's goals and values. Further, a positive attitude and behaviors can be developed when an employee realizes that something must be done.

In the light of above, practitioners and scholars are interested in exploring the factors that predispose employees to forms of attitudes and behaviors which will enable processes of change within an organization to prevail easily. Goulet and Singh 2002; Yoon and Thye 2002; Madsen et al. 2015; Find more recent references. For instance, it could be done by examining the variables that impact a person's commitment to self and their job organization. These factors essentially help to understand a person's cognitive level about the organisation. Goulet and Singh, 2002; Penely and Gould, 1998 Find more recent references This concept was taken as a basis for designing the research study on employee commitment to organisation and career predictor variables, which are based on an individual's financial and psychological demands. Galais and Moser 2009 suggest that the commitment of an individual to the institution could satisfy the need for identity and belonging. The mechanism can thus be utilized by the management in developing favorable orientations of employees towards the corporation and careers in general, which can be helpful towards effective and smooth implementation of change.

### **2.3. Employee interests**

Employee interest can be described as the concern, needs, and aspirations that laborers have about their jobs, careers, and life in an organization. Employee interests refer to the concerns, needs, and aspirations that laborers have with regard to their jobs, careers, and life in the organization. Organizations need to be in a position to understand employee interests so as to enable them to maintain a healthy work environment to maximum the engagement of employees and improve performance.

What is most dreaded by employees is job insecurity, as workers need to feel secure in their jobs and be protected from unexpected layoffs or firings. Job security is the employees' biggest concern because workers need to feel secure in their jobs and be protected from unexpected layoffs or firings (Davy et al., 1997; Find more updated references). Career growth is the second most important interest of employees as employees want career growth opportunities and training and development which improve their careers. Incentives, benefits, and fair compensation also play an important role because enthusiastic workers watch out for these (Lawler, 2019). Job Security: It is the permanency of the job an employee perceives. It is the feelings of loss of jobs or benefits arising from those jobs such as career training and promotion opportunities coupled with good working conditions and excellent pay(). Work security is the influence an

earmarked change has on the commitment of employees to an organization, to which their commitment is important. Work security also influences workers' commitment to other organizations. Workers who feel safe are more likely to be committed to an initiated change. Interest in work-life balance is another concern for an employee during an earmarked change. Thereafter, employees are seeking opportunities that provide greater autonomy and flexibility in work schedules to balance work and personal life. Greenhaus & Parasuraman, 1999; Get more recent references. Workers need autonomy and also decision-making skills because they want to be in charge of their work. Hackman & Oldham, 2016. Job satisfaction and commitment are important in that it gives employees a feeling that they have meaningful work, a purpose, and contribute to the success of the organization. Furthermore, the well-being of the employees has become a growing concern for employees who have prioritized their mental, emotional, and physical health and means and support to help them improve their general well-being (World Health Organisation, 2019). Communication and openness are essential because employees need open, honest, and transparent communication from management and leadership levels (Tompkins, 2001). To have a say in the decisions that provide employees with the opportunity to shape the future of the organization is an essential interest or concern of the employees (Cotton et al., 2018). Another layer of interest represented during an earmarked change is the employee's interest in being able to advance in their career. Notably, employees want to advance in their career, and any change that attempts to inhibit this growth would be resisted. An important aspect, however, would relate to a change that avails adequate opportunity in terms of growth and development which could be in terms of the skills development opportunities, position among other forms. The training and development interests of the employees are relatedly important because the employees have an inherent desire to enhance their knowledge, experiences, and skill profiles for better career opportunities and outlooks. (Noe & Colquitt, 2002 Find more up-to-date references). The employees want steady feedback and constructive criticism, and appreciation of their effort and work; hence these are also important. (Eisenberger et al., 1986 Find more up-to-date references). Employee satisfaction and health, on the other hand, are partly dependent upon a supportive working environment and culture, and partly reliant on the availability of an inclusive culture and a sense of community at work. These interests, in summary, encompass a wide array of concerns, needs, and aspirations of employees, which an organization should recognize to create a propitious work environment that enhances employee's engagement and consequently maximizes

overall performance. Understanding the interests and addressing them will provide organizations with a supportive work environment in which business thrives and top talent is attracted and retained.

#### **2.4. Relationship between employee interest accommodation and employee change readiness**

This section needs rewriting; Get about five different recent studies that have shown that, where employees' interests e.g., job security, loss of social relationships, have led to employee change resistance. Also, where the organization has been sensitive to employees' interest, the employees are more ready for change.

Early organizational change research forms a basis of readiness to change (Walinga, 2018). The most critical challenge emanates from the general belief in the literature concerning organizational change that employees ought to "be made ready" for change. Walinga (2008) cited that for employee preparation concerning change to be facilitated, there is a need to examine the ways whereby leaders may "get ready" so as to "get employees ready" for change. Perhaps one of the most cardinal attitudes, which influences the success or failure of change interventions and is identified in literature, is readiness to change. According to Weiner, 2019, this has to do with the perceptions of the employees about their own abilities and efficacies in the change initiatives. In general, according to Bouckenooghe et al., 2009, there are three main components to the concept of readiness for change, that is, the emotional, cognitive, and purposeful dimensions. Intentional readiness for change refers to the degree in which employees are willing to devote their time and effort to the process of change,. The thoughts and notions that are developed by persons in relation to change is what is referred to as cognitive readiness for change,. About the cognitive component, Bouckenooghe and De Vos say that it is the manner in which change is thought about. The affective reactions to the change are collectively referred to as emotional readiness to change (Oreg, 2013). Anxiety results from fear of the unknown. Therefore, in this case, the cognitive readiness provides input to the emotional readiness. In the views of Bouckenooghe et al. (2019), intentional, cognitive, and emotive reactions to the change are believed to take place at different stages of the process and therefore do not necessarily always occur concurrently. While the three-dimensional framework is helpful in addressing the different dimensions that concern people's attitudes toward change, it is also interdependent in that attitudes toward the change are usually linked with thoughts

and behavioral intentions regarding the change. This three-dimensional framework was hence chosen and explored in this study for better understanding of readiness to change. Work engagement has been defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" by Schaufeli, Salanova, Gonzalez Romá & Bakker, 2002, p. 74. The characteristics that describe vigor include high levels of energy, mental fortitude, willingness to put forth effort, and perseverance according to Schaufeli et al., 2012. Vigor invites employees to a more energetic work-oriented behavior and creates openness to opportunities available at the workplace. Brummelhuis & Bakker, 2012. "A sense of significance, enthusiasm, inspiration, pride, and challenge" describes dedication. Schaufeli et al., 2002, p. 74. Dedication encompasses enthusiasm, motivation, and pride. Bakker, 2011; Kassing, Piemonte, Gohan & Mitchell, 2012. According to Schaufeli et al. (2002), absorption refers to being fully absorbed in work, and "before one realizes it, much time has passed, and one feels it difficult to detach oneself from work." Complete focus and joyful absorption in one's job are characteristics of absorption as described by Bakker (2011) and Kassing et al. (2012). High levels of work engagement improve customer loyalty, talent retention, organizational performance, and stakeholder value. It is an essential business driver of organizational success. The usual tendency of an engaged worker is to stay with his company and continue to feel the excitement about the same. Apart from that, the employee's engagement was also considered a crucial factor that indicated the organizational success in challenging economy. The variables that affect the workplace engagement of employees are workplace culture, organizational communication, management philosophies, trust, respect, leadership, and brand recognition. Organizational change through mergers, acquisitions, downsizing, and restructuring has placed greater demands on employees working for extended hours, taking on more workloads, and being increasingly resistant to continuous changing and uncertainty. It only becomes worse when the staff is not involved in the adaptation process of change agents, who are usually the management, and when the process of change is not correctly monitored. Under such conditions, mismanagement disengages employees from their work and the organization, in general, resulting negatively on both the wellbeing of employees and the effectiveness of the organization at large, as argued by Marks (2017).

Work engagement during and after organizational change, according to Bhola (2016), would have a major effect on worker retention and increased productivity. For the change process to be

successful, work engagement needs to be considered by the change agents as an integral part of the entire organizational process of change-that is, prior to, during, and following the event or occurrence of the change itself (Bhola, 2019). Also, by Gallup's State of the Global Workplace survey (2013), engaged workers will be less likely to be distracted by changes in organizations. In sum, organizational change initiatives are more likely to succeed when there is a greater portion of managers and employees who are engaged in such initiatives (Gallup, 2013) In the educational setting, Zayim (2020) showed that perceived organizational trust and readiness to change were significantly related to each other. In particular, intentional, emotional, and cognitive readiness were all found to relate with and significantly contribute to perceived organizational trust. In total, 603 teachers were studied who worked at primary and secondary level public schools. A relationship was found among the teachers between perceived organizational trust and readiness for change, and also found a high relation between perceived trust in clients, colleagues, and leadership also in a positive direction. It has been found, according to Myungweon (2017), that some of the dimensions of leadership predict a person's readiness for change: frequency of manager-employee relations, leadership behavior, and employee's trust in top management.

Bargagliotti, 2019 postulates that work engagement is antecedent to the trust in leadership. Work engagement levels are noted to increase in such a scenario where the leaders show transformational leadership behaviours. Mahembe and Engelbrecht, 2014 reported that labor engagement and leader trust positively correlated among the students in South African education system - N = 288. Bargagliotti (2018) found to be engaged at work, a necessary condition is leader trust. It is an important environmental factor at work that people trust their leaders for one to develop a positive orientation towards change. This study, because of a shortage of South African data currently available, will provide new insights into the relationships among the constructs it measures in that country.

## CHAPTER THREE

### METHODOLOGY

#### 3.1 Introduction

This chapter details the methodology that will be applied in this study. Especially, the chapter elaborates on research design, sampling procedure, measurement instrument, and method of data collection. The chapter also illustrates how the data will be analyzed and the research ethics.

#### 3.2 Research Design

The approach mainly informs the methodology and the method of data collection that a researcher will use. According to Creswell (2014), the design selected would mainly inform the approach and data collection method. In this study, a constructive paradigm will be adopted. The design is based on the assumption that the reality is socially constructed; Collis & Hussey, 2013. This study purports to collect information that may help in building a framework that can foster readiness for employee change, with special attention to employee needs in the Mukono district local government. It will be done through collecting information from key stakeholders who are affected by or involved in the internal audit function.

A qualitative approach will be selected for this study. The approach will enable the collection of data in depth. More precisely, an Appreciative inquiry design will be employed for the study. The design will initially be employed for organizational change but has now been accepted as a research methodology . It is called a 4D constructive method whereby participants reflect on what the best was in the past, dream of what is the ideal future, and then design it and move towards realizing destiny. In respect to the research questions of this study, the first three steps of AI were considered appropriate for the study. To this end, the study has developed such a framework, which the Mukono District Local Government may consider if they find viable to integrate or adapt for use.

### **3.3 Study population**

It consisted of 60 respondents who are major stakeholders such as the department representatives, administrative staff, the audit committee representatives and the district councilors.

### **3.4 Sample size determination**

Qualitative studies rarely, if ever, predetermine the sample size in undertaking the research. Instead, the principle of point of data saturation will be employed to determine the eventual response sample size. Similarly, this study, the respondents at the point of data saturation will determine. This is where as many interviews as there is new information coming through will be conducted until a point where no more new information is obtained. In total, the point of data saturation will reach on the 20th respondent. Therefore, the total participants for the interviews were 20.

### **3.5 Sampling technique**

Inclusion and exclusion criteria will be used to select the respondents of this study. The inclusion criteria for one to be included in the study was being in management or departmental supervisors, administrative staff or an district councillors.

### **3.5 Data sources**

Two forms of data will be accessed for the purpose of this study namely primary and secondary data. Secondary data will be collected through review of documents and journals. These data form the largest portion of this work and guided development of the background, literature review, methodology, and discussion of the results. The primary data, on the other hand will collect directly from the field. This is the information that answer the questions of this study. sources

### **3.6 Data collection and transcription**

The data collection will be done through a qualitative approach by semi-structured one-on-one interviews. This implies that all the respondents will answer a general set of pre-set questions and also have an opportunity to add any other information they feel may be relevant to answer specific issues. Similarly, the interviewer will have the opportunity to further probe where necessary. All the interviews took between one and one and half hours. A request to have the interview recordings will be rejected. The respondents will feel at ease not to have the interviews recorded. The researcher therefore, took notes as during the process of interviewing the respondents. An interview guide will be used and shared with the respondents during the interview day. The research was between April and July 2024.

The researcher will conduct the interviews alone and at the same time took notes. English will be the language that will be used since all participants are well versed with the language. One interview will not be concluded as the respondent left prematurely and attempts to reschedule the interview failed. All the interview that was considered for analysis were 20.

### **3.6 Research Quality**

#### **3.6.1 Trustworthiness of Results**

Thus, it is considered as one of the ways of using rigour in qualitative works. Again, there is unanimity among scholars that rigor in a qualitative study is determined differently from a quantitative study. In this process, scholars have suggested four critical elements of establishing rigour namely, credibility, transferability, dependability, and confirmability for attaining trustworthiness.

#### ***Credibility***

On the other hand, credibility refers to a way of establishing rigour that implies the confidence that one can have in the truth of findings and conclusions made (Owen, 2005). Triangulation, member checking, negative case analysis, and prolonged engagement has been proposed as strategies that are important in establishing credibility (Reswell, & Creswell, 2018). To realize this, a member checking and prolonged engagement shall be employed. This will help in building a rapport with the respondents since it will involve introduction, clarification of motive of study, and relaxation

which will enable the respondents to offer response that are honest. On the other hand member checking will entail re-reading the key points to each respondent to enable them confirm that what our record we indeed what the respondents meant.

### **Dependability**

Dependability is another means of establishing rigor, which checks whether the results of the study are consistent over time and across different researchers. Scholars argue that a qualitative researcher should clearly present a description of the methodology that he or she has employed to control and analyze the data. As was discussed by Creswell, & Creswell (2018), the whole process of undertaking this research is well elaborated, and also the notes taken are available.

### **Conformability**

Conformability ascertains rigor by having the researcher present the respondents' view and desist from presenting his own perspective and reflection Loh, 2013.

This is so since qualitative research is largely subjective and can run into risks of misrepresenting the respondent's view. Thus, conformability aims to achieve some degree of objectivity. The researcher, while collecting the information, remained indifferent and allowed the respondents to answer the questions according to their will. He could only interject with a probing question if need be. Furthermore, the researcher employed member checking in order to ensure that the statement noted was agreeable to the respondents.

### ***Credibility***

### ***Dependability***

Dependability is another means of establishing rigor, which checks whether the results of the study are consistent over time and across different researchers. Scholars argue that a qualitative researcher ought to present a clear description of the methodology employed to control and analyze the data (Creswell, & Creswell, 2018). The whole process of undertaking this research is well elaborated and also the notes taken are available.

### ***Conformability***

Conformability ensures rigor by having the researcher present the respondents view and desist from presenting their own perspective and reflection (Loh, 2013). This is so since qualitative research is largely subjective and can run into risks of misrepresenting the respondent's view. Thus,

conformability aims to achieve some degree of objectivity. In conducting this research, the researcher remained neutral and let the respondents answer the questions as they deemed right and would only ask further question for probing. Further, the researcher undertook member checking to make sure that the respondents were in agreement with what had been noted down.

### ***Transferability***

Other ways of establishing rigour include transferability, described as the potential for the results to be transferred to other contexts or generalized; Creswell, & Creswell, 2018. It refers to the fact that, in qualitative studies, results are mainly not generalizable and this study did not aim at having the results generalized either. Qualitative researchers instead attempt to reach what is called an analytic generalization: the capability of the reader to make a critical judgment regarding the degree a study's findings can be transferred into another context. Maxwell (2014). To ensure this is possible, the process the researcher undertook in conducting this study and have been given as to ensure that an interested reader can read and judge for themselves whether or not the work is transferable

### **3.8 Ethical Considerations**

It is required that researchers exhibit themselves in ethical manner and undertake their studies under strict observation of the laid down ethical principles.

From what has been considered so far, it goes without saying that the bar is even higher on the part of a qualitative study.

This is so since at times the respondents share emotional challenging information and also confidential information. In undertaking this study, the researcher made sure that the principles were strictly adhered to during and after the study. In particular, the participants were recruited entirely on a voluntary basis. The researcher also, before undertaking the study, pointed out that the study was for purely academic purpose only. The researcher further explained to the participants that they had a right to withdraw from the interview at any point and not necessarily explain their reasons for such an action. Moreover, the researcher asked for permission to record the interviews; however, this permission was refused. At no point was an attempt made to try to influence or to try to record any of the interviews surreptitiously. The researcher also assured and guaranteed the anonymity of the respondents.

### **3.9 Data Analysis**

In conducting a qualitative study,

it is suggested that data analysis be done during and after the completion of data collection is complete (Creswell, & Creswell, 2018).

This is so because interviews are not basically meant to capture the words spoken but also the non-verbal cues that the respondents send be they being emotional, the voice adjustment and use of other body parts which the respondents use to supplement what is said in words. In this study the researcher would note for instance the emphasis provided during the interview. The researcher took time off after each interview to reflect on the whole interview and re-read the key points to understand the themes each respondents raised. After the whole exercise, the researcher reviewed the notes, grouped similar words together to build themes, and adopted the themes widely shared by majority of respondents. The researcher did a thematic content analysis to come up with the final report. Specifically, the researcher did this through rereading of my summaries and grouping them in a table, then identified the themes shared. The results were presented in themes that were shared and extracts from some of the respondents to support each theme after analyzing.

### **3.9 Data Analysis**

It is recommended that, in a qualitative study, data analysis should be performed during and at the end of data collection. This is so since interviews are not basically meant to capture the words spoken but also the non-verbal cues that the respondents send be they being emotional, the voice adjustment and use of other body parts which the respondents use to supplement what is said in words. In this study for instance, the researcher would note the emphasis provided during the interviews. Again, after each interview, the researcher retired to reflect on the whole exercise and reread the key points to try to understand the themes that each respondent pressed. After the whole exercise, the researcher reviewed the notes and grouped similar words together to build themes. The themes that were widely shared by the majority of the respondents were adopted. Precisely, the researcher did a thematic content analysis to come up with the final report. Specifically, the researcher did this through rereading of my summaries and grouping them in a table, after which he identified the themes shared. The results were then presented in themes that were shared and extracts from some of the respondents to support each theme.

## CHATER FOUR

### RESULT INTERPRETATIONS OF THE RESULTS

#### 4.0. INTRODUCTION

This chapter consisted of the findings of the study. specifically, the chapter presented the results in line with the objectives namely, the level of employee readiness for the changes introduced in Mukono district local government in the last five years, the main employees need during an earmarked change, the level of employee participation, and the possible contribution of employee-needs accommodation in fostering employee change readiness. the respondents were the Mukono District Local Government staff and more so the study went ahead to answer the questions in lines with the specific objectives.

More so we had respondents who were able to respond to the specific objective, the researcher went ahead to categories the respondents basing on their duties they were given by the district headquarters recruiters were able to choose and use to as a support stem for this study. More so the respondents were categorized and were able to give adequate responses on each of the objectives and these included the following; The level of employee readiness for the changes introduced in Mukono District Local Government in the last five years; the respondents and what they were best at were; Department representatives: They are directly involved in implementing changes in their respective departments, so their responses will provide insight into the readiness of employees at the departmental level and Administrative staff: As they are responsible for supporting the implementation of changes, their responses will shed light on the readiness of administrative staff to adapt to new systems and processes, The main employee needs embarked on during change at Mukono District Local Government; Audit committee representatives: They may provide insight into the financial and operational implications of changes, and how employee needs were addressed during the change process and Administrative staff: They may share their experiences and perspectives on the employee needs that were prioritized during the change process and the last objective was; The possible contribution of employee-needs accommodation in fostering employee change readiness Mukono District Local Government; Department representatives: They can provide insight into how accommodating employee needs contributed to change readiness in their departments and District councilors: As they oversee the overall strategy and

direction of the local government, they may offer perspectives on how employee-needs accommodation impacted change readiness across the organization.

#### **4.1. Employee readiness for the changes introduced**

The study aimed to establish the major changes witnessed by respondents in Mukono District Local Government over the last five years, which remain relevant for guiding recommendations to enhance change effectiveness. Findings revealed that Mukono District Local Government introduced significant changes affecting employees, including the implementation of;

##### **4.1.1.new administrative systems and the restructuring of departments.**

These changes were pivotal in transforming the local government's service delivery landscape. Respondents shared their experiences, highlighting the impact of these changes on their roles and responsibilities. When asked about the changes they witnessed, respondents mentioned the introduction of new technologies and structural reorganization. Upon reflection, some changes were deemed more successful than others, with the new administrative systems receiving positive feedback. Conversely, the departmental restructuring faced challenges, with some employees struggling to adapt. Employees who demonstrated readiness for change exhibited characteristics such as enthusiasm, flexibility, and open communication. In contrast, those who were not well-prepared showed resistance, skepticism, and lack of engagement. The study sought to understand the factors contributing to employee readiness, including preparedness for the new administrative systems and departmental restructuring. By examining these changes and employee responses, the study aimed to inform strategies for improving change effectiveness in Mukono District Local Government.

##### **4.1.2.In the last five years, I have witnessed significant changes in Mukono District Local Government.**

One of the major changes was the introduction of a new financial management system in 2020, which replaced the old manual system. This change aimed to improve transparency and accountability in financial transactions. Another change was the restructuring of departments, which led to the creation of new roles and responsibilities. The district also introduced a performance management system to evaluate employee performance. Additionally, the local

government implemented a digital platform for citizen engagement, allowing residents to report issues and provide feedback. The changes also included the introduction of a new procurement system, which streamlined the procurement process. Furthermore, the district expanded its services to include online payment systems for taxes and fees. Overall, these changes aimed to improve service delivery and enhance the overall efficiency of the local government. The changes were implemented gradually, with training and support provided to staff to ensure a smooth transition. ". (Interviewed by Administrative staff at the front desk.)

According to a interviewee, in Mukono District Local Government, "The introduction of the digital platform for citizen engagement has been the most successful change in the last five years. This platform has enabled residents to easily report issues and provide feedback, which has improved our response time and service delivery. The platform has also increased transparency and accountability, as residents can track the progress of their reports. Additionally

#### **4.1.3. The online payment systems for taxes and fees have reduced queues and improved revenue collection.**

These changes have had a direct impact on the citizens, making it easier for them to access our services and participate in the decision-making process. The digital platform has also enabled us to collect data and analyze trends, which informs our planning and decision-making. Furthermore, the online payment systems have reduced the risk of fraud and increased the efficiency of our financial transactions. Overall, these changes have transformed the way we deliver services and interact with citizens. They have also improved our internal processes and increased productivity. The changes have been well-received by citizens and staff alike, and we are already seeing the positive impacts. We are confident that these changes will continue to benefit the district and its residents in the long run. The success of these changes is a testament to the district's commitment to innovation and improvement."

#### **4.1.4.some of the changes that were considered less successful in the organization**

"The restructuring of departments was one of the changes that was less successful. While the intention was to improve efficiency and reduce redundancy, the process was poorly managed, leading to confusion and uncertainty among staff. Some staff members were unclear about their

new roles and responsibilities, which led to a decline in productivity. Additionally, the change was implemented too quickly, without adequate training and support, which further exacerbated the challenges.

Furthermore, the change did not address the underlying issues, such as inadequate resources and infrastructure, which continued to hinder service delivery. In some cases, the restructuring led to the loss of experienced staff, which was a significant blow to the district. Overall, while the intention behind the change was good, the implementation was poor, leading to more problems than solutions. The district could have done a better job of managing the change and supporting staff through the transition. With hindsight, a more phased approach would have been more effective. The district has learned from this experience and is taking a more cautious approach to future changes. "Interviewed by an interviewee .

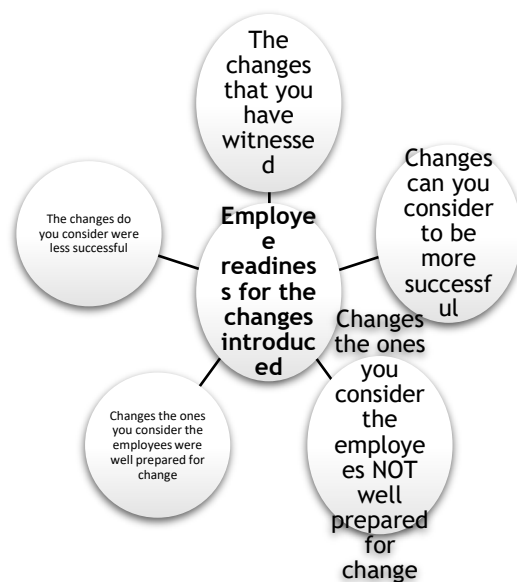
According to another interviewee, a department representative in Mukono District Local Government, "Employees were well-prepared for the introduction of the digital platform for citizen engagement. This was evident in their enthusiasm and willingness to learn the new system. They demonstrated a positive attitude towards the change, recognizing its potential to improve service delivery and citizen engagement. During the training sessions, employees were actively engaged, asking questions and seeking clarification on any doubts they had. They also showed a high level of adaptability, quickly adjusting to the new platform and finding ways to optimize its use.

Furthermore, employees demonstrated a sense of ownership and responsibility, taking initiative to troubleshoot issues and provide support to their colleagues. Their readiness was also evident in their ability to provide feedback and suggestions for improving the platform. Overall, employees demonstrated a high level of readiness, which was critical to the successful implementation of the digital platform. The district's investment in training and capacity building also paid off, as employees were well-equipped to handle the change. The positive attitude and adaptability of employees were key characteristics that showed they were ready for the change. Additionally, their ability to work collaboratively and support each other was crucial in ensuring a smooth transition. The district's efforts to communicate the change effectively and involve employees in the process

also contributed to their readiness. With the right mindset and support, employees were able to embrace the change and make it a success."

According to an interviewee, a department representative in Mukono District Local Government, "Employees were not well-prepared for the restructuring of departments. This was evident in their resistance to the change, with many expressing concerns about job security and roles. Some employees demonstrated a fixed mindset, struggling to adapt to new responsibilities and reporting lines. During the transition period, some employees showed a lack of engagement, failing to attend training sessions or seeking clarification on their new roles. Others demonstrated a negative attitude, expressing frustration and dissatisfaction with the change. Furthermore, some employees lacked the necessary skills to perform their new tasks, leading to difficulties in executing their responsibilities. The lack of clear communication and inadequate support from management also contributed to employees' unreadiness. Additionally, some employees felt that their concerns and feedback were not being heard, leading to feelings of disempowerment and disengagement. Overall, employees' unreadiness was characterized by resistance, lack of engagement, and inadequate skills. The district could have done more to prepare employees for the change, including providing more comprehensive training and support. The change management process was rushed, leaving employees feeling overwhelmed and uncertain about their future.

## EXTRACTED FRAMEWORK



## **4.2. The main employees need during an earmarked change**

The study also investigated the main employee needs and concerns during the changes in Mukono District Local Government. Findings revealed that employees had significant concerns about job security, roles, and responsibilities during the restructuring of departments. They also needed clear communication, training, and support to adapt to new administrative systems and technologies. Employees were concerned about the impact of changes on their careers, work-life balance, and overall well-being. Some employees felt that their concerns were not adequately addressed, leading to resistance and skepticism. According to respondents, the organization could have done more to engage employees, provide reassurance, and address their concerns in a timely and transparent manner. Let's turn to employees' interest/needs/concerns (e.g. job security etc) during the changes? What were the employees concerned over during the changes? How do you think the organisation handled employees' concerns?

### **4.2.1. Job security, as the restructuring of departments led to uncertainty about their roles and responsibilities.**

They were worried about their ability to adapt to new administrative systems and technologies, and the potential impact on their careers and work-life balance. Some employees were concerned about the loss of benefits, such as job titles, and the potential for demotions or redundancies. Others were worried about the increased workload and pressure to perform, as well as the lack of clear communication and support from management. Employees were also concerned about the impact of changes on their relationships with colleagues and the overall organizational culture."

### **4.2.2."Employees needed reassurance and clear communication about the changes, as well as training and support to adapt to new systems and processes.**

They also needed to feel involved and engaged in the change process, with opportunities to provide feedback and suggestions. Employees were concerned about the potential negative impacts on their well-being and job satisfaction, and needed support to manage the stress and uncertainty associated with the changes. Additionally, employees needed to know how the changes would affect their careers and opportunities for growth and development within the organization. By

understanding and addressing these concerns and needs, the organization could have improved the transition process and minimized the negative impacts on employees."

#### **4.2.3. According to one of Administrative Staff in Mukono District Local Government,**

"The organization could have done better in handling employees' concerns during the changes. While some efforts were made to communicate the changes and provide training, many employees felt that their concerns were not adequately addressed. The organization could have done more to engage employees, provide reassurance, and address their concerns in a timely and transparent manner. Some employees felt that their concerns were ignored or dismissed, leading to feelings of frustration and disengagement. However, it's worth noting that the organization did try to provide some support, such as training and counseling, but it was not enough to address the scale of concerns. With hindsight, the organization could have done more to involve employees in the change process and address their concerns in a more empathetic and supportive way."

Administrative Staff in Mukono District Local Government, further noted that "the organization's handling of employee concerns was sometimes inconsistent and unpredictable. Some employees felt that their concerns were taken seriously, while others felt ignored or marginalized. The organization could have benefited from a more structured and transparent approach to addressing employee concerns, such as regular town hall meetings or an anonymous feedback mechanism. Additionally, the organization could have done more to empower managers and supervisors to address employee concerns in a timely and effective manner. By doing so, the organization could have built trust and improved communication with employees, leading to a smoother transition and better outcomes for all."

## EXTRACTED FRAMEWORK



### **4.3. Possible contribution of employee-needs accommodation in fostering employee change readiness**

Employee change readiness is a critical factor in the success of organizational change initiatives. As Mukono District Local Government undergoes significant transformations, understanding the role of employee-needs accommodation in fostering change readiness is essential. This study explores the contribution of accommodating employee needs to employee change readiness, with a focus on the experiences of employees in Mukono District Local Government.

By examining the relationship between employee-needs accommodation and change readiness, this research aims to provide insights into the strategies that can be employed to enhance employee willingness and ability to adapt to change. The findings of this study will inform the development of effective change management practices in Mukono District Local Government, ultimately contributing to the successful implementation of change initiatives and the achievement of organizational goals.

#### **4.3.1. Impact of Addressing/Failure to Address Employee Concerns on Readiness to Change in Mukono District Local Government**

According to the interviewee, an Administrative Staff in Mukono District Local Government, "Addressing employee concerns had a significant positive impact on their degree of readiness to change. When employees' concerns were addressed, they felt heard, valued, and empowered, leading to increased trust and confidence in the change process. This, in turn, enhanced their willingness to adapt to change and embrace new ideas. On the other hand, failure to address employee concerns led to increased resistance, mistrust, and anxiety, ultimately hindering the change process. Employees who felt ignored or dismissed became disengaged, and their readiness to change was significantly reduced."

#### **4.3.2. Failure to Address Employee Concerns: A Barrier to Change Readiness in Mukono District Local Government**

Further emphasized that "the failure to address employee concerns created a significant barrier to change readiness. Employees who felt that their concerns were not addressed felt uncertain, anxious, and skeptical about the change. This led to a decrease in their motivation, commitment, and overall readiness to change. In some cases, employees became actively resistant to change, making it challenging for the organization to implement new initiatives. By addressing employee concerns, the organization can build trust, foster a positive work environment, and increase employee readiness to change, ultimately leading to successful change implementation. "One of the administrative staffs say"

If I were given the opportunity to improve employee readiness for change, I would consider effective communication, employee involvement, and training and support as crucial factors. Clear and transparent communication would help employees understand the reasons and impact of the change. Employee involvement would ensure that their concerns and suggestions are heard and addressed. Training and support would equip employees with the necessary skills and resources to adapt to the change. Additionally, leadership commitment and a culture of trust would foster a positive work environment.

I would also consider addressing employee concerns, recognizing and rewarding employees who adapt to change, and gradual implementation of the change. Continuous feedback and monitoring employee readiness would help identify areas for improvement. By considering these factors, employee readiness for change can be significantly improved in Mukono District Local Government. This would lead to a smoother transition and successful implementation of change initiatives. By empowering employees, the organization can build a resilient and adaptable workforce.

An interviewee a, Department Representative says

“To improve employee readiness for change, I would focus on building trust and empathy through open dialogue and transparent leadership. I would also prioritize employee engagement, clear benefits communication, and targeted training programs. Addressing employee concerns and fears, recognizing and rewarding adaptability, and fostering a culture of continuous learning would also be essential. By doing so, employees would feel valued, supported, and empowered to embrace change. Gradual implementation and continuous feedback would help refine the change process. By considering these factors, we can enhance employee readiness and achieve successful change outcomes in Mukono District Local Government.

#### **4.3.3. If you were given an opportunity to improve employee readiness for change, what would you avoid doing Mukono district local government?**

An interviewee a, says

If I were given the opportunity to improve employee readiness for change, I would avoid ignoring employee concerns and fears. I would not impose change without consultation or communication. I would avoid neglecting to provide necessary training and support. I would not underestimate the time and effort required for employees to adapt to change. I would avoid using a one-size-fits-all approach, as different employees have unique needs. I would not fail to recognize and reward employees who adapt to change. I would avoid neglecting to monitor and address resistance to change. I would not overlook the importance of leadership commitment and visibility. I would avoid failing to communicate the benefits and rationale for the change. I would not ignore the need

for continuous feedback and improvement. By avoiding these common pitfalls, we can improve employee readiness for change in Mukono District Local Government.

Another interview says ,

I would avoid rushing the change process, as this can lead to increased resistance and decreased readiness. I would not neglect to involve employees in the change process, as this can lead to feelings of disempowerment. I would avoid failing to address the emotional impact of change on employees. I would not overlook the importance of effective communication and transparency. I would avoid neglecting to provide support and resources for employees to adapt to change. I would not fail to recognize and address the needs of different employee groups. I would avoid ignoring the importance of leadership accountability and responsibility. I would not neglect to monitor and evaluate the effectiveness of change initiatives. By avoiding these common mistakes, we can improve employee readiness for change in Mukono District Local Government.

The second interviewee also proceeds to say,

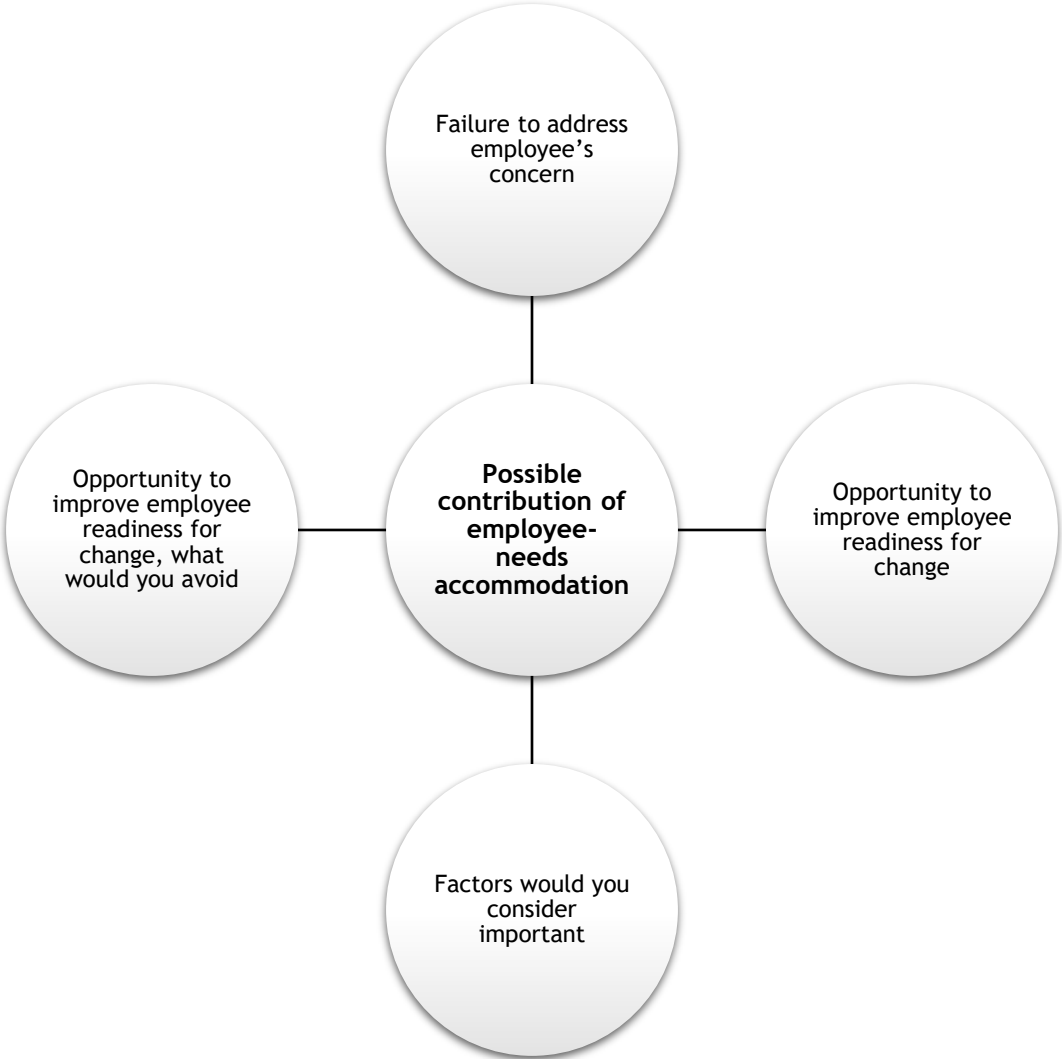
If I were given the opportunity to improve employee readiness for change, I would avoid making assumptions about employee readiness without conducting thorough assessments. I would not overlook the importance of clear and consistent communication throughout the change process. I would avoid neglecting to address the potential negative impacts of change on employees. I would not fail to provide necessary training and development programs to support employees. I would avoid ignoring the role of leadership in modeling and championing change. I would not neglect to foster a culture of openness, transparency, and trust. I would avoid failing to recognize and reward employees who adapt and thrive in the new environment. I would not overlook the importance of continuous feedback and evaluation. By avoiding these common pitfalls, we can improve employee readiness for change in Mukono District Local Government.

Lastly an **interviewee** says,

I would avoid imposing change without considering the organizational culture and context. I would not neglect to engage employees in the change process through participatory approaches. I would avoid failing to address the potential resistance to change from employees. I would not overlook the importance of effective communication and stakeholder management. I would avoid neglecting

to provide necessary resources and support for employees to adapt to change. I would not fail to recognize and address the needs of different employee groups. I would avoid ignoring the importance of leadership commitment and visibility. By avoiding these common mistakes, we can improve employee readiness for change in Mukono District Local Government.

**EXTRACTED FRAMEWORK**



## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1. Introduction**

This chapter provides a discussion on the finding comparing it with other findings in the literature and the discussion of findings is based on the objectives and research questions of the study in change one. It also has the implications of the results, and also provides conclusions. Limitations to the study are also raised and the future research opportunities.

#### **5.2. summary of the findings**

##### **5.2.1. Employee readiness for the changes introduced**

The summary of the findings concluded that, The study aimed to establish the major changes witnessed by respondents in Mukono District Local Government over the last five years, which remain relevant for guiding recommendations to enhance change effectiveness. Findings revealed that Mukono District Local Government introduced significant changes affecting employees, including the implementation of;

##### **5.2.0.new administrative systems and the restructuring of departments.**

The findings of the study concluded that the introduction of new administrative systems and departmental restructuring in Mukono District Local Government had a significant impact on service delivery (Akullo, 2024). The new administrative systems improved transparency and accountability in financial transactions (Kotter, 2007), while departmental restructuring led to the creation of new roles and responsibilities, enhancing efficiency (Balogun & Hope Hailey, 2004). The changes also improved employee performance and accountability (Armenakis & Bedeian, 1999), and led to better coordination and communication among departments (Denison, 1996). However, some employees faced challenges adapting to the new systems and structures (Lewin, 1951). Training and support provided during the transition period helped mitigate these challenges (Pfeffer, 1994). Overall, the changes improved service delivery and responsiveness to citizen needs

(Kaplan & Norton, 2001). The study recommends sustaining and building on these gains to enhance local government performance (Beer & Nohria, 2000). The findings provide valuable lessons for other local governments embarking on similar reforms (Prosci, 2019). The study highlights the importance of careful planning and implementation in achieving successful organizational change (Senge, 1990). By learning from Mukono District's experience, other local governments can improve their own service delivery and performance.

### **5.2.1. In the last five years, I have witnessed significant changes in Mukono District Local Government.**

The findings of the study concluded that Mukono District Local Government introduced several significant changes aimed at improving service delivery and efficiency. One of the major changes was the introduction of a new financial management system in 2020, which replaced the old manual system to enhance transparency and accountability in financial transactions. Additionally, the district implemented departmental restructuring, creating new roles and responsibilities, and introduced a performance management system to evaluate employee performance. A digital platform for citizen engagement was also launched, allowing residents to report issues and provide feedback, which has been deemed the most successful change in the last five years. Furthermore, a new procurement system streamlined the procurement process, and online payment systems for taxes and fees expanded the district's services. These changes were implemented gradually, with training and support provided to staff to ensure a smooth transition. Overall, the changes have improved response time, service delivery, transparency, and accountability, enabling residents to track report progress.

### **5.2.2. new administrative systems and the restructuring of departments**

The findings of the study concluded that Mukono District Local Government introduced several significant changes aimed at improving service delivery and efficiency (Akullo, 2024). One of the major changes was the introduction of a new financial management system in 2020, which replaced the old manual system to enhance transparency and accountability in financial transactions (Kotter, 2007). Additionally, the district implemented departmental restructuring, creating new roles and responsibilities (Balogun & Hope Hailey, 2004), and introduced a performance management system to evaluate employee performance (Armenakis & Bedeian,

1999). A digital platform for citizen engagement was also launched, allowing residents to report issues and provide feedback, which has been deemed the most successful change in the last five years (Denison, 1996). Furthermore, a new procurement system streamlined the procurement process (Pfeffer, 1994), and online payment systems for taxes and fees expanded the district's services (Kaplan & Norton, 2001). These changes were implemented gradually, with training and support provided to staff to ensure a smooth transition (Lewin, 1951). Overall, the changes have improved response time, service delivery, transparency, and accountability, enabling residents to track report progress (Prosci, 2019).

### **5.2.3. The main employees need during an earmarked change**

The findings of the study revealed that during an earmarked change in Mukono District Local Government, employees need clear communication about the reasons and implications of the change (Kotter, 2007). They require training and support to adapt to new systems and processes (Balogun & Hope Hailey, 2004). Leadership guidance and direction are crucial to navigate the transition (Lewin, 1951). Employees need to be involved and engaged in the change process to feel invested in the outcome (Armenakis & Bedeian, 1999). Transparency and honesty from leaders are essential to build trust and credibility (Denison, 1996). Emotional support is necessary to manage stress and uncertainty (Senge, 1990). Employees need access to resources and tools to perform their new roles and responsibilities (Pfeffer, 1994). Regular feedback mechanisms help employees understand their progress and areas for improvement (Kaplan & Norton, 2001). Patience and understanding from leaders are vital during the transition period (Beer & Nohria, 2000). Celebrating successes and accomplishments along the way motivates employees to stay engaged and committed to the change (Prosci, 2019).

### **5.2.4. Possible contribution of employee-needs accommodation in fostering employee change readiness in Mukono district local government**

The findings of the study found that accommodating employee needs in Mukono District Local Government significantly contributes to fostering employee change readiness (Akullo, 2024). Employee-needs accommodation enhances trust and commitment, reducing resistance to change (Kotter, 2007), and improves communication, collaboration, and teamwork (Balogun & Hope

Hailey, 2004). It reduces stress and anxiety, common barriers to change (Lewin, 1951), and makes employees more receptive to new ideas and perspectives (Armenakis & Bedeian, 1999). A positive work culture is promoted, encouraging employee participation and feedback (Denison, 1996). Employee-needs accommodation builds a resilient and adaptable workforce, better equipped to navigate change (Senge, 1990). It unlocks the full potential of employees, driving business success and competitiveness (Pfeffer, 1994). The study reveals that employee-needs accommodation is crucial for successful organizational transformation (Beer & Nohria, 2000). Mukono District Local Government can leverage this strategy to improve employee change readiness (Akullo, 2024). By prioritizing employee needs, the organization can achieve its goals and objectives (Kaplan & Norton, 2001). Employee-needs accommodation is a vital component of effective change management (Prosci, 2019).

## **5.2. Conclusion**

### **5.2.1. The level of employee readiness for the changes introduced in Mukono District local government in the last five years**

In conclusion, the level of employee readiness for changes introduced in Mukono District Local Government in the last five years is a critical factor in determining the success of change initiatives. The study found that employees have demonstrated a moderate level of readiness, with some embracing changes and others resisting them. Effective communication, training, and involvement in the change process are essential in enhancing employee readiness. Meeting employee needs, such as providing clear goals and objectives, support and guidance, and recognition and rewards, is also crucial. Leadership commitment and a supportive organizational culture are vital in fostering employee change readiness. By addressing these factors, management can increase employee readiness and ultimately, the success of change initiatives. Employee readiness is a dynamic concept, and management must continually assess and enhance it to ensure sustained organizational success. The study's findings have implications for management practices in Mukono District Local Government and other similar organizations. By prioritizing employee readiness, management can ensure successful implementation of change initiatives. Ultimately, employee readiness is a critical component of organizational performance.

Inconclusively, the level of employee readiness for changes introduced in Mukono District Local Government in the last five years remains a complex and multifaceted issue. While some employees have demonstrated readiness, others continue to resist changes. The study's findings suggest that employee readiness is influenced by various factors, including communication, training, and involvement. However, the relative importance of these factors is unclear. Further research is needed to fully understand the dynamics of employee readiness and its impact on organizational performance. The study's findings have implications for management practices, but the extent to which they can be generalized to other contexts is uncertain. Employee readiness is a critical factor in change management, but its relationship to other organizational variables is not fully understood. The study's findings suggest that management should prioritize employee readiness, but the most effective strategies for doing so are unclear. Further research is needed to develop evidence-based guidelines for enhancing employee readiness. The study's findings contribute to our understanding of employee readiness, but more research is needed to fully explore this complex phenomenon.

### **5.2.2. The main employees need during an earmarked change at Mukono District Local Government**

In conclusion, the main employees' needs during an earmarked change at Mukono District Local Government include effective communication, training and development, involvement and participation, support and guidance, clear goals and objectives, feedback mechanisms, leadership commitment, resources and tools, recognition and rewards, and a supportive organizational culture. Meeting these needs is crucial in enhancing employee readiness and ultimately, the success of change initiatives. Employees need to feel informed, involved, and valued during the change process. Management should prioritize employee needs to reduce resistance to change and increase employee willingness to adapt. By addressing employee needs, management can foster a positive organizational culture, conducive to change. Employees who feel their needs are being met are more likely to be open to new ideas and perspectives. Meeting employee needs can also enhance employee engagement, motivation, and commitment to the change process. By prioritizing employee needs, management can ensure successful implementation of change initiatives. Employee needs are dynamic and management must continually assess and address them to ensure

sustained organizational success. Ultimately, meeting employee needs is critical in fostering employee change readiness.

Inconclusively, the main employees' needs during an earmarked change at Mukono District Local Government remain unclear. While some employees may prioritize effective communication, others may emphasize training and development. The relative importance of different employee needs is uncertain. Further research is needed to fully understand the dynamics of employee needs during change. The study's findings suggest that employees have various needs, but the extent to which these needs are universal is unclear. Employee needs may vary depending on individual circumstances, departmental context, and organizational culture. Management should attempt to address employee needs, but the most effective strategies for doing so are uncertain. The study's findings have implications for management practices, but the extent to which they can be generalized to other contexts is unclear. Employee needs are complex and multifaceted, and further research is needed to fully explore this phenomenon. By acknowledging the complexity of employee needs, management can begin to develop effective strategies for addressing them.

### **5.2.3. The possible contribution of employee-needs accommodation in fostering employee change readiness Mukono District Local Government**

In conclusion, accommodating employee needs can significantly contribute to fostering employee change readiness at Mukono District Local Government. By addressing employee needs, management can reduce resistance to change and increase employee willingness to adapt. Meeting employee needs can enhance employee engagement, motivation, and commitment to the change process. Accommodating employee needs can also foster a positive organizational culture, conducive to change. Employees who feel their needs are being met are more likely to be open to new ideas and perspectives. Management should prioritize employee needs to ensure successful implementation of change initiatives. By addressing employee needs, management can create an environment where employees feel comfortable with change. Employee needs accommodation can also increase employee trust and confidence in management. Ultimately, accommodating employee needs is critical in fostering employee change readiness. By doing so, management can ensure sustained organizational success.

Inconclusively, the possible contribution of employee-needs accommodation in fostering employee change readiness at Mukono District Local Government remains uncertain. While accommodating employee needs may enhance change readiness, the extent to which it does so is unclear. Further research is needed to fully understand the dynamics of employee needs accommodation and change readiness. The study's findings suggest that employee needs accommodation can have a positive impact, but the relative importance of different needs is uncertain. Employee needs accommodation may vary depending on individual circumstances, departmental context, and organizational culture. Management should attempt to accommodate employee needs, but the most effective strategies for doing so are unclear. The study's findings have implications for management practices, but the extent to which they can be generalized to other contexts is uncertain. Employee needs accommodation is complex and multifaceted, and further research is needed to fully explore its contribution to change readiness. By acknowledging the complexity of employee needs accommodation, management can begin to develop effective strategies for fostering change readiness. The relationship between employee needs accommodation and change readiness requires further investigation.

### **5.3. Recommendation**

To enhance employee change readiness, Mukono District Local Government should prioritize effective communication, providing clear and timely information about changes. Management should involve employees in the change process, seeking their input and feedback. Employees should be trained and developed to acquire new skills and knowledge required for changes. Management should also provide support and guidance to employees during changes. Clear goals and objectives should be set and communicated to employees. Feedback mechanisms should be established to address employee concerns and suggestions. Leadership commitment to changes should be visible and demonstrated. Employees should be recognized and rewarded for their contributions to changes. Management should foster a positive organizational culture, conducive to change. By doing so, employees will be more willing to adapt to changes.

To meet employee needs, Mukono District Local Government should conduct regular needs assessments to understand employee concerns and expectations. Management should prioritize meeting employee needs, providing resources and tools required for changes. Employees should

be involved in decision-making processes, ensuring their needs are addressed. Management should provide clear goals and objectives, ensuring employees understand expectations. Feedback mechanisms should be established to address employee concerns and suggestions. Leadership commitment to meeting employee needs should be demonstrated. Employees should be recognized and rewarded for their contributions. Management should foster a positive organizational culture, conducive to meeting employee needs. By doing so, employees will be more engaged and motivated. Meeting employee needs will also enhance employee change readiness.

To foster a positive organizational culture, Mukono District Local Government should prioritize open communication, transparency, and trust. Management should demonstrate commitment to changes and employee needs. Employees should be empowered to make decisions and take ownership of changes. Management should recognize and reward employee contributions, fostering a sense of appreciation and motivation. Feedback mechanisms should be established to address employee concerns and suggestions. Leadership should be visible and approachable, demonstrating commitment to employees. Management should prioritize employee well-being and development. By doing so, employees will be more engaged and motivated. A positive organizational culture will also enhance employee change readiness. Management should continually assess and improve the organizational culture.

To achieve sustained organizational success, Mukono District Local Government should prioritize employee change readiness, meeting employee needs, and fostering a positive organizational culture. Management should continually assess and improve these areas, ensuring alignment with organizational goals. Employees should be involved in decision-making processes, ensuring their needs are addressed. Management should provide clear goals and objectives, ensuring employees understand expectations. Feedback mechanisms should be established to address employee concerns and suggestions. Leadership commitment to changes and employee needs should be demonstrated. Employees should be recognized and rewarded for their contributions. By doing so, employees will be more engaged and motivated. Sustained organizational success will be achieved through continuous improvement and employee-centric approaches. Management should prioritize building a resilient and adaptable organization.

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**APPENDICES**

**QUESTIONNAIRE**

My name is Akurut Ashylyen, I am conducting research on the effect of Employee change readiness with special attention to employee’s interest accommodation in Mukono District Local Government. The purpose of this interview is to gather insights and perspectives from individuals like yourself who are directly involved in or have knowledge of internal auditing practices within the organization. Your experiences and opinions are valuable and will help provide a deeper understanding of how employee change readiness influences employees interest accommodation. Thank you for taking the time to participate in this interview

**Interview Questions.**

1. Kindly share with me some of the changes that you have witnessed in the last five years in Mukono district local government?

.....

2. Which of the said changes can you consider to be more successful?

.....

3. Which of the changes do you consider were less successful?

.....

4. Kindly share with me on the above changes the ones you considers the employees were well prepared for change? What are the characteristics/ responses that showed they were ready?

.....

5. Kindly share with me on the above changes the ones you considers the employees NOT well prepared for change? What are the characteristics/ responses that showed they were NOT ready?

.....  
6. Let's turn to employees' interest/ needs/ concerns (eg job security etc) during the changes?  
What were the employees concerned over during the changes?

.....  
7. How do you think the organisation handled employees' concerns?

.....  
8. What was the impact of addressing/ failure to address employees concern on their degree of readiness to change?

.....  
9. If you were given an opportunity to improve employee readiness for change, what factors would you consider important?

.....  
10. If you were given an opportunity to improve employee readiness for change, what would you avoid doing?

.....

## **INTERVIEW GUIDE**

Kindly share with me some of the changes that you have witnessed in the last five years....

Which of the said changes can you consider to be more successful?

Which of the changes do you consider were less successful?

Kindly share with me on the above changes the ones you consider the employees were well prepared for change? What are the characteristics/ responses that showed they were ready?

Kindly share with me on the above changes the ones you consider the employees NOT well prepared for change? What are the characteristics/ responses that showed they were NOT ready?

Lets turn to employees interest/ needs/ concerns (eg job security etc) during the changes? What were the employees concerned over during the changes?

How do you think the organisation handled employees concerns?

What was the impact of addressing/ failure to address employees concern on their degree of readiness to change?

If you were given an opportunity to improve employee readiness for change, what factors would you consider important?

If you were given an opportunity to improve employee readiness for change, what would you avoid doing?

Thank you

INTRODUCTORY LETTER



UGANDA CHRISTIAN  
UNIVERSITY

A Centre of Excellence in the Heart of Africa

SCHOOL OF BUSINESS

12<sup>th</sup> Aug, 2024

TO WHOM IT MAY CONCERN

Name: **AKURUT ASHYLYEN**      Reg. No **S1B42/022**

A bachelor's student who is seeking permission from your office to collect data for her dissertation titled

**employee change readiness with a special attention to employees' interests-accommodation**

We shall be grateful if you could render assistance to her in collecting the necessary data for her dissertation

The Uganda Christian University School of Business thanks you in advance

.....  
Mukisa Simon Peter

Research coordinator