ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

ASSESSMENT OF ORGANIZATIONAL STRUCTURE ON EMPLOYEES' TRUST AND JOB SATISFACTION: CASE STUDY AT SAVE THE CHILDREN ETHIOPIA COUNTRY OFFICE

BY

LIBANOS GETACHEW ALEMU (ID No. SGS/0091/2006)

January 2016

ADDIS ABABA, ETHIOPIA

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A RESEARCH SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION-GENERAL

ADVISOR

ELIAS NOUR (PhD.)

January 2016

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DECLARATION

I, Libanos Getachew, declare that this thesis is my original work, prepared under the guidance of Dr. Elias Nour. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

___ Libanos Getachew ___   _____

        Name   Signature

  St. Mary's University, Addis Ababa   1 January, 2016

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

_____   _____

        Advisor   Signature

  St. Mary's University, Addis Ababa   1 January, 2016

APPROVED BY BOARD OF EXAMINERS

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Dean, School of Graduate Studies   **Signature**

_____   _____

Advisor   **Signature**

_____   _____

External Examiner   **Signature**

_____   _____

Internal Examiner   **Signature**

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ABSTRACT

Organizations strive to be the best competitor in the environment they are competing in, now if the structure they are using can have an influence on how employees are productive, they should examine this fact. Contemporary literature reveals various reasons for organizations to reorganize their operations through a restructuring process. Organizations should have a strategy to restructure their businesses without affecting the performance, attitude and motivation of their staff. This study examined how employees feel about the effect; the organizational structure change has on employees' trust and job satisfaction. The study area is Ethiopia Country Office of Save the Children International (SCI) that is SC Head Office, The total number of employees in this office is 450 as of November 2015. Both quantitative and qualitative approaches were chosen as methods of inquiring for this study. To collect data through a questionnaire and interview, a total sample of 182 respondents were taken from the population. The sampling method used combines simple random sampling and stratified sampling. In addition, interview was made with selected managerial positions. The analysis of data was made using SPSS version 20 Software and descriptive analysis. The findings of the study are concurred with the literature reviewed and revealed that organizational structure change of SC-EtCO affects the employees' trust and job satisfaction of employees. In addition the findings of the study reveal that SC employees were not involved in the change process. Hence organizations should restructure their business by considering employee's involvement in the change process.

Key Terms: Organizational Structure Change (restructuring), employees' trust and job satisfaction.

ACRONYMS

SCI: Save the Children International

SC-EtCO: Save the Children Ethiopia Country Office

SC: Save the Children

SPSS: Statistical package for social science

HO: Head Office

ANOVA: Analysis of variance

SWOR: Strength, Weakness, Opportunity & Risk

SNNPR: South Nations Nationalities Peoples regions

INGO: International Non-governmental Organization

NGO: Non-governmental organization

USA: United State of America

UK: United Kingdom

HR: Human Resource

HIV: Human Immune virus

AIDS: Acquire Immune deficiency syndrome

PO: Program Operations

PDQ: Program Development Quality

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Chapter 1

INTRODUCTION

1. BACKGROUND OF THE STUDY

Prior research finds organizational structure to be significantly related to employee affective outcomes such as job motivation and job satisfaction (Hackman and Lawler, 1971; Hackman, Oldham, & Pearce, 1976; Campion & McClelland, 1991). It is generally expected that employees that are satisfied with their jobs are motivated and committed to the organization and will do better on the job (Mitchell, Holtom, and Lee, 2001).

The organizational structure has a great influence on the people working for the organization. The way the employees are organized and dealt with, has a noticeable influence on each employee of the organization. The surveys and researches done so far have proved that the employee trust to the organization and job satisfaction is dependent on the structure of organization. If the individual is happy with his job and show positive attitude towards the job, the organization is more likely to be get benefited from it, if the employee has a negative impact then preferably the organization gets suffer (Essays, UK. (November 2013).

The problem with all major public center, non-government organizations and even small businesses are the organizational structure they use and work with. The study of how employees react towards these structures and how they perform under these structures can show how important it really is for organizations to implement the correct structure for their specific environment the organization is working in. (Essays, UK. (November 2013).

Hence, if an organizational structure has an influence on the employees' trust and job satisfaction, organizations should study these problems and make use of new structures to improve employees, to give them a productive and innovative working team to achieve the competitive edge and advantage.

1.1 BACKGROUND OF THE ORGANIZATION

Save the Children is one of the prominent International NGO's which has been actively involved in Ethiopia in varieties of Developmental and Humanitarian activities since 1930's. Globally Save the Children is a leading independent Non-governmental Organization working for the children in need with the aim to inspire breaking through in the way the world treats children and to achieve immediate and lasting changes in the life of children by improving their health, education and economic opportunities. There were seven Save the Children members in Ethiopia before the merger. These are; Save the children USA, Save the Children UK, Save the Children Norway, Save the Children Denmark, Save the Children Finland, Save the Children Sweden and Save the children Canada. They were working independently with their own mission, vision and strategic goals.

The organization has gone a big merger on October 2012 where the seven Save the Children member offices that used to operate independently came together to form one Save the Children International. Because of this merger, the staffs are now experiencing significant change like being managed by new supervisor, having a new system, policy and procedures and adopting a new ways of doing things. Lately, on July 1, 2014 another International NGO called MERLIN joined Save the Children members and the total merged members become eight and their operational area covers all regions of Ethiopia.

The total budget for Save the Children at the time of merger was more than 100 million USD and its major services category that provides to the societies are Child Right Governance, Education & Youth, Livelihood & Resilience, Health and Nutrition, HIV/AIDS Prevention and Sponsorship services. The Head Office of Save the Children International Ethiopia is based in the capital city of Ethiopia, Addis Ababa. In addition SCI has field based offices in five regional hubs in Amhara, Somali, SNNPR, Oromia and 44 Field Offices in different zones and towns of Ethiopia. The major objective of such mergers was to increase opportunities for a more reliable base of funding, decrease competition for limited resources among Save the Children members, and improve organizational efficiency through realizing economies of scale.

2. STATEMENT OF THE PROBLEM

The problem with all major organizations and even small businesses are the organizational structure they use and work with. The structure has an influence on the employees' trust and job satisfaction. An organizational structure is one of the few tools an organization can use to coordinate and manage all employees. Business Essays, UK. (November 2013).

Organizations should have a strategy to restructure their businesses without affecting the motivation of their staff. However, according to the researcher assessment and observation, in the context of Save the Children Ethiopia Country Office, there are several elements of the problem such as lack of organizational trust and job satisfaction, employee are not interested in the job/work they are doing, employees are unsatisfied, employees have negative attitude, lesser commitment and output, employees have sense of insecurity, lack of citizenship, employees are unstable and they have sense of being unwanted in the organization.

When organizational change is made by the top levels and uses the vision of the leaders, only higher management can make decisions and everyone has to do what is expected from them. However if employees are recognized, they would be motivated, this gives them the positive attitude towards the organization and the management of the organization. Hence if employees attitudes change from negative to positive they perform better, which is what organizations want. Employees with a negative attitude can drag the team or department down the drain and drain the positive attitudes of other employees and, in turn, make them negative. Business Essays, UK. (November 2013).

Hence this study attempts to assess the current organizational structure change of SC. In the study organization, the researcher has observed behavior of staff and understands that staff trust and job satisfaction is less which can be seen by the magnitude of the turnover, the lack of belongingness in the organization, uncertainty amongst employees, tardiness, etc.
As per the researcher knowledge, there are no prior researches on this topic locally. In addition this study focuses on non-profit INGOs organization and can be an input for them.

3. RESEARCH QUESTION

The following are the research Question:

1. What is the opinion of employees regarding organization structure and its effect on their performance?
2. Whether employees in SC being involved in the organizational structure changes or not?
3. How do employees feel organization structure effect on their attitude?
4. What is the opinion of employees regarding their motivation after change in structure?
5. What is the significance of communication on employees' participation in structure change?

4. OBJECTIVE OF THE STUDY

This research was conducted on the basis of this general objective.

4.1 GENERAL OBJECTIVE

The objective of the study were to assess organizational structure changes of Save the Children, to identify the main factors of structure changes and its effects on the employees' trust and job satisfaction.

4.2 SPECIFIC OBJECTIVE

The specific objectives of this research are:

- To assess the opinion of employees regarding organization structure change effect on their trust and job satisfaction
- To examine if SC employees involved in organizational structure change
- To examine if employees feel that the structure change do affect their attitude
- To assess if the structure change in SC motivate employees
- To examine the significance of communication on employees' participation during the structure change

5. DEFINITION OF TERMS

5.1 Conceptual Definition of terms

Organizational Restructuring - Norley et al. (2001) defines restructuring as the act of reorganizing the legal, ownership, operational or other structures of a company for the purpose of making it more profitable and better organized for its present needs.

Organizational Trust – refers to the "Positive expectations individuals have about the intent and behaviors of multiple organizational members based on organizational roles, relationships, experiences, and interdependencies" (Shockley-Zalabak, Ellis and Winograd, 2000, p. 36).

Job Satisfaction – refers to a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. (Locke and Lathan (1976).

5.2 Operational Definition of Terms

Program Operations (PO) and Program Development Quality (PDQ)/Thematic/: Is broader classification of divisions, working units or departments in to one and bigger categories. The word thematic in this study represents those departments, divisions or units which are directly involved in programmatic Implementation. The Thematic Units include Health and Nutrition, Child Right Governance, Education & Youth, Livelihood, Resilience & WASH, Sponsorship, Communication, Partnership, Program Development, POTENTIAL, READ CO, READ TA, … etc.

Support Functions/Non-Thematic and Cross Thematic: The non-thematic and cross-thematic units are those divisions or departments which provide support services only, not directly involved in the Program implementations. These includes Awards and Finance, Human Resource, Logistics, Admin, IT, Safety and Security Units.

6. SIGNIFICANCE OF THE STUDY

Rising global competition, advances in information technology, environmental changes, reengineering of business are some of the reasons that forces organizations to restructure. Hence organizational structure change is inevitable. However, these changes do affect organizations and employees. Employees become insecure, loose organizational trust and job satisfaction, confused about their jobs and role clarity and therefore, less productive. Hence, managers need to fully understand the possible consequences of the structure change on both organization and employees. So that, this research is expect to have several contribution.

First it is hoped that the study would assess SC organizational structure change and understand how employees perceive its effect on their trust, job satisfaction, performance, attitude and motivation.

In addition this research finds out if SC employees involve in structure change process. Again the research would be an input so that, managers of an organization would give emphasis to employee while changing organizational structure and contribute to better understanding of the strategies an organization should use while introducing organization structure change process.

Consequently, the researcher expects that the results of this study would contribute to effective implementation of structure change. As per the researcher's knowledge, there are no prior researches on this topic locally and this study focuses on non-profit INGOs organization and can be an input for them. Moreover, the researcher believes that based on findings and gaps to be observed with this paper, quite a lot of other researches would be made. Last but not least, this research would benefit me in the completion of Masters in Business Administration (MBA).

7. SCOPE OF THE STUDY

Save the Children is a large nonprofit INGO. Having its Head Office (HO) at Addis Ababa, it has Four Hub Offices and around 44 Area Field offices and Satellite Offices all over regions of Ethiopia.

However this research focused only on HO, Addis Ababa staffs. If the research done on all SC intervention areas, perhaps better results will be gained; however, due to time and resource constraint, the research scope is limited.

The delimitation of this study was sometimes, respondents may not express their feelings and what they think fully. In such cases, their habits, practices, attitudes cannot be assessed without limitation of bias.

The scope of this study limited to the recent structure changes process.

8. ORGANIZATION OF THE STUDY

The report organized under five chapters. The first chapter dedicates to the background, statement of the problem, basic research questions, objectives of the study, significance of the study, and delimitation of the study. Chapter two is concerned all about the related literature on the research subject and has parts that define some concepts in the research.

The third chapter explores the methodology used for the research and the data analyzed in the fourth chapter of the report. Finally, there are summary of the major findings, conclusions and recommendations in the fifth chapter of the report.

Chapter 2

REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

This chapter mainly focuses on theoretical explanation on the effects of organizational structure change on individuals and organizations as well as how best to manage this change. Organizational structure change is inevitable and organizations need to learn how to appropriately manage this process. The different theoretical and practical approaches and strategies that organizations can apply when changing organizational structure will be addressed. Research shows that individuals, groups and organizations tend to perceive organizational structure change as a threat to their well- being and existence. Individuals associate change with loss of jobs, whilst organizations see change as carrying costs and risk to them. They subsequently respond to change in ways that are not suitable that eventually lead to counter productivity (Gowing, Kraft & Quick, 1998: 3 as cited by Tembela Zweni (2004)).

2.2 THEORETICAL LITERATURE

Organizational structure change is a process that involves fundamental structural changes in an organization that may have serious implications for its employees. It is therefore important to manage this change effectively for organizational structure to be successful. Byars (1992:165) as cited by Tembela Zweni (2004)

Research shows that during 1990's, the main feature of the total restructuring of the American organizations was a shift from traditionally more secured managerial and professional jobs to more insecure ones. It was reported (Gowing et al., 1998:22) that more than one million managerial and professional jobs were lost within a two-year period whenever the organizations restructured, merged, downsized and divested.

Organizations adapt to change by restructuring. This includes transforming their structures, re-engineering business processes, and changing their cultures. In working environments,

this means that individuals must either unlearn the old ways of doing things and develop new competencies or move out of their jobs. The idea is to make the organization more flexible and competitive, but this unfortunately, tends to happen at the expense of employee security and career prospects. Workers begin to feel high levels of stress. These developments in turn do adversely impact on employee performance, commitment to work and their physical and psychological well- being. This also creates a huge burden for managers since their workload increases whilst they have to manage angry employees (Hayes, 2002:7).

Taylor (1998:11) identified the following key techniques of successfully managing organizational restructuring:

- Very strong project management with specific objectives and clear milestones.
- Good communication with everyone in the organization to ensure that every member of the staff knows exactly what is happening in their company.
- Resolute leadership that is not only provided by the CEO, but also by a dedicated team of professional business people running the organization. This team must be lean and mean, with selfless individuals who are excited about the corporate vision, supportive of each other and are willing to put the needs of the organization before theirs.

According Bargrain, et al (2003: 249) organizational restructuring makes the workers feel powerless. Any change in the organization is likely to cause uncertainty among workers as it challenges their sense of control and competence. This is so because most employees do not have strong self- esteem and inner recourses, and therefore do not see themselves as architects of their own destiny. The process of organizational structure change should therefore be implemented in a more structured and professional way. It should not only focus on change management but also should ensure that individuals are empowered.

2.2.1 TYPES OF ORGANIZATIONAL RESTRUCTURING

Cascio (2002:4) adds a different dimension to the understanding of organizational restructuring. He contends that restructuring does not necessarily have to result in the retrenchment of employees with all the painful consequences that follow. There is an alternative approach, which he refers to as 'responsible restructuring'. Whether the company will follow the traditional way

of restructuring that involves retrenchments or what he terms 'responsible restructuring' depends on the management view of employees. Management who view their employees, as costs to be reduced is more likely to reduce their workforce when restructuring. They always look at an irreducible core of workers that the business requires to ensure that minimum number of employees is maintained. Management who view their employees as assets to be nurtured and developed, on the other hand, are more likely to be responsible restructurers. They constantly seek new ways of doing business that will ensure that employees are utilized more efficiently and effectively. The downsizers view workers as commodities that can be changeable and substituted for one another. The responsible restructurers, on the other hand, view employees as sources of creativity and renewal as well as having potential to grow the business.

Organizations that follow a pure employment downsizing approach tend to focus on altering the number of employees without altering the manner in which the work is done. This approach tends not to bring about long-term effects that management had been looking for. The organizations that pursue a 'responsible restructuring' approach, on the other hand, tend to depend on their employees to offer continuous competitive advantage and embrace a variety of practices. The following are some of such practices:

- Adopting skills training and sustained learning programs for employees;
- Sharing of information;
- Encouraging their employees to take part in the design and execution of work processes;
- Adopting organizational structures that are flattened;
- Promoting partnerships between employees and management;
- Adopting a customer centric approach in their design and delivery of products and services; and
- Remunerate employees according to their skills and organizational performance. (Cascio, 2002:37).

These practices must be applied together as a system in order to bring about good results. This approach to restructuring does give rise to enhanced performance and productivity amongst workers as well as longer-term financial performance for the organization (Cascio, 2002:37).

It is important to note that employees in the organization do require some help to effectively deal with the process of organizational restructuring. Restructuring must be viewed as an ongoing process rather than a project. The successful implementation of change requires organizations to change their mindset and this does not happen overnight. Employees must not only be given both intellectual and financial tools needed to cope with future business challenges, but be assisted in starting to see the business environment differently. This will help them to comprehend the need for change in their organization and this will naturally make them more supportive of change. (Senge, Kleiner, Roberts, Ross, Roth and Smith, 1999: 526).

Organizational restructuring may also involve changing the size and the basic arrangement of the organizational chart. It may involve downsizing which is a process of reducing the number of employees required to perform effectively. This process is not directed only at retrenching workers, but also at ensuring that the newly designed structure absorbs only the number of employees required, nothing more and nothing less. It is therefore also referred to as rightsizing. As Greenberg and Baron (1995: 627) put it, most of today's organizations require far lesser people to function than in the past.

Organizations can also restructure through outsourcing of the non-core parts of their business to another company. This helps to free the organization to focus all its attention on core business functions that are enshrined in its mission. Depending on the outsourcing agreement, the company to which the business is outsourced may employ the same workers who were manufacturing the products or services from the outsourcing company and vice versa. This form of restructuring may not necessarily lead to the loss of jobs (Greenberg and Baron, 1995: 627).

2.2.2 ORGANIZATIONAL JUSTICE AND RESTRUCTURING PROCESS

Organizational justice is one of the key considerations in any restructuring process, particularly when job losses are inevitable. Employees will always make their own judgments about the fairness of the decisions taken during a restructuring process. Such perceptions do have serious impact on the behavior and attitudes of employees. When employees feel that they were not treated fairly, they may sabotage the restructuring process and vice versa. Research has

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shown that the employees will regard their workplace as fair when trust, openness and respect exist. Fairness also decreases the levels of stress amongst employees, enhances performance, job satisfaction and commitment to an organization. It also promotes organizational citizenship behaviors that help in assisting fellow employees to carry out their jobs as well as positive attitude towards the organization. Top management must always bear in mind that, when it comes to restructuring, the first concern that employees raise is whether the process was fair to them. Every effort must be made to ensure that all the elements of fairness such as trust, openness and respect do exist during restructuring (Cascio, 2002:92).

2.2.3 MINIMIZING RESISTANCE TO CHANGE

Organizational restructuring invariably leads to fundamental changes in an organization that may have serious implications for the employees. This may create uncertainty that may cause employees to oppose the changes created by this restructuring. Employees will always try to oppose a change programmed because of the fear of the unknown. The challenge for top management is how to minimize the employee resistance to these changes.

Bagraim, et al. (2003:259), identified the following as guidelines to reduce such possible resistance:

- Employees should be allowed to take part right from the beginning of restructuring process. Employees are more likely to be supportive of any changes if they are allowed to genuinely take part in meetings and workshops where the envisaged changes are discussed at the outset;

- Every attempt should be made by top management to share all the necessary information with employees accurately and at appropriate times. This will create an atmosphere of trust and commitment amongst employees and will also enhance the integrity and credibility of management and their intentions;

- Employees must always see some benefits coming out of the change process and management must ensure that these gains are clearly understood by all the relevant employees. Reward structures that are clearly understood by employees must be reconsidered as important elements of the restructuring process; and

- A strategic human resource blueprint for retention, re-skilling and movement of employees to new roles and functions must be developed and be made known to all relevant parties. A just and equitable social plan must also be negotiated with all concerned if the restructuring process results into loss of jobs.

2.2.4 MOTIVATION

When an organization is experiencing organizational change, such as: re-structuring, downsizing, or merging, it will cause employees the feelings of anxiety, stress, and insecurity, and resulting impact on employees' productivity, satisfaction, and commitment toward the organization (Ashford, et. al., 1989). The best way to ensure employees commitment & loyalty is motivation.

If employees are fully satisfied with their job and highly motivated then work performance efficiency & productivity level increase. According to Karen Oman, "Human beings are reciprocal. If you treat them well, they'll treat you well, and if you treat them bad, they'll treat you bad." Many researches proved that motivated employees are happier at work. They get more satisfaction from their work, low absenteeism, enhanced productivity, work with more enthusiasm, encourage discipline among the employees on the other hand unmotivated employees are likely to spread little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. From a literature review, more motivated employees are more productive, happier and stay with the organization long time. Effective motivation increase the employee's productivity, helps boost group morale, encourages discipline among the employees. They get more satisfaction from their work or job. The best way to ensure employee commitment and loyalty is to empower employees, to motivate them and involve them in making decisions of the day- to-day functioning of the organization.

In this study, employee trust and job satisfaction are the dependent variable while organization structure change is the independent variable. Hence from the literature reviewed the below conceptual framework is depicted.

2.3 EMPIRICAL LITERATURE

To support the study with related empirical findings the researcher tried to summarize the following related researches.

2.3.1 Organizational Restructuring

Bowman & Singh (1999) state that organizational restructuring strategies consists of three modes; portfolio, financial and organizational restructuring. Organizational restructuring emanate with the changes in human resources policies. The current human resources policies of the organization may need to be changed in accordance with the changing scenario. The human resources department needs to enable change management. Burnes (2004) indicates that rationalization of the present pay structure should be accomplished in order to maintain the internal and external equity among the employees. There are symptoms that may indicate the need for organizational restructuring (Hane, 2000). Such symptoms include: parts of the organization are significantly over or under staffed; organizational communications are inconsistent, fragmented, and inefficient; technology and/or innovation are creating changes in workflow and production processes; significant staffing increases or decreases are contemplated; new skills and capabilities are needed to meet current or expected operational requirements; accountability for results are not clearly communicated and measurable resulting in subjective and biased performance appraisals; personnel retention and turnover becomes a significant problem; stagnant workforce productivity or deteriorating morale. Organizational restructuring has proven to be beneficial in a number of ways that are not limited to lowering operational costs and assisting in better formulation and implementation of strategies (Eby and Buch, 1998). According to Cascio (2002), debt restructuring also qualifies as financial restructuring. This process allows a private or public company facing cash flow problems and financial distress, to reduce and renegotiate its delinquent debts in order to improve or restore liquidity and rehabilitate so that it can continue its operations. Cascio (2002) contends that the investment pattern of a company which relates to ability of corporations to identify the various investments opportunities that would lead to higher returns is part of the restructuring procedure. Financial restructuring may be accomplished with the motive to enhance liquidity, lower the cost of capital, reduce risk, avoid loss of control, and improve shareholder value, among many other reasons (Cascio, 2002). Previous research has indicated that organizational performance is affected by myriad factors including: the lines of communication and command connecting these

individuals (organizational authority structure and the degree of centralization); the resources and information to which the individuals have access; the nature of the task faced by the individuals; and the type and severity of the crisis under which the individuals operate (Richard et al., 2009; Pfeiffer and Salancik, 1978). Organizations with designs that facilitate Christa Onundo Riany et al. 200 information processing and accurate decision making should exhibit higher performance when faced with crises as well as in other situations (Perrow & Davy, 2008). There are various methods with which an organization can achieve restructuring. These methods include but are not limited to: downsizing which is the need to retrench the surplus manpower of the business to cut costs (this is the process of reducing the size of a company by laying off employees on the basis of incompetence and inefficiency) (see Norley et al. (2001; Sahdev, 2003; Tyler & Wilkinson, 2007); decentralization which involves reducing the layers of management in the business so that the people at lower hierarchy benefit (Mellahi & Wilkinson, 2004). Networking refers to the process of breaking companies into smaller independent business units for significant improvement in productivity and flexibility. The phenomenon is predominant in South Korea, where companies like Samsung, Hyundai and Daewoo are breaking themselves up into smaller units. These firms convert their managers into entrepreneurs (Norley et al., 2001). Outsourcing is another measure that reduces the manpower and transfers the fixed costs of the company to variable costs (Norley et al., 2001). Business process engineering reconsiders radical redesign of organizational processes, in order to achieve drastic improvement of current performance in cost, service and speed (Norley et al., 2001). Total Quality Management involves quality improvement of customer service and reduces the cost of the business (Wilkinson 2004). Joint Ventures are new enterprises owned by two or more participants formed for special purposes for a limited duration. Each of the venture partners continues exist as a separate firms and the joint venture represents a new business enterprise. There are project based joint ventures which refer to those entered into by companies in order to accomplish a specific project and functional joint ventures are when companies agree to share their functions and facilities such as production, distribution, marketing, etc. to achieve mutual benefit (Mellahi & Wilkinson, 2004). Wilkinson (2004) asserts that motives for forming a joint venture may be internal i.e. in order to build on company's strengths, spreading costs and risks, to improve access to financial resources, to gain economies of scale and advantages of size, to access to new technologies and customers and to access innovative managerial practices.

Relocation is where the activity remains within the same company, but is relocated to another location within the same country for convenience (Ostrow, 2000). Robbins (1993) asserts that mergers can are three types; horizontal, vertical and conglomerate mergers. A horizontal merger is when two companies competing in the same market join together. This type of merger can either have a very large or little or no effect on the market. When two extremely small companies horizontally merge, the results of the merger are less noticeable (Robbins 1993). Vertical merger is a merger between two companies producing different goods or services for one specific finished product. Vertical mergers can be in the form of forward integration of business (e.g. a manufacturing company entering in the direct marketing function) or in the form of backward integration of business (e.g. a manufacturing company focusing on producing the required raw materials and managing its supply chain activities). Robbins (1993) suggests that conglomerate merger involves mergers of corporates in related/unrelated businesses to achieve three objectives; product extension, entry into new geographic markets and, entry into unrelated yet profitable businesses.

2.3.2   Organizational Trust

Trust is an essential source of social capital within social systems (Fukuyama, 1996) and, therefore, a pivotal element of societal functioning. Viewing trust through the lens of social capital has produced three main streams of analysis that have important implications for organizations. These three streams examined how trust as a form of social capital was related to reducing transaction costs within organizations, increasing spontaneous sociability among organizational members, and facilitating appropriate forms of deference to organizational authorities.

Organizational Trust has been viewed as both a psychological state and also as a choice behavior. In terms of a psychological state, Lewis and Weigert (1984) defined trust as the "undertaking of a risky course of action on the confident expectation that all persons involved in the action will act competently and dutifully" (p. 971). Examination within the discipline of organizational science reveals that the rational choice perspective offers the most influential theory in terms of understanding trust and its implications. The rational choice perspective draws

largely on the sociological theory of Coleman (1990), the economic theory of Williamson (1993), and the political theory of Hardin (1992).

From this perspective, decisions about trust are equated with other forms of risk-based choice in that individuals are presumed to be motivated to make rational, efficient choices. As Schelling (1960) suggested, choice is motivated by a "conscious calculation of advantages, a calculation that in turn is based on an explicit and internally consistent value system" (p. 4). 22 Luhmann and colleagues (1979) defined system trust (here used as a surrogate for organizational trust) as the appearance that everything is properly in order. This type of trust is necessary for the effective functioning of such things as monetary exchange and political power (Lewis & Weigert, 1984). According to Lewis and Weigert, the absence of the public's trust and confidence in the reliability, effectiveness, and legitimacy of the cultural symbols such as money and laws would lead to the collapse of modem social institutions. Moreover, Durkheim (2008) posited that system trust supports interpersonal trust. Therefore, one could expect that individuals would lose trust in individuals with a corresponding erosion of trust in institutions. This framework for understanding system trust in society provides a useful mechanism for understanding system trust in organizations. Sztompka (1999) views the relationship between system-level trust and interpersonal trust as one that is not easily separated. Sztompka (1999) wrote that there are several main targets of trust. The most fundamental targets are other individuals with whom we interact. The trust that we endow upon people is typically defined as interpersonal trust. Nonetheless, Sztompka (1999, p. 41) discovered that different authors categorized other types of trust under "social trust," including systems trust. Interpersonal trust generally involves face-to-face communications whereas systems trust can be thought of as faceless and geared toward social objects (Giddens, 1990). However, Sztompka (1999) argued that, "behind all other social objects, however complex, there also stand some people, and it is the people whom we ultimately endow with trust (sometimes we are acquainted with them, but we may also imagine them, have some information about them, obtain second-hand testimony about them, etc.)" (p. 41). 23 Sztompka (1999) elaborated on this with the following: "When I trust Lufthansa and decide to fly with them to Tokyo, it implies that I trust their pilots, the cabin crew, the ground personnel, technicians, controllers, supervisors, and so forth. I don't need to meet all of them in person to have some image of them, drawn from various sources (including their suggestive commercials, stereotypes of German precision and efficiency, references from

friends, etc.)" (p. 41-42). This illustration provides an excellent example of why Sztompka contended that the distinctions between interpersonal and system-level trust were blurry. Elaborating on this perception of the fuzzy distinction between interpersonal and system-level trust, Sztompka (1999) defined another dimension of social trust in which objects are endowed with trust: technological systems. Giddens (1990) defined these as "systems of technical accomplishment or professional expertise that organize large areas of the material and social environments in which we live today" (p. 44). Examples of these types of systems include: telecommunications, water and power, transportation, air-traffic control, computer networks, and financial markets (Sztompka, 1999). Sztompka (1999) maintained that the mechanisms of operations for these systems are often unclear to the general public and are thus taken for granted. In fact, Sztompka argued that trust in these systems has become a necessary part of everyday life. Sztompka (1999) further analyzed system-level trust by writing, "the concept of a systemic trust seems close to the notion of legitimacy. Following Weber's distinctions, we may say that charismatic legitimacy presupposes personal trust (or at least, what we are calling virtual personal trust: the seeming intimacy and emotional ties with quite distant persons), legal legitimacy presupposes institutional trust (or its special variant, procedural trust)" (p. 45). To summarize, Sztompka (1999) maintained that trust in 24 people was ultimately at the root of all types of social trust, including system trust. Even in exhibiting what can be defined as system-level trust, one expects beneficial actions from others such as the agents of various institutions and organizations (Sztompka, 1999). Culbert and McDonough (1986) posited that, "Much of the misunderstanding and confusion as to the importance and centrality of trust as a determinant of organizational effectiveness lies in the fact that few managers recognize how much a smooth-running system depends on members 'internalizing' a constrained and predefined set of goals, values, and assumptions" (p. 177). The same authors (1985) have also labeled this internalization process as commitment to the "dominant reality" of the system. Therefore, attempting to obtain an employee's commitment in an organizational context can be equated with asking the employee to internalize "the dominant reality" of the system (Culbert & McDonough, 1986). Furthermore, Culbert and McDonough (1986) viewed this internalization process as necessary to the long-term success of the organization. "Internalization enables members to act spontaneously and decisively in support of a system without having to stop and debate the advisability of each action" (Culbert & McDonough, 1986, p. 177). The authors further describe this process as

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similar to what one experiences while driving on a busy freeway, making complex decisions and performing complex actions without needing to stop to contemplate each discrete step.

Culbert and McDonough (1986) focused a great deal of their attention on internalization because they believed it to be pivotal to making the decision of whether or not to trust. In their view, employees choosing to trust an organization internalize the goals, assumptions, and values of that organization and its systems. Conversely, employees who 25 ultimately do not trust the system are thought not to have undergone this internalization process. Culbert and McDonough (1986) believed that employees would be afraid to internalize a notion of the system that favored the needs of management as opposed to a notion that recognized the contributions of subordinates. Therefore, Culbert and McDonough (1985) defined system trust as an individual's willingness to internalize a view of the system as one that would ultimately protect them and recognize their contributions to the organization. When employees believe that their organizational systems are not trustworthy, they will tend to reduce perceived vulnerability by limiting performance only to those areas that can be assessed objectively (Culbert & McDonough, 1986). The authors noted that other ways to reduce vulnerability include: acting as partisan to the organization, viewing participation as a game, and mirroring those who wield power in the organization. Finally, Culbert and McDonough (1986) pointed to empowerment as the cornerstone of understanding trust at the organizational level. The authors believed that employees would not internalize a system that did not empower them personally and professionally. This idea lends additional theoretical support to the inclusion of empowerment in the study model. Recent research (Mayer, Davis, and Schoorman, 1995; McAllister, 1995; Tyler & Kramer, 1996) has focused on relational models of trust in an effort to address the limitations of the rational choice perspective. Critics of this perspective believe that not enough attention was paid to the social and emotional influences on trust, and instead, focused too much on the cognitive aspects. Critics of the rational choice model also 26 questioned whether it adequately explained how people actually make decisions in a descriptive capacity. In response, Mayer, Davis, and Schoorman (1995), McAllister (1995), and Tyler and Kramer (1996) argued that trust needed to be conceptualized not only as a calculative orientation toward risk, but also as a social orientation toward other people and toward society as a whole. Furthermore, these scholars maintained that an adequate theory of organizational trust had to address the social and relational underpinnings of trust-related choices in a more systematic fashion that provided descriptive power. When people do

not possess the necessary knowledge or experience to trust others, trust within organizations must be either individually negotiated or substitutes for trust must be found (Barber, 1983; Kollock, 1994; Sabel, 1993; Shapiro, 1987; Sitkin & Roth, 1993; Sitkin, 1995). Such substitutes are manifested in the form of contracts or other administrative procedures that are costly and time-consuming for organizations. Trust can reduce these transaction costs by operating as a social decision heuristic. Social decision heuristics are defined as behavioral rules of thumb that can be used when making decisions about how to respond to various kinds of dilemmas (Allison & Messick, 1990). Uzzi (1997) corroborated this by noting that such social decision heuristics can take the place of formal monitoring or measuring devices for gauging and enforcing reciprocity. Uzzi found that individuals using these heuristics spontaneously and unilaterally engaged in a variety of actions that helped solve problems as they appeared. Similar findings have been well documented (Bendor, Kramer, & Stout, 1991; Kollock, 1994; Messick & Liebrand, 1995; Parks & Komorita, 1997) and suggest that 27 social decision heuristics can lead to substantial payoffs on an individual and group level in organizations. Spontaneous sociability describes the vast array of cooperative, altruistic, and extra-role behaviors in which members of a social community engage. Such behaviors enhance collective well-being and further the attainment of collective goals (Pew Research Center for the People & the Press, 1997). Messick and colleagues (1983) found that trust, analyzed in terms of individuals' expectations of reciprocity, influenced individuals' willingness to reduce their consumption of a rapidly depleting shared resource pool. They found that, as individuals received feedback that collective resources were becoming more scarce, those who expected reciprocal restraint from others were much more likely to exercise restraint themselves and vice versa. Another significant finding of the study demonstrated that the behavior of low- and high-trusters did not change when resources were plentiful. Parks, Henager, and Scamahorn (1996) also examined the behavior of low- and high-trust individuals. Specifically, the authors looked at how these employees responded to messages of intent from other participants in a social dilemma. They found that low-trusters exhibited decreased levels of cooperation when reacting to a competitive message, but were unaffected by a cooperative message. Conversely, high-trusters reacted to the cooperative message with increased levels of cooperation. Trust is critical for those in positions of authority. Tyler and Degoey (1996) remarked that authorities' abilities to manage effectively would suffer immensely if they had to constantly explain and justify their actions. Moreover, it is simply too

costly and impractical to monitor the performance of subordinates. Managers cannot see and punish 28 every act of insubordination, nor can they recognize and praise every cooperative act. As a result, employees must be willing to comply with rules and regulations, defer to organizational authorities, and accept dispute resolution procedures and outcomes if an organization is to operate efficiently and effectively. Tyler's research (1994) showed that individuals are more likely to accept outcomes when they trust an authority's motives and intentions. This finding held true even when outcomes for the individuals were not favorable. Joseph and Winston (2005) explored associations between employee perceptions of servant leadership and trust in organizational leaders as well as organizational trust. Utilizing the Organizational Trust Inventory (OTI) (Nyhan & Marlowe, 1997), the authors found a strong and positive correlation between perceptions of organizational servant leadership and levels of organizational trust. Additionally, the employees of servant-led organizations in the study indicated higher levels of organizational trust than employees working in organizations where leaders practiced using non-servant styles. This study was theoretically rooted in trust theory that has established the significance of leader behavior in the development of employees' trust in leaders (Bennis & Thomas, 2002; Dirks & Ferrin, 2002; Flaherty & Pappas, 2000; Tschannen-Moran & Hoy, 1998). This study added empirical support for theoretical models suggesting that servant leadership is a specific leadership type that can elicit trust (Farling et al., 1999; Russell & Stone, 2002). Greenleaf (1977) maintained that servant leadership was a product and an antecedent of trust in leaders and organizations because it increases perceptions of leader trustworthiness. In turn, perceptions of leader trustworthiness should have a reciprocal relationship to leader trust (Zolin et. al, 2004). 29 In an effort to address the nursing shortage, Laschinger and Finegan (2005) conducted a study of nurses in which they examined the relationships among empowerment, justice perceptions, trust, and respect in the workplace. They found that structural empowerment exhibited a direct and positive association with perceptions of interactional justice which subsequently had a direct, positive relationship with perceptions of respect and levels of organizational trust. Respect demonstrated a direct effect on levels of organizational trust, which then had direct effects on levels of job satisfaction. Hubbell and Chory-Assad (2005) conducted a study of the relationships between justice perceptions and trust in managers and in the organization as a whole. They discovered that procedural justice significantly predicted organizational and managerial trust. Furthermore, distributive justice

predicted managerial trust, but not organizational trust. Interactional justice was not a significant predictor of either trust type. This study drew upon the theoretical work of Ellis and Shockley-Zalabak (2001), who studied managerial and organizational trust, finding that job satisfaction, perceptions of organizational effectiveness, and information that employees received about the organization and specific jobs were associated more with levels of organizational trust than with levels of trust in managers. Ellis and Shockley-Zalabak's study was groundbreaking because it distinguished managerial and organizational trust as distinct constructs. Jung and Baek (2006) surveyed a Korean government ministry in a study of the relationships among three types of trust: trust among peer officials, trust between lowerlevel and higher-level officials at the interpersonal level, and organizational trust at the 30 level of the institution. Ultimately, the purpose of the study was to examine how these three trust types influenced open communications intentions. Using structural equation modeling, the results suggested that, in the analysis of open communications intentions, organizational trust was mediated by the two types of interpersonal trust. This finding was not consistent with the hypothesis that the three kinds of trust would have direct and simultaneous effects on open communication intentions. Paine (2007) conducted an exploration of relationships among interpersonal trust, organizational trust, and organizational commitment in a technology firm. Organizational trust was measured using Robinson's (1996) measure and commitment was measured with the revised organizational commitment scale (Meyer & Allen, 1991; 1997). Interpersonal trust and organizational trust both demonstrated significant and positive relationships with affective and normative commitment. The findings suggested that affective and normative commitment to the organization would increase with enhanced levels of interpersonal and organizational trust. Williams (2005) examined the relationship between specific components of nurses' job satisfaction and their levels of organizational trust. The trust theory utilized in this study delineated five dimensions of organizational trust: competence (an employee's perception that colleagues and managers are effective), openness and honesty (perceptions that information is shared accurately, sincerely, and abundantly), concern for employees (perceptions of acts of empathy and tolerance on the part of management, including a concern for employees' safety), reliability (perceptions of consistent and dependable actions on the part of managers), and identification (association/identification with an organization's goals, norms, values, and beliefs). Williams found that four 31 specific aspects of job satisfaction predicted organizational trust: professional

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status, autonomy, organizational policy, and interaction. The components of pay and task requirements were not statistically significant. Ribiere and Tuggle (2005) researched the role of organizational trust in the knowledge management field. This study included ninety-seven organizations engaged in knowledge management and sought differences in levels of organizational trust vis a vis specific methodologies of codification (email, listserves, etc.) and personalization (video conferencing, groupware, etc.). They found support for the hypotheses that organizations with high levels of organizational trust relied more on personalization tools than companies with lower levels of organizational trust and also that companies with higher levels of organizational trust were more successful in their knowledge management initiatives than organizations with lower levels of organizational trust.

When organizational trust is present within an organization, levels of job satisfaction and productivity have tended to be higher among employees while teambuilding has been shown to occur more effectively (Communication World, 2003). Other researchers (O'Brien, 2001; Reina & Reina, 1999) maintained that organizational trust increases creativity and critical thinking at the employee level. Reina and Reina (1999) also suggested that employee performance tended to surpass the expectations of management and that workers felt greater freedom to express their ideas when leaders created trusting environments in their organizations. Shockley-Zalabak and colleagues (2000) found that organizations with higher levels of organizational trust were more successful and innovative than institutions with lower levels of trust. They suggested that product and service quality were significantly related to levels of organizational trust. According to Gilbert and Tang (1998), organizational trust influenced employees' perceptions of and confidence in their organizations, as well as beliefs concerning whether the organizations were acting in employees' best interests. Conversely, the absence or loss of organizational trust has been associated with: the loss of high-caliber employees to other (and often competing) organizations, a loss of interest among employees in the job and organization, employee retirement, employee complacency, employee defiance, and increased levels of absenteeism and tardiness (Kowalski & Cangemi, 1993). Moreover, Currall and Epstein (2003) noted that it is almost impossible for organizations to regain trust once it has been lost. Organizational trust must be 19 instilled, largely, through the actions and words of management and leadership; and it must be maintained on a daily basis (Petrovs, 2005).

2.3.3 Job Satisfaction

Job satisfaction is as a topic, has been researched by many researchers previously. Job satisfaction is defined as "a general attitude toward one's job; the difference between the amount of rewards workers receive and the amount they believe they should receive" [cited in Stephen P. Robbins, 2005]. Job satisfaction is affected by as meaningfulness of work, adequacy of supervision according to the study conducted by Lodahl & Kejner (1965). Rain et al., (1991) states that job satisfaction has a correlation with life satisfaction. It means that people who are satisfied with life will tend to be satisfied with the job and people who satisfied with job will tend to satisfied with their life. According to Fisher et al., (1992), Xie et al., (2000), Vidal et al., (2007) and Lane et al., (2010), job satisfaction is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment. Balance between input and output determines job satisfaction as suggested by Alfonso Sousa-Poza & Andrés A. Sousa-Poza (2000). According to this concept an individual will be happy when their needs are fulfilled in the current situation and these needs are basic and universal. According to Frederick Herzberg, an American Behavioural scientist in his two factor theory suggested that intrinsic factors like work itself, responsibility and achievement are related to job satisfaction and extrinsic factors like supervision, pay, company policies and working conditions are associated with job dissatisfaction. According to him the factors leading to job satisfaction are separate and discrete from those that lead to job dissatisfaction. He identified hygiene factors like company policy, administration, supervision, salary, recognition, achievement and growth. According to him these might be helpful to raise job satisfaction level [as cited in Malik et al., 2010]. Again, Abraham Maslow (1954) suggested five level hierarchy of need model. These needs are physiological, safety, social, esteem and self-actualization needs. From the point of need fulfillment, job satisfaction has been approached by some researchers. Allen and Meyer (1996) found any employee who is affectively committed to the organization will have extrinsic, intrinsic, and total job satisfaction. According to Luthans (1998), there are three important dimensions of job satisfaction: (a) it is an emotional response to a job situation. As such it cannot be seen, it can only be inferred; (b) it is often determined by how well result meet or exceed expectations; and (c) it represents several related attitudes towards the work itself, promotion opportunities, pay, supervisor and co-workers which are most important sort of a job about which people have efficient reaction. He again said that training and skill development is one of

the best ways to gain job satisfaction. The view forwarded by Moser (1997) that Job satisfaction is so important that if it is not present then it often leads to tiredness and reduced organizational commitment [as cited in Tella et al., 2007; Ohiwerei et al., 2011]. A study conducted by Yuan Ting (1997), it was found that three sets of factors, namely, job characteristics (such as promotional opportunity, task clarity and significance, skills utilization and pay satisfaction), organizational characteristics (such as organizational commitment and relationship with supervisors and co-workers) and individual characteristics among which job and organizational characteristics have significantly effected on the job satisfaction of federal government employees [as cited in Naresh Kumar & Singh Vandana, 2011]. In Karthik et al., (2012) it is found that according to Mulinge & Mullier (1998), higher organizational social and intrinsic reward, Lower convenience costs will increase job satisfaction. Many researchers found that improving job satisfaction can reduce turnover and help maintain a stable and motivated workforce. Previous researcher Biswas (2011) found in his research that greater an employee is satisfied with his/her job, greater will be his/her organisational commitment. A satisfied employee is easy to be retained in the organisation and like that organisation is able to cut hiring cost of new employees. In Ankit Laddha et al., (2012), it is said by Denton (2000) that employees that are satisfied and happy in with their jobs are more dedicated to doing a good quality job and taking concern of clientele that sustain the operation. Every person will have his or her own definition of what it means to be satisfied with a job. Ellickson & Logsdon (2002) supported Spector's view by defining job satisfaction as the extent to which employees like their work. Rashid Saeed et al., (2014), in his experiment with 200 telecom sector employees of Pakistan found that the key factors that contribute to employee job satisfaction are promotion, pay, fairness and working condition. Money and compensation play an important role in the job satisfaction of the telecom employees of Pakistan. In working condition, the physical design too, to some extent affects the job satisfaction of employees. According to Hussami (2008), job satisfaction and dissatisfaction depend on the expectations what the job supply to an employee not the nature of the job.

Figure 1 Conceptual framework (Own Model)
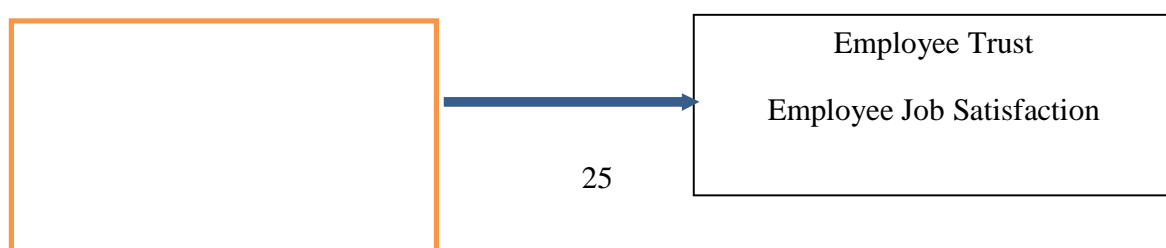
Chapter 3

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The purpose of this study was to assess the organizational structure change of SC. In order to collect and analyze data appropriate to this goal, a combination of qualitative and quantitative methodologies, the mixed methods, were used. Hence, data was collected both qualitatively and quantitatively. In addition selection of the study area and sample of the population were also making. This section, therefore, discusses the research methods that were employed, the data collection instruments, procedures followed in gathering the data, the study area, and sampling decisions.

3.2 RESEARCH DESIGN AND APPROACH

The research design in this study was Descriptive design. The research was design in the way that Questionnaires and Interview were conducted to sample respondents. The purpose of descriptive surveys, according to Ezeani (1998), is to collect detailed and factual information that describes an existing phenomenon. Both qualitative and quantitative methods of data collection were used for this research. This is because the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone (Creswell & Clark, 2007:5) In addition, there has been a growth in the interest in mixed methods research as well as authors advocating for mixed methods research as a separate design in its own (Creswell & Clark, 2007:16).

3.3   POPULATION AND SAMPLE

Save the Children-Ethiopia Country Office is a large organization working all over the country and have 2,244 total numbers of staff as of November 2015. It is quite difficult to make the study cover the whole organization. Therefore the study was limited to the Head Office in Addis

Ababa with the main departments under it. The selection was based on the justification that the HO is the main office where all top managers of the organization who are responsible for the change process do exist. Hence target population for this study was depicted in the table below.

Table 1 Target population

HEAD OFFICE DEPARTMENTS NAME(STRATA)	NO OF STAFF(POPULATION)
Program Operations-PO	119
Program Development Qualities-PDQ	87
Support Functions	125
Total	**331**

3.3.1   SAMPLE AND SAMPLING METHOD

The sample for this study was calculated using the Slovin's formula (Serakan, 1992) cited in Unam (2012). The total number of staff under the study area (the sample frame) was 453. Out of the total population 122 of them are new entrants' employees. The remaining 331 are employees under Program Operation, Program Development Quality and Support Functions. Equipped with this, the researcher was excluded the remaining 122 new entrants' employees from the sample studied.

By using Slovin's (Serakan, 1992) formula; $n= \dfrac{N}{1+Ne^{2}}$

 Where: N: is the population size which is 331

e: is the margin of error taken as 0.05

The sample sizes were one hundred eighty two (182). Hence this sample size was representing the population and it is 55%. The sampling method used was stratified sampling. Stratified sampling was selected because the employees under the different organizational units/departments are different and their difference can be taken as strata. In addition by stratified sampling, visibly diverse groups within a population were represented.

Hence as seen in the below table, the proportion from each strata was calculated and sample was taken using simple random sampling.

Table 2 Sample size

HEAD OFFICE DEPARTMENTS NAME(STRATA)	NO OF STAFF (POPULATION)	PROPORTION (55%)
Program Operations-PO	119	65
Program Development Qualities-PDQ	87	48
Support Functions	125	69
Total	**331**	**182**

3.4 SOURCE AND TOOLS/INSTRUMENTS OF DATA

Both primary and secondary source of data used in conducting the research. In getting primary data there are several approaches available to gathering data. In order to collect reliable and valid information, the researcher contacted employees of Programs & Support Functions of the organization. The method used in collecting the primary data is Questionnaire and Interview. Under secondary source of data I used books, any relevant literature available from the organizations on the Company profile, strategies and organization's database, appropriate journals, magazines, company brochures and articles, web sites also used to demonstrate the identified objectives.

3.4.1 Questionnaire

As a data collection technique, questionnaires were sent to respondents via email with a sampled population using a combination of stratified sampling and random sampling. The questionnaire will be prepared using a 5 point Likert scale with responses ranging from Strongly Agree= SA; Agree = A; Neutral=N; Disagree = D; and Strongly Disagree = SD.

3.4.2 Semi Structured Interview

This technique was used mainly because of its strength in providing detailed idea of the respondent. Hence, using this technique selected managers, were purposively be selected and interviewed.

3.4.3 Other Qualitative Methods

Text analyses of organizational documents were one of the data sources. In addition since the researcher is staff member in the study organization, observation was also carried out in order to explore, in some details, how the employees work in the context of organizational structure change.

3.5 DATA ANALYSIS

Quantitative data was analyzed statistically using Statistical Package for Social Sciences (SPSS) version 20. Qualitative data was also analyzed using descriptive analysis. The data obtained from respondents with the help of chosen instruments were presented analyzed and interpreted with the help of descriptive statistics and were described, analyzed and synthesized in tables, percentage, frequency distribution, mean and ANOVA with the help of SPSS as applicable to the research question.

3.6 VALIDITY AND RELIABILITY

3.6.1 Validity

Validity is the degree to which a test measures what it intend to measure (Creswell, 2009:190-92). Validity defined as the accuracy and meaningfulness of the inferences which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represents the phenomena under study. He contends that the validity of the questionnaire data depends on a crucial way the ability and willingness of the respondents to provide the information requested.

A pilot study was conducted to refine the test instrument which is a sample of 20 respondent's questionnaires before administering the final phase. Issues raised by respondents were corrected and questionnaires were refined. Finally, the improved versions of the questionnaires were used to ensure the validity.

3.6.2 Reliability

The reliability of instruments measures the consistency of instruments. Creswell (2009:190-92) considers the reliability of the instruments as the degree of consistency that the instruments or procedure demonstrates.

In this study each statement rated on a 5 point Likert response scale which includes strongly agree, agree, neutral, disagree and strongly disagree. Based on this reliability test was made with a sample of 20 respondents and the Cronbach's alpha coefficient for the instrument was found as 0.96 which is highly reliable. Cronbach alpha provides a measure of internal consistency of a test or scale. It is expressed as a number between 0 and 1 and the higher the score of Cronbach alpha, the more the reliable the generated scale is and the closer the alpha coefficient is to 1.0, the greater the internal consistency and the reverse is true. In this case, the researcher used the rule of thumb developed by George and Mallery (2003), where an alpha value >=0.90 is excellent, >=0.80 is good, >=0.70 is acceptable, >=0.60 is questionable, >=0.50 is poor, =<0.50 is unacceptable.

Typically an alpha value of 0.80 or higher is taken as a good indication of reliability, although others suggest that it is acceptable if it is 0.70 or above (Cohen et al., 2007:506).

The research instruments were developed by adopting from related studies and contextualizing based on research questions and objectives, and hence instruments are consistent with the objectives of the study and reliable.

Reliability Statistics	
Cronbach's Alpha	N of Items
.973	53

Chapter 4

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

As it was described in Chapter One, the main objective of this study is to assess the organizational structure change of Save the Children Ethiopia Country Office. Both quantitative and qualitative data pertinent to the major objective were collected.

This chapter deals with the presentation, analysis and interpretation of the collected data. Questioners are sent to 182 respondents via email and when respondents were not willing to use emails, hard copies were also used. However some respondents were not willing to respond though, follow-up is made via telephone.

Hence data was collected from 177 out of 182 respondents. Therefore; the overall response rate was 97 percent. In this chapter findings from the research tool were presented and discussed. Here the findings from all the research tools are explained. Moreover, supportive literature pertinent to the research objective is also, where necessary, referred to. It is expected that this has made the discussion and analysis of the findings more thorough and exhaustive.

4.2 Demographic profile of respondents

Table 3 Demographic Variables of Respondents				
GENDER		**Frequency**	**Valid Percent**	**Cumulative Percent**
	Male	141	79.7	79.7
	Female	36	20.3	100.0
	Total	177	100.0	
AGE	21-30 year	56	31.6	32.2
	31-40 years	100	56.5	88.7
	41-50 years	17	9.6	98.3
	51- 60 years	3	1.7	100.0
	Above 60 years	1	.6	.6
	Total	177	100.0	
POSTION	Director/Deputy Director	9	5.1	5.1
	Senior Manager/Manager	13	7.3	12.4
	Senior Coordinator/Coordinator	16	9.0	21.5
	Senior Officer/Officer	77	43.5	65.0
	Assistant	5	2.8	67.8
	Others	57	32.2	100.0
	Total	177	100.0	
SERVICE	Less than 2 years	22	12.4	12.4
	2-4 years	25	14.1	26.6
	4-6 years	45	25.4	52.0
	6-8 years	13	7.3	59.3
	8-10 years	28	15.8	75.1
	greater than 10 years	44	24.9	100.0
	Total	177	100.0	
EDUCATION LEVEL	PHD	22	12.4	12.4
	Masters	126	71.2	83.6
	Degree	21	11.9	95.5
	Diploma	8	4.5	100.0
	Total	177	100	

Source: Own questionnaire survey, 2015

In the first part of the survey, questions on the demographics of gender, age, position, years with organization, and education level were asked. The data served as a demographic profile of the respondents in the study. Details of demographic characteristic of the respondents are shown in the above table and chart. The results in Table 1 show that (n=141, 80 percent) of the respondents were male and (n=36, 20 percent) of the respondents were female. Ages of the respondents range from 21 to 60. Majority of the respondents are in the age category 31 to40 years. Age categories 41-50 and 51-60 are 17% and 3% respectively. Among the 177 respondents, 43 percent were on Senior Officer/Officer level. Directors/Deputy Directors, Senior Managers/Managers, Senior Coordinators/Coordinators, Assistants and others compose 5, 7, 9, 2 and 32 percent respectively.

The respondents stay in the organization range from less than two years to ten years and above. 12 percent of the respondents stay in the organization less than two years while 24 percent of them stay for more than 10 years. Majority of the respondents are in the year category of 4-6 years and greater than ten years. Each composes 25% of the respondents.14 % of the respondents are in the year category 2-4 years. This implies that SC-ECO employees comprise of senior, medium and junior staff which helps for knowledge transfer. Hence it can be said that majority of the respondents were in the organization before the structure change. Regarding employees education level, 71% of the respondents have Master's Degree while 12% have PHD Degree. In addition 12% of the respondents are Degree holders and 5% of the respondents have Diploma.

4.3 Opinion of Employees regarding organizational structure and its effect on performance of employees

The researcher defined the criteria to measure the level of variables using five Level-Likert's scale. In the discussion of the results, the variable value was defined by utilizing width of class interval (Lind, Marchal, & Wathon, 2003) as follows:

Interval width of each level = $\underline{\text{the highest score – the lowest score}}$

$$\text{Interval number}$$

$$= 5\text{-}1/5$$

$$= 0.80$$

Therefore, the result of the data analysis regarding each variable was done by founding the means and interpreting them using width of class interval.

4.21-5.00 Strongly Agree (5)

3.41-4.20 Agree (4)

2.61-3.40 Neutral (3)

1.81-2.60 Disagree (2)

1.00-1.80 Strongly Disagree (1)

Table 4 Mean of Employee Performance

VARIABLE I	N	Mean	Std. Deviation	Relative degree
My performance has increased after the structure change	177	2.84	.93008	Neutral
I accomplish my job to the best of my potential during the structure change	177	3.22	.97819	Neutral
The organization structure change has a noticeable positive influence on my day to day job.	177	2.76	.92489	Neutral
My performance and satisfaction has changed because of the structure change	177	3.07	.95360	Neutral
AGGREGATE MEAN	177	2.97	.94669	

As seen in table 4 respondents were asked questions related to their performance after and during change in organizational structure. Here four questions were asked. Hence the results of the study show respondents indifferent reaction regarding their performance during and after the structure change. The implication of the result is, employees' performance didn't increase after the structure change, and again the structure change didn't influence employees to do their jobs to the best of their potential. However literature reviewed reveal that change in structure do adversely impact on employee performance, commitment to work and their physical and psychological well- being. Hayes, (2002:7)

Organizations that pursue a 'responsible restructuring' approach, on the other hand, tend to depend on their employees to offer continuous competitive advantage and embrace a variety of practices. This approach to restructuring does give rise to enhanced performance and productivity amongst workers as well as longer-term financial performance for the organization (Cascio, 2002:37).

4.3.1 Correlation Analysis

The researcher used a correlation test to identify the magnitude and strength of relationship between the dependent variable organizational structure change and the independent variable employee trust and job satisfaction. It is clear that correlation can tell something about the relationship between variables and helps to understand whether the relationship is positive or negative and whether the strength of relationship is very strong, strong, moderate, weak or very weak.

In general as explained by Maher Khelifa (2011), $r > 0$ indicates positive relationship, $r < 0$ indicates negative relationship while $r = 0$ indicates no relationship or that the variables are independent and not related. Again when $r = +1.0$ describes a perfect positive correlation and $r = -1.0$ describes a perfect negative correlation. The closer the coefficients are to $+1.0$ and -1.0; greater is the strength of the relationship between the variables.

Table.4.1. shows the measures of associations and descriptive adjectives

Measure of Association	Descriptive Adjective
> 0.00 to 0.20 ; < -0.00 to –0.20	Very weak or very low
> 0.20 to 0.40; < -0.20 to –0.40	Weak or low
> 0.40 to 0.60; < -0.40 to –0.60	Moderate
> 0.60 to 0.80; < -0.60 to –0.80	Strong or high
> 0.80 to 1.0; < -0.80 to –1.0	Very high or very strong

Source: MacEachron, (1982)

Table 4.2 and 4.3 below shows the relationship between these variables.

Table 4.2 Correlations between organizational structure change and employee trust

		Organizational Structure Change	Employee Trust
Organizational Structure Change	Pearson Correlation	1	-.378[**]
	Sig. (2-tailed)		.000
	N	177	177
Employee Trust	Pearson Correlation	-.378[**]	1
	Sig. (2-tailed)	.000	
	N	177	177

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

Source: SPSS Output 2015

The result from the correlation matrix in table 4.2 shows that the value of Pearson's correlation between the Independent variable employee trust and the dependent variable organizational structure change is -.378**. The value describes that there is a negative relationship between them at R=-.378 and P<0.05. The significant value is .000 shows the significance of relation between the variables. -.378 is the negative value and having low/weak effect because value is in between 0.2 to 0.4. According to *MacEachron, (1982).* The researcher found that organizational structure change has a significant negative impact on the job satisfaction effectiveness of SC.

Table 4.3 Correlations between organizational structure change and employee job satisfaction

		Organizational Structure Change	Employee Job Satisfaction
Organizational Structure Change	Pearson Correlation	1	-.538[**]
	Sig. (2-tailed)		.000
	N	177	177
Employee Job Satisfaction	Pearson Correlation	-.538[**]	1
	Sig. (2-tailed)	.000	
	N	177	177

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

Source: SPSS Output 2015

Table 4.3 above depicts the correlation between restructuring and job satisfaction. Pearson r value of restructuring and job satisfaction in the table show negative sign indicating that there is a negative relationship between the dependent variable organizational structure change and the independent variable employee job satisfaction at (R=-538**) and (P<0.05). The Relationship between organization structure change and employee job satisfaction is considered as moderate according to Mac Eachron, (1982). Restructuring and job satisfaction according to this study were negatively correlated.

4.4 Employees involvement in organizational structure change

Table 5 Mean of employee involvement

VARIABLE II	N	Mean	Std. Deviation	Relative degree
My organizations has considered the impact of the structure change on me	177	2.65	1.12382	Neutral
All affected employees were consulted before the structure change was implemented	177	2.02	1.03876	Disagree
I was encouraged to become involved and committed to the structure change process by my organization	177	2.31	.99865	Disagree
I understand the benefit of the structure change	177	2.42	1.05857	Disagree
I clearly understood the reasons for the recent structure change	177	2.46	1.15309	Disagree
I got an opportunity to get involved in the structure change process or I gave an input	177	2.07	.95954	Disagree
I receive adequate information regarding how the structure changes were made	177	2.43	1.05358	Disagree
Top management listens to employees' concerns regarding the structure change	177	2.06	.96034	Disagree
I have a say in decision that affect my job.	177	2.71	1.19830	Neutral
Top management communicated all the relevant information accurately and timeously with staff	177	2.51	1.07724	Disagree
All affected employees were informed about The structure change right at the outset	177	2.38	.99897	Disagree
There was consistent communication throughout the process	177	2.39	1.02276	Disagree
The medium of communicating the structure change was appropriate to me	177	2.62	.99965	Neutral
Managers and supervisors were kept informed about the structure change at all times	177	2.88	.92707	Neutral
Open and honest communication was used at all Times	177	2.42	1.21828	Disagree
AVERAGE MEAN	177	2.42	1.05257	

Table 5 shows respondent response about their participation in the change process through fifteen questions. The descriptive statistics of the research question resulted in; average mean is 2.4 with minimum mean value of 2.0 and a maximum mean value of 2.8. In this regard a lion share of the respondents signifies a disagreement with an aggregate mean value of 2.4. It means that the organization didn't consider the impact the structure change process has on employees. In addition

employees were not clearly communicated about the structure change. According to Gowing, Kraft and Quick, (1998:93) open and honest communication with employees during restructuring is vital for a successful restructuring in an organization. Taylor (1998:11) identified that Good communication with everyone in the organization is vital to ensure that every member of the staff knows exactly what is happening in their company. Hence it can be concluded that Save the Children employees were not involved in the change process in opposite to the literature reviewed which say that one way of ensuring positive attitude towards organizational structure change is through involving employees in the change process.

4.5 Organizational structure and employee attitude

Table 6 Mean of Employee Attitude

VARIABLE III	N	Mean	Std. Deviation	Relative degree
The structure change was effectively implemented	177	2.63	.98104	Neutral
The organization has changed for the better	177	2.38	1.08155	Disagree
I feel positive and certain about my future in this organization	177	2.43	1.11642	Disagree
I have trust and confidence to the management of my organization	177	2.13	1.10271	Disagree
My organization is honest and caring to me.	177	2.48	1.16331	Disagree
I believe that the structure is well planned	177	2.31	1.07637	Disagree
I am interested to continue working for this organization	177	2.62	1.25199	Neutral
I have positive attitude towards my organization and the management of the organization	177	2.98	1.11025	Neutral
I feel connected to my organization.	177	2.90	1.11132	Neutral
My effort to do a good job has increased	177	3.10	1.07706	Neutral
I feel connected to my peers	177	3.28	1.18675	Neutral
I feel a sense of pride in my organization	177	2.82	1.10672	Neutral
I believe that structure change was mandatory to WVE	177	3.21	1.18529	Neutral
The structure change in WVE is a threat to my wellbeing and existence	177	3.27	1.38782	Neutral
I feel high level of stress during the structure change	177	3.41	1.07368	Agree
My organization value myself and my work during the structure change	177	3.00	.97701	Neutral
I feel that I am treated fairly during the structure change	177	2.66	1.04354	Neutral
My commitment has increased after the structure change	177	2.66	.87898	Neutral
I believe that I have job security although there is change in structure in my organization	177	2.23	1.16033	Disagree
AVERAGE MEAN		2.76	1.10906	

When the respondents are asked about their attitude during and after the structure change, their responses are as shown in the table 6. The minimum mean value is 2.13 while the maximum mean value is 3.41 and the aggregate mean is 2.7. The table shows employees disagreement to

the statement organization change for the better and that employees have job security and bright future in the organization. Literature tell that when organizational change is made by the top levels and uses the vision of the leaders, only higher management can make decisions and everyone has to do what is expected from them. However if employees are recognized, they would be motivated, this gives them the positive attitude towards the organization and the management of the organization. Hence if employees attitudes change from negative to positive they perform better, which is what organizations want. Employees with a negative attitude can drag the team or department down the drain and drain the positive attitudes of other employees and, in turn, make them negative. The surveys and researches done so far have proved that the attitude of an employee to the organization is dependent on the structure of organization. If the individual is happy with his job and show positive attitude towards the job, the organization is more likely to be get benefited from it, if the employee has a negative attitude then preferably the organization gets suffer (Essays, UK. (November 2013).

4.6 Organizational structure and employee motivation

Table 7 Mean value motivation				
VARIABLE IV	**N**	**Mean**	**Std. Deviation**	**Relative degree**
I am still interested to go for work in this organization every morning	177	3.10	1.12656	Neutral
Recent organization structure change has created more opportunities for myself and other employees	177	2.84	1.07727	Neutral
Recent organizational structure has changed the working condition positively	177	2.36	1.09456	Disagree
I want to continue working for this organization in the future	177	2.58	1.14122	Disagree
I am enjoying my work and satisfied	177	2.79	1.16108	Neutral
I feel that top management is concerned about employees' well-being during the structure change	177	2.08	1.02172	Disagree
I still feel very committed to the goals and objectives of this organization	177	3.66	1.06060	Agree
I would recommend this organization as a good place to work.	177	2.60	1.06205	Disagree
Generally speaking, I am satisfied and motivated employee.	177	2.67	1.20839	Neutral
I still feel a sense of belonging to this organization after the structure change	177	2.49	1.02307	Disagree
My organization has changed its structure without affecting my motivation	177	2.32	1.10341	Disagree
The structure change in SC has resulted in job motivation and satisfaction	177	2.22	.85416	Disagree
My interest towards my job has increased after the structure change	177	2.46	.89167	Disagree
I still put in extra effort to ensure that goals and objectives of this organization are achieved	177	3.31	.99295	Neutral
AVERAGE MEAN	177	2.68	1.05848	

From table 7 it can be noted that when employees were asked about their opinion regarding their motivation after the structure change, their response was a disagreement with a minimum mean value of 2.08, an agreement with a maximum mean value of 3.66 and indifferent reaction with an aggregate mean 2.68.The result show that employees still committed to the goals and objectives of the organization. In addition the structure change of Save the Children does not result in employee motivation and job satisfaction and employees negatively react that top management was concerned about employees during the change process.

According to Cascio (2002:92), Employees will always make their own judgments about the fairness of the decisions taken during a restructuring   process. Such perceptions   do have serious impact on the behavior and attitudes of employees.   When employees feel that they were not treated fairly, they may sabotage the restructuring process and vice versa. Change inevitably brings feelings of uncertainty. It is often unclear what is going to happen to each individual. Some positions may be eliminated. Some people may see a change in their job duties. Things may get better or they may get worse. The feeling that the future is unclear is enough to create stress for people because it leads to a sense of lost.

Many researches proved that motivated employees are happier at work. They get more satisfaction from their work, low absenteeism, enhanced productivity, work with more enthusiasm, encourage discipline among the employees on the other hand unmotivated employees are likely to spread little or no effort in their jobs, avoid the workplace as much as possible exit the organization if given the opportunity and produce low quality work. Business Essays, UK. (November 2013).

4.7 Summary of the variables performance, involvement, attitude and motivation

Table 8 Aggregate mean of the variables

VARIABLES	N	Aggregate Mean	Relative Degree
PERFORMANCE	177	2.97	Neutral
INVOLVEMENT	177	2.42	Disagree
ATTITUDE	177	2.76	Neutral
MOTIVATION	177	2.68	Neutral
AGGREGATE MEAN		2.71	Neutral

The results of the above table and graph show the following;

- Employees are indifferent about the effect of organizational structure on their performance.
- Employees of SC-EtCO were not being involved in organizational structure change process.
- Employees have indifferent feeling about the effect of organizational structure change on their attitude.
- Employees have indifferent reaction about their motivation after change in structure.

4.8 Education and employee involvement in the change process

Table 9 ANOVA

Involvement

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.344	3	2.448	4.473	.005
Within Groups	94.680	173	.547		
Total	102.024	176			
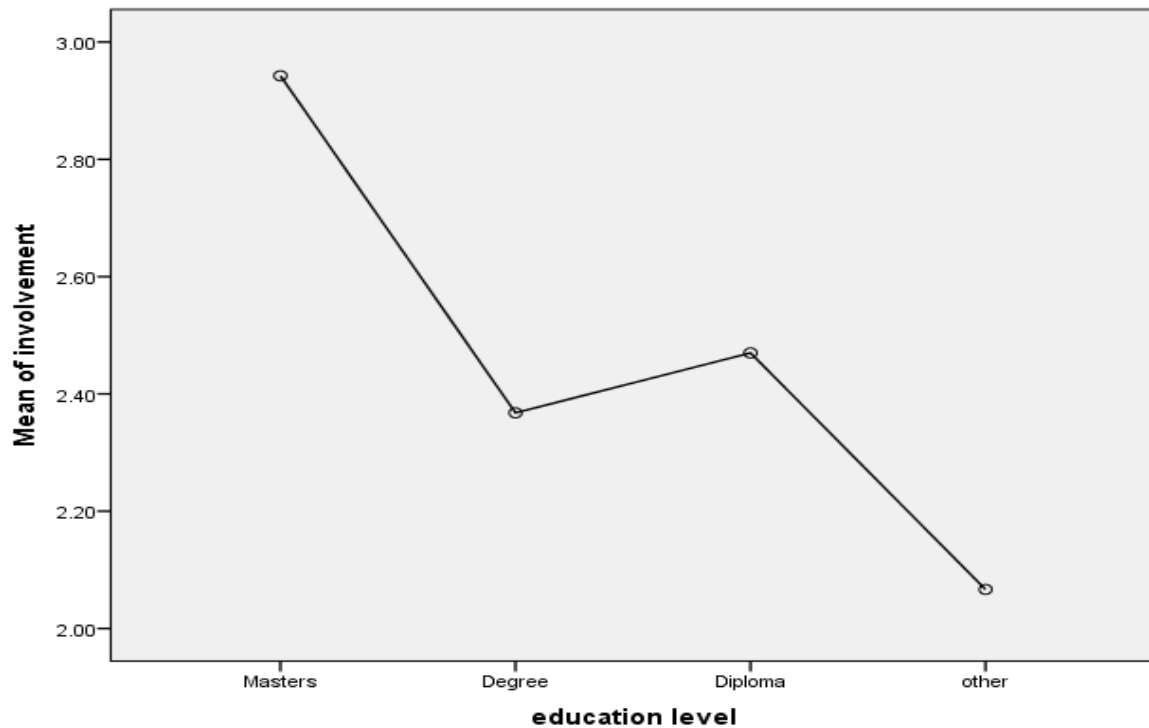
Table 10 Measures of Association

	Eta	Eta Squared
involvement * education level	.268	.072

The one way ANOVA table tells whether there are significant differences in the mean score of the dependent variable and independent variable. According to the results of the ANOVA table, the overall Sig. value is .005, which is less than .05, indicating a statistically significant result among the variables. Statistical significance was determined based on, 0.05 level of significance. Hence employee involvement and education level are significantly associated. (P=0.005<0.05) The measures of association result 0.072 show that the degree of relationship to be strong. Hence it can be concluded that education is a factor that determine employee involvement in the change process.

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Chapter 5

CONCLUSION AND RECOMMENDATIONS

5.1. CONCLUSION

This research has been conducted with the objective of assessing the organizational structure change of Save the Children Ethiopia Country Office. The following questions have specifically been addressed;

- What is the opinion of employees regarding organization structure and its effect on their performance?
- Whether employees in SC being involved in the organizational structural changes or not?
- How do employees feel organization structure effect on employee attitude?
- What is the opinion of employees regarding their motivation after change in structure?
- What is the significance of communication on employees' participation in structure change process?

First literature relevant to the study was reviewed. Next, data appropriate to the research objective were collected. In doing so, both quantitative and qualitative approaches have been employed. This was basically due to the premise held that the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach used alone. The idea of organizational structure is to make the organization more flexible and competitive, but this tends to happen by affecting employees such that there may be staff lay off. Workers begin to feel high levels of insecurity. These developments in turn do adversely impact on employee performance, commitment to work and their physical and psychological well- being. Hence the following conclusions can be made.

a) On employee performance and change in structure

The idea of organizational structure is to make the organization more flexible and competitive, but this unfortunately, tends to happen at the expense of employee security and career prospects. Workers begin to feel high levels of stress. These developments in turn do adversely impact on employee performance, commitment to work and their physical and psychological well- being.

- According to the results of this study, respondents' performance does not increase after the structure change. Of the respondents 32% show disagreement and 35% are neutral.

- The structure change in SC-EtCO has negatively affected some respondents' effort to accomplish their job to the best of their potential. Of the respondents (31%) disagree, 17% neutral and 46% agree.

- The structure changes in SC-EtCO negatively affect the day to day job performance of employees. Of the respondents 32% disagree and 37% neutral.

b) On employee involvement in the change process

Research has shown that the employees will regard their workplace as fair when trust, openness and respect exist. Fairness also decreases the levels of stress amongst employees, enhances performance, job satisfaction and commitment to an organization. It also promotes organizational citizenship behaviors that help in assisting fellow employees to carry out their jobs as well as positive attitude towards the organization.

While organizations execute structural change, employees should be communicated what is going to happen, when, and why so that they may feel more comfortable. Research shows that those who have more complete information about upcoming changes are more committed to a change effort.

- Majority of the respondents (59%) react negatively regarding their involvement in the change process. Employees of SC were not being involved in organizational structure change process. Managers of SC should have done every attempt so that employees would be involved in the change process. While organizations execute structural change, employees should be communicated what is going to happen, when, and why so that they may feel more comfortable. Research shows that those who have more complete information about upcoming changes are more committed to a change effort. Majority of the respondents react negatively regarding their involvement in the change process. Restructuring organizations need to involve employees in the change process right at the outset. Hence organizations need to put together a good communication strategy to ensure that effective communication takes place with employees during restructuring.

- Majority of respondents disagree about their being consulted before the change and the impact the structure change has on people 73% and 52% respectively.
- Employees of SC didn't understand the reason and the benefit of the structure change as 55% of the respondents disagree and 25% are neutral.
- Almost 66% of respondents negatively react about top managements listening about their concerns during the structure change.

c) On employee attitude and structure change

According to the results of the study some employee's attitude is more affected than others. Research also shows that people who have a positive self-concept are better at coping with change, probably because those who have high self-esteem may feel that whatever the changes are, they are likely to adjust to it well and be successful in the new system. People with a more positive self-concept and those who are more optimistic may also view change as an opportunity to shine as opposed to a threat that is overwhelming.

- Majority of the respondents disagree that the organization changes for the better after the structure change.
- Respondents also react negatively about their future in SC
- Respondents also react negatively about their interest to continue in SC
- Respondents are indifferent in their attitude that structure change is mandatory to SC
- Employees have indifferent feeling about the effect of organizational structure change on their attitude

d) Employees' job motivation and structure change

Change inevitably brings feelings of uncertainty. It is often unclear what is going to happen to each individual. Some positions may be eliminated. Some people may see a change in their job duties. Things may get better or they may get worse. The feeling that the future is unclear is enough to create stress for people because it leads to a sense of lost. . Many researches proved that motivated employees are happier at work. They get more satisfaction from their work, low absenteeism, enhanced productivity, work with more enthusiasm, encourage discipline among the employees on the other hand unmotivated employees are likely to spread little or no effort in

their jobs, avoid the workplace as much as possible exit the organization if given the opportunity and produce low quality work.

- Line shares of respondents negatively react about their interest to continue working for the organization.
- Around 44% of the respondents disagree to the statement 'I am enjoying my work and satisfied '40% show an agreement and 14% are indifferent.
- Majority of the respondents disagree that the organization changes for the better after the structure change.
- The results of the study show that a significant number of respondents were either uncertain or negative about their job satisfaction and motivation after the structure change.

e) Employee education level and their involvement in the change process

- According to the results of one way ANOVA employee involvement and education level are significantly associated. ($P=0.005<0.05$) The measures of association result 0.072 show that the degree of relationship to be strong. Hence it can be concluded that education is a factor that determine employee involvement in the change process.

5.2 RECOMMENDATIONS

Based on the findings of the study and the suggestions given by interviewees, the following recommendations are made:

a) Employees should be communicated face to face in order to make them accept the situation positively.

b) Sometimes it better for organizational structure to be made by consultants, hence the changing organization would focus on the ministry. At the same time it would be fair to employees.

c) During organizational structure change organizations, should adopt training, retention, reskilling and rotation of staff to make use of the available staff instead of reducing them.

d) Employees should take part or get involved in the structure change process. This would help them to have positive attitude and bright future if they believe their opinions are accepted.

e) The benefit of the structure change should be explained to staff in a way that the change would bring positive results.

f) The best way to ensure employees commitment and loyalty is motivation. If employees are fully satisfied with their job and highly motivated then work performance efficiency and productivity level increase. Hence the organization should consider keeping employee motivated while changing structure.

5.3 FOCUS FOR FUTURE RESEARCH

The following are the focus of future research as it comes to the researcher mind.

- This study has addressed the topic focusing on a non-profit organization Save the Children by taking part of its Country Office and its different departments in it. Hence the study can be conducted in a broader geographic area of SC's intervention areas. In addition the study can be made in small businesses, public sectors etc.

- Change in organizations is inevitable but the question is why employees resist it. Hence resistance to change is other topic of study in relation to structure change.

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Annex I

ST. MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES

QUESTIONNAIRE

Dear Respondent,

First of all, I would like to express my gratitude in advance for your willingness to spend your valuable time to respond to this research questionnaire. This research is undertaken as partial fulfillment of Master of Business Administration program.

This research is conducting on the assessment of **"The Assessment of Organizational Structure on Employees' Trust and Job Satisfaction"** in the case of Save the Children Ethiopia Country Office.

Participation is voluntary and your genuine reply to the research questions is very important. All provided information shall be kept very confidential and any information shall not be used for other purpose without you're in advance consultation moreover, the information shall be used in aggregate without being revealed individual response alone. The final result of this research shall be used for academic purpose and the final recommendation and finding shall be forwarded to the respective office of Save the Children Ethiopia Country Office for their corrective measure and action.

Finally, I would appreciate your responsiveness and taking the time to complete the following questionnaire. For any clarification needed for below questionnaire and concern please contact me on email address Libanos.Getachew2013@gmail.com.

N.B The structure change focused in this study is the structure change which had been being implemented in SC beginning October 2012 to up to now.

PLEASE DO NOT WRITE YOUR NAME OR AND IDENTIFICATION MARK ON THIS QUESTION PAPER

Regards,

Part I General Information about the Respondents

Directions: please fill the following information by indicating with an 'X' in the appropriate box.

1. Please indicate your gender

1. Male	
2. Female	

2. Please indicate your age

1. 21-30 years	
2. 31-40 years	
3. 41-50 years	
4. 51-60 years	
5. Above 60 years	

3. Please indicate your position in the organization

1. Director/Deputy Director	
2. Senior Manager/Manager	
3. Senior Coordinator/ Coordinator	
4. Senior Officer/ Officer	
5. Assistant	
6. Other(s) [please specify]……………	

4. How long have you been working in Save the Children?

1. Less than 2 years	
2. 2-4 years	
3. 4-6 years	
4. 6-8 years	
5. 8-10years	
6. >10 years	

5. Please indicate your highest level of education

1. PHD	
2. Masters	
3. Degree	
4. Diploma	

Part II Questions related to the study

Direction: Following are statements about your organization, as well as yourself. Please indicate with an 'X' the response that best indicates the current reality of your organization or yourself.

Use the following ratings:

1 = **SD** = Strongly Disagree

2 = **D** = Disagree

3 = **N** = Neutral

4 = **A** = Agree

5 = **SA** = Strongly Agree

1. Employee performance and structure change

Please indicate the degree to which you agree with the following statements regarding employee performance and structure change.

PERFORMANCE AND STRUCTURE CHANGE	SD 1	D 2	N 3	A 4	SA 5
1.1) My performance has increased after the structure change.					
1.2) I accomplish my job to the best of my potential during the structure change					
1.3) The organization structure change has a noticeable positive influence on my day to day job.					
1.4) My performance and satisfaction has changed because of the structure change					

2. Employee involvement in the process

Please indicate the degree to which you agree with the following statements regarding the involvement of employees in the restructuring process.

EMPLOYEE PARTCIPATION AND STRUCTURE CHANGE	SD 1	D 2	N 3	A 4	SA 5
2.1) My organizations has considered the impact of the structure change on me					
2.2) All affected employees were consulted before the structure change was implemented					
2.3) I was encouraged to become involved and committed to the structure change process by my organization					
2.4) I understand the benefit of the structure change					
2.5) I clearly understood the reasons for the recent structure change					
2.6) I got an opportunity to get involved in the structure change process or I gave an input					
2.7) I receive adequate information regarding how the structure changes were made					
2.8) Top management listens to employees' concerns regarding the structure change					
2.9) I have a say in decision that affect my job.					
2.10)Top management communicated all the relevant information accurately and timeously with staff					
2.11)All affected employees were informed about the structure change right at the outset					
2.12) There was consistent communication throughout the process.					
2.13)The medium of communicating the structure change was appropriate to me					
2.14) Managers and supervisors were kept informed					
2.15) Open and honest communication was used at all					

3 Employee attitudes after the structure change

Please indicate the degree to which you agree with the following statements regarding your attitude after the structure change process

EMPLOYEE ATTITUDES AND STRUCTURE CHANGE PROCESS	SD 1	D 2	N 3	A 4	SA 5
3.1)The structure change was effectively implemented					
3.2)The organization has changed for the better					
3.3)I feel positive and certain about my future in this organization					
3.4)I have trust and confidence to the management of my organization					
3.5) My organization is honest and caring to me.					
3.6)I believe that the structure is well planned					
3.7)I am interested to continue working for this organization					
3.8)I have positive attitude towards my organization and the management of the organization					
3.9) I feel connected to my organization.					
3.10)My efforts to do a good job has increased					
3.11) I feel connected to my peers					
3.12)I feel a sense of pride in my organization					
3.13)I believe that structure change was mandatory to SC					
3.14)The structure change in SC is a threat to my wellbeing and existence					
3.15)I feel high level of stress during the structure change					
3.16)I feel that I am treated fairly during the structure change					
3.17)My organization value me and my work during the structure change					
3.18)My commitment has increased after the structure change					
3.19)I believe that I have job security although there is change in structure in my organization					

4. Employee motivation after the structure change

Please indicate the degree to which you agree with the following statements regarding the employee motivation after structure change.

EMPLOYEE JOB SATISFACTION AND STRUCTURE CHANGE	SD 1	D 2	N 3	A 4	SA 5
4.1)I am still interested to go for work in this organization every morning					
4.2) Recent organization structure change has created more opportunities for me and other employees.					
4.3)Recent organizational structure has changed the working condition positively					
4.4)I want to continue working for this organization in the future					
4.5)I am enjoying my work and satisfied					
4.6)I feel that top management is concerned about employees' well- being during the structure change					
4.7)I still feel very committed to the goals and objectives of this organization					
4.8) I would recommend this organization as a good place to work.					
4.9) Generally speaking, I am satisfied and motivated employee.					
4.10)I still feel a sense of belonging to this organization after the structure change					
4.11)My organization has changed its structure without affecting my motivation					
4.12)The structure change in SC has resulted in job motivation and satisfaction					
4.13)My interest towards my job has increased after the structure change					
4.14)I still put in extra effort to ensure that goals and objectives of this organization are achieved					

5. Please explain how the structure change process does affect your level of organizational trust and job satisfaction?

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6. If you had been in charge of the structure change process, how do you make the structure change differently?

7.Any comment--

Many thanks for participating in this project. Your time and input are greatly appreciated.

INTERVIEW QUESTION TO SELECTED MANAGERS

Purpose: This interview is prepared for managers of SC-EtCO to assess organizational structure on employees' trust and job satisfaction. The result of this interview will be used to supplement the data gathered from the questionnaire in the analysis.

1. Do you think that employees have positive attitude towards the structure change in SC? If not what do you think is the reason?
2. Is structure change mandatory for SC?
3. Do you see any wrong with the current organizational structure?
4. Do you believe that the structural change in SC is well planned?
5. What do you think are the barriers for staff not accepting the structure change?
6. Change in structure is inevitable. What Save the Children should have done differently?
7. How do you see the performance and motivation of staff during the structure change?
8. How do you see the attitude of employees after the structure change?
9. How do you understand the relationship between organizational structure and employees' job satisfaction?
10. Do you think employees get involved in the structure change process?

Annex- III

Frequency table of the data collected

Demographic Variables of Respondents				
		Frequency	**Valid Percent**	**Cumulative Percent**
GENDER	Male	141	79.7	79.7
	Female	36	20.3	100.0
	Total	177	100.0	
AGE	21-30 year	56	31.6	32.2
	31-40 years	100	56.5	88.7
	41-50 years	17	9.6	98.3
	51- 60 years	3	1.7	100.0
	Above 60 years	1	.6	.6
	Total	177	100.0	
POSTION	Director/Deputy Director	9	5.1	5.1
	Senior Manager/Manager	13	7.3	12.4
	Senior Coordinator/Coordinator	16	9.0	21.5
	Senior Officer/Officer	77	43.5	65.0
	Assistant	5	2.8	67.8
	Others	57	32.2	100.0
	Total	177	100.0	
SERVICE	Less than 2 years	22	12.4	12.4
	2-4 years	25	14.1	26.6
	4-6 years	45	25.4	52.0
	6-8 years	13	7.3	59.3
	8-10 years	28	15.8	75.1
	greater than 10 years	44	24.9	100.0
	Total	177	100.0	

Demographic Variables of Respondents				
EDUCATION LEVEL	PHD	22	12.4	12.4
	Masters	126	71.2	83.6
	Degree	21	11.9	95.5
	Diploma	8	4.5	100.0
	Total	177	100	

Employee performance and structure change					
		Frequency	Percent	Valid Percent	Cumulative Percent
Q1.1My performance has increased after the structure change.	Strongly disagree	11	6.2	6.2	6.2
	Disagree	57	32.2	32.2	38.4
	Neutral	62	35.0	35.0	73.4
	Agree	44	24.9	24.9	98.3
	Strongly agree	3	1.7	1.7	100.0
	Total	177	100.0	100.0	
Q1.2 I accomplish my job to the best of my potential during the structure change	Strongly disagree	2	1.1	1.1	1.1
	Disagree	55	31.1	31.1	32.2
	Neutral	30	16.9	16.9	49.2
	Agree	82	46.3	46.3	95.5
	Strongly agree	8	4.5	4.5	100.0
	Total	177	100.0	100.0	
Q1.3 The organization structure change has a noticeable positive influence on my day to day job.	Strongly disagree	14	7.9	7.9	7.9
	Disagree	57	32.2	32.2	40.1
	Neutral	67	37.9	37.9	78.0
	Agree	36	20.3	20.3	98.3

	Strongly agree	3	1.7	1.7	100.0
	Total	177	100.0	100.0	
Q1.4 My performance and satisfaction has changed because of the structure change	Strongly disagree	9	5.1	5.1	5.1
	Disagree	40	22.6	22.6	27.7
	Neutral	64	36.2	36.2	63.8
	Agree	57	32.2	32.2	96.0
	Strongly agree	7	4.0	4.0	100.0
	Total	177	100.0	100.0	

EMPLYEE INVOLVEMENT IN THE CHANGE PROCESS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Q2.1 My organizations has considered the impact of the structure change on me	Strongly disagree	27	15.3	15.3	15.3
	Disagree	66	37.3	37.3	52.5
	Neutral	32	18.1	18.1	70.6
	Agree	46	26.0	26.0	96.6
	Strongly agree	6	3.4	3.4	100.0
	Total	177	100	100.0	
Q2.2All affected employees were consulted before the structure change was implemented	Strongly disagree	67	37.9	37.9	37.9
	Disagree	63	35.6	35.6	73.4
	Neutral	25	14.1	14.1	87.6
	Agree	20	11.3	11.3	98.9
	Strongly agree	2	1.1	1.1	100.0
	Total	177	100	100.0	
Q2.3 I was encouraged to	Strongly	42	23.7	23.7	23.7

become involved and committed to the structure change process by my organization	disagree				
	Disagree	65	36.7	36.7	60.5
	Neutral	45	25.4	25.4	85.9
	Agree	24	13.6	13.6	99.4
	Strongly agree	1	.6	.6	100.0
	Total	177	100	100.0	
Q2.4 I understand the benefit of the structure change	Strongly disagree	38	21.5	21.5	21.5
	Disagree	60	33.9	33.9	55.4
	Neutral	50	28.2	28.2	83.6
	Agree	24	13.6	13.6	97.2
	Strongly agree	5	2.8	2.8	100.0
	Total	177	100	100.0	
Q2.5 I clearly understood the reasons for the recent structure change	Strongly disagree	47	26.6	26.6	26.6
	Disagree	45	25.4	25.4	52.0
	Neutral	45	25.4	25.4	77.4
	Agree	36	20.3	20.3	97.7
	Strongly agree	4	2.3	2.3	100.0
	Total	177	100	100.0	
Q2.6 I got an opportunity to get involved in the structure change process or I gave an input	Strongly disagree	61	34.5	34.5	34.5
	Disagree	55	31.1	31.1	65.5
	Neutral	49	27.7	27.7	93.2
	Agree	11	6.2	6.2	99.4
	Strongly agree	1	.6	.6	100.0
	Total	177	100	100.0	

Q2.7 I receive adequate information regarding how the structure changes were made	Strongly disagree	41	23.2	23.2	23.2
	Disagree	53	29.9	29.9	53.1
	Neutral	50	28.2	28.2	81.4
	Agree	32	18.1	18.1	99.4
	Strongly agree	1	.6	.6	100.0
	Total	177	100	100.0	
Q2.8 Top management listens to employees' concerns regarding the structure change	Strongly disagree	62	35.0	35.0	35.0
	Disagree	55	31.1	31.1	66.1
	Neutral	48	27.1	27.1	93.2
	Agree	11	6.2	6.2	99.4
	Strongly agree	1	.6	.6	100.0
	Total	177	100	100.0	
Q2.9 I have a say in decision that affect my job.	Strongly disagree	20	11.3	11.3	11.3
	Disagree	81	45.8	45.8	57.1
	Neutral	26	14.7	14.7	71.8
	Agree	31	17.5	17.5	89.3
	Strongly agree	19	10.7	10.7	100.0
	Total	177	100	100.0	
Q2.10 Top management communicated all the relevant information accurately and timeously with staff	Strongly disagree	33	18.6	18.6	18.6
	Disagree	66	37.3	37.3	55.9
	Neutral	35	19.8	19.8	75.7
	Agree	41	23.2	23.2	98.9
	Strongly agree	2	1.1	1.1	100.0
	Total	177	100	100.0	

Q2.11 All affected employees were informed about The structure change right at the outset	Strongly disagree	35	19.8	19.8	19.8
	Disagree	70	39.5	39.5	59.3
	Neutral	44	24.9	24.9	84.2
	Agree	26	14.7	14.7	98.9
	Strongly agree	2	1.1	1.1	100.0
	Total	177	100.0	100.0	
Q2.12 There was consistent communication throughout the process	Strongly disagree	36	20.3	20.3	20.3
	Disagree	69	39.0	39.0	59.3
	Neutral	41	23.2	23.2	82.5
	Agree	29	16.4	16.4	98.9
	Strongly agree	2	1.1	1.1	100.0
	Total	177	100	100.0	
Q2.13 The medium of communicating the structure change was appropriate to me	Strongly disagree	26	14.7	14.7	14.7
	Disagree	55	31.1	31.1	45.8
	Neutral	59	33.3	33.3	79.1
	Agree	35	19.8	19.8	98.9
	Strongly agree	2	1.1	1.1	100.0
	Total	177	100	100.0	
Q2.14 Managers and supervisors were kept informed about the structure change at all times	Strongly disagree	18	10.2	10.2	10.2
	Disagree	31	17.5	17.5	27.7
	Neutral	86	48.6	48.6	76.3
	Agree	39	22.0	22.0	98.3
	Strongly agree	3	1.7	1.7	100.0
	Total	177	100	100.0	

Q2.15 Open and honest communication was used at all Times	Strongly disagree	49	27.7	27.7	27.7
	Disagree	56	31.6	31.6	59.3
	Neutral	28	15.8	15.8	75.1
	Agree	36	20.3	20.3	95.5
	Strongly agree	8	4.5	4.5	100.0
	Total	177	100	100.0	

EMPLOYEE ATTITUDE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Q3.1 The structure change was effectively implemented	Strongly disagree	22	12.4	12.4	12.4
	Disagree	62	35.0	35.0	47.5
	Neutral	55	31.1	31.1	78.5
	Agree	36	20.3	20.3	98.9
	Strongly agree	2	1.1	1.1	100.0
	Total	177	100	100.0	
Q3.2 The organization has changed for the better	Strongly disagree	41	23.2	23.2	23.2
	Disagree	64	36.2	36.2	59.3
	Neutral	39	22.0	22.0	81.4
	Agree	29	16.4	16.4	97.7
	Strongly agree	4	2.3	2.3	100.0
	Total	177	100	100.0	
Q3.3 I feel positive and certain about my future in this organization	Strongly disagree	47	26.6	26.6	26.6
	Disagree	44	24.9	24.9	51.4
	Neutral	53	29.9	29.9	81.4

	Agree	29	16.4	16.4	97.7
	Strongly agree	4	2.3	2.3	100.0
	Total	177	100	100.0	
Q3.4 I have trust and confidence to the management of my organization	Strongly disagree	67	37.9	37.9	37.9
	Disagree	44	24.9	24.9	62.7
	Neutral	48	27.1	27.1	89.8
	Agree	12	6.8	6.8	96.6
	Strongly agree	6	3.4	3.4	100.0
	Total	177	100	100.0	
Q3.5 My organization is honest and caring to me.	Strongly disagree	43	24.3	24.3	24.3
	Disagree	54	30.5	30.5	54.8
	Neutral	38	21.5	21.5	76.3
	Agree	36	20.3	20.3	96.6
	Strongly agree	6	3.4	3.4	100.0
	Total	177	100	100.0	
Q3.6 I believe that the structure is well planned	Strongly disagree	47	26.6	26.6	26.6
	Disagree	63	35.6	35.6	62.1
	Neutral	33	18.6	18.6	80.8
	Agree	33	18.6	18.6	99.4
	Strongly agree	1	0.6	0.6	100.0
	Total	177	100	100.0	
Q3.7 I am interested to continue working for this organization	Strongly disagree	47	26.6	26.6	26.6
	Disagree	38	21.5	21.5	48.0
	Neutral	34	19.2	19.2	67.2

	Agree	52	29.4	29.4	96.6
	Strongly agree	6	3.4	3.4	100.0
	Total	177	100	100.0	
Q3.8 I have positive attitude towards my organization and the management of the organization	Strongly disagree	27	15.3	15.3	15.3
	Disagree	21	11.9	11.9	27.1
	Neutral	65	36.7	36.7	63.8
	Agree	56	31.6	31.6	95.5
	Strongly agree	8	4.5	4.5	100.0
	Total	177	100	100.0	
Q3.9 I feel connected to my organization.	Strongly disagree	21	11.9	11.9	11.9
	Disagree	45	25.4	25.4	37.3
	Neutral	51	28.8	28.8	66.1
	Agree	50	28.2	28.2	94.4
	Strongly agree	10	5.6	5.6	100.0
	Total	177	100	100.0	
Q3.10 I feel connected to my peers	Strongly disagree	15	8.5	8.5	8.5
	Disagree	40	22.6	22.6	31.1
	Neutral	43	24.3	24.3	55.4
	Agree	70	39.5	39.5	94.9
	Strongly agree	9	5.1	5.1	100.0
	Total	177	100	100.0	
Q3.11 I feel a sense of pride in my organization	Strongly disagree	18	10.2	10.2	10.2
	Disagree	32	18.1	18.1	28.2
	Neutral	29	16.4	16.4	44.6

	Agree		78	44.1	44.1	88.7
	Strongly agree		20	11.3	11.3	100.0
	Total	177		100	100.0	
Q3.12 I feel a sense of pride in my organization	Strongly disagree		20	11.3	11.3	11.3
	Disagree		58	32.8	32.8	44.1
	Neutral		40	22.6	22.6	66.7
	Agree		51	28.8	28.8	95.5
	Strongly agree		8	4.5	4.5	100.0
	Total	177		100	100.0	
Q3.13 I believe that structure change was mandatory to WVE	Strongly disagree		13	7.3	7.3	7.3
	Disagree		42	23.7	23.7	31.1
	Neutral		45	25.4	25.4	56.5
	Agree		49	27.7	27.7	84.2
	Strongly agree		28	15.8	15.8	100.0
	Total	177		100	100.0	
Q3.14 The structure change in WVE is a threat to my wellbeing and existence	Strongly disagree		19	10.7	10.7	10.7
	Disagree		42	23.7	23.7	34.5
	Neutral		41	23.2	23.2	57.6
	Agree		22	12.4	12.4	70.1
	Strongly agree		53	29.9	29.9	100.0
	Total	177		100	100.0	
Q3.15 I feel high level of stress during the structure change	Strongly disagree		10	5.6	5.6	5.6
	Disagree		25	14.1	14.1	19.8
	Neutral		49	27.7	27.7	47.5

	Agree		68	38.4	38.4	85.9
	Strongly agree		25	14.1	14.1	100.0
	Total	177		100	100.0	
Q3.16 My organization value myself and my work during the structure change	Strongly disagree		7	4.0	4.0	4.0
	Disagree		46	26.0	26.0	29.9
	Neutral		60	33.9	33.9	63.8
	Agree		47	26.6	26.6	90.4
	Strongly agree		10	5.6	5.6	96.0
	12.00		7	4.0	4.0	100.0
	Total	177		100	100.0	
Q3.17 I feel that I am treated fairly during the structure change	Strongly disagree		28	15.8	15.8	15.8
	Disagree		45	25.4	25.4	41.2
	Neutral		70	39.5	39.5	80.8
	Agree		27	15.3	15.3	96.0
	Strongly agree		7	4.0	4.0	100.0
	Total	177		100	100.0	
Q3.18 My commitment has increased after the structure change	Strongly disagree		9	5.1	5.1	5.1
	Disagree		75	42.4	42.4	47.5
	Neutral		68	38.4	38.4	85.9
	Agree		18	10.2	10.2	96.0
	Strongly agree		7	4.0	4.0	100.0
	Total	177		100	100.0	
Q3.19 I believe that I have job security although there is change in	Strongly disagree		63	35.6	35.6	35.6
	Disagree		45	25.4	25.4	61.0

		Frequency	Percent	Valid Percent	Cumulative Percent
structure in my organization	Neutral	41	23.2	23.2	84.2
	Agree	22	12.4	12.4	96.6
	Strongly agree	6	3.4	3.4	100.0
	Total	177	100	100.0	

Organizational structure and Job motivation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Q4.1 I am still interested to go for work in this organization every morning	Strongly disagree	15	8.5	8.5	8.5
	Disagree	49	27.7	27.7	36.2
	Neutral	27	15.3	15.3	51.4
	Agree	76	42.9	42.9	94.4
	Strongly agree	10	5.6	5.6	100.0
	Total	177	100	100.0	
Q4.2Recent organization structure change has created more opportunities for myself and other employees	Strongly disagree	23	13.0	13.0	13.0
	Disagree	44	24.9	24.9	37.9
	Neutral	55	31.1	31.1	68.9
	Agree	49	27.7	27.7	96.6
	Strongly agree	6	3.4	3.4	100.0
	Total	177	100	100.0	
Q4.3 Recent organizational structure has changed the working condition positively	Strongly disagree	45	25.4	25.4	25.4
	Disagree	57	32.2	32.2	57.6
	Neutral	47	26.6	26.6	84.2
	Agree	22	12.4	12.4	96.6
	Strongly agree	6	3.4	3.4	100.0

	Total	177	100	100.0	
Q4.4 I want to continue working for this organization in the future	Strongly disagree	39	22.0	22.0	22.0
	Disagree	44	24.9	24.9	46.9
	Neutral	54	30.5	30.5	77.4
	Agree	33	18.6	18.6	96.0
	Strongly agree	7	4.0	4.0	100.0
	Total	177	100	100.0	
Q4.5 I am enjoying my work and satisfied	Strongly disagree	30	16.9	16.9	16.9
	Disagree	50	28.2	28.2	45.2
	Neutral	25	14.1	14.1	59.3
	Agree	71	40.1	40.1	99.4
	Strongly agree	1	.6	.6	100.0
	Total	177	100	100.0	
Q4.6I feel that top management is concerned about employees' well- being during the structure change	Strongly disagree	66	37.3	37.3	37.3
	Disagree	48	27.1	27.1	64.4
	Neutral	46	26.0	26.0	90.4
	Agree	16	9.0	9.0	99.4
	Strongly agree	1	.6	.6	100.0
	Total	177	100	100.0	
Q4.7 I still feel very committed to the goals and objectives of this organization	Strongly disagree	14	7.9	7.9	7.9
	Disagree	11	6.2	6.2	14.1
	Neutral	23	13.0	13.0	27.1
	Agree	103	58.2	58.2	85.3
	Strongly agree	26	14.7	14.7	100.0

		177	100	100.0	
	Total	177	100	100.0	
Q4.8 I would recommend this organization as a good place to work.	Strongly disagree	31	17.5	17.5	17.5
	Disagree	53	29.9	29.9	47.5
	Neutral	52	29.4	29.4	76.8
	Agree	38	21.5	21.5	98.3
	Strongly agree	3	1.7	1.7	100.0
	Total	177	100	100.0	
Q4.9 Generally speaking, I am satisfied and motivated employee.	Strongly disagree	38	21.5	21.5	21.5
	Disagree	49	27.7	27.7	49.2
	Neutral	27	15.3	15.3	64.4
	Agree	59	33.3	33.3	97.7
	Strongly agree	4	2.3	2.3	100.0
	Total	177	100	100.0	
Q4.10 I still feel a sense of belonging to this organization after the structure change	Strongly disagree	35	19.8	19.8	19.8
	Disagree	53	29.9	29.9	49.7
	Neutral	60	33.9	33.9	83.6
	Agree	26	14.7	14.7	98.3
	Strongly agree	3	1.7	1.7	100.0
	Total	177	100	100.0	
Q4.11 My organization has changed its structure without affecting my motivation	Strongly disagree	46	26.0	26.0	26.0
	Disagree	64	36.2	36.2	62.1
	Neutral	39	22.0	22.0	84.2
	Agree	21	11.9	11.9	96.0
	Strongly agree	7	4.0	4.0	100.0

	Total	177	100	100.0	
Q4.12 The structure change in WVE has resulted in job motivation and satisfaction	Strongly disagree	37	20.9	20.9	20.9
	Disagree	75	42.4	42.4	63.3
	Neutral	55	31.1	31.1	94.4
	Agree	9	5.1	5.1	99.4
	Strongly agree	1	.6	.6	100.0
	Total	177	100	100.0	
Q4.13 My interest towards my job has increased after the structure change	Strongly disagree	24	13.6	13.6	13.6
	Disagree	71	40.1	40.1	53.7
	Neutral	60	33.9	33.9	87.6
	Agree	21	11.9	11.9	99.4
	Strongly agree	1	.6	.6	100.0
	Total	177	100	100.0	
Q4.14 I still put in extra effort to ensure that goals and objectives of this organization are achieved	Strongly disagree	4	2.3	2.3	2.3
	Disagree	43	24.3	24.3	26.6
	Neutral	38	21.5	21.5	48.0
	Agree	79	44.6	44.6	92.7
	Strongly agree	13	7.3	7.3	100.0
	Total	177	100	100.0	