



ST. MARY'S UNIVERSITY

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF GRADUATE STUDIES

**EFFECT OF ORGANIZATIONAL CHANGE ON EMPLOYEE
PERFORMANCE IN CASE OF DASHEN BANK**

BY

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June, 2020

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, TO THE
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ADMINISTRATION**

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr. Aderaw Gashyie. 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.

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ENDORSEMENT

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LIST OF ACRONYMS

Stc	Structural Change
Sc	Strategic Change
Tc	Technological Change
Spss	Statistical Package for the Social Sciences
St Dev.	Standard Deviation

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ABSTRACT

The objectives of the study were to investigate the effect of organizational change in employee performance at dashen banks in head offices. The study was conducted to asses nature of organizational change, to examine the extent of employee performance ,to find out the relationship between organizational change and employee performance, to investigate the effect of organizational change on employee performance in case of dashen bank. The researcher was adopted descriptive and explanatory research design with mixed research approach. Simple random sampling techniques were employed for this research with 269 sample size. Both primary and secondary data collection are applied with the main data collection instruments of questionnaire and observation. Descriptive statistics, correlation analysis and multiple regression analysis techniques were used to analysis the data. The finding of relationship results showed that positive relationship between the organizational change dimension and employee performance at dashen bank. The study revealed that structural change, strategic change and technological change is not a significant determinant of employee performance .The researcher recommends that Manager must provide training for their employees for those resist change. So change can increase employee efficiency in their work activities to make satisfied employees and customer. The manager must create regular training program to update employees.

Keywords: organizational change, structural change, strategic change, technology change, employee performance

CHAPTER ONE

INTRODUCTION

This section provides an over view of the research background, statement of the problem, objective of the study, scope, significance and limitation of study.

1.1 Background of the study

In today's fast speed and increasingly composite world change has become unpreventable. High speed technological developments, globalization and economic factors are only some of the reasons that inflame the change in the business environment. With the change outside, there is a conceited change inside, thus organizations need to keep up with rapid developments in the business environment to survive (Okenda et al, 2017).

Organizational change is set of actions outcome to a shift in direction or progression that affects the way an organization operates (Leavitt, 2003, cited in Osunsan ,2019).Once an organization decided to change, the employees might feel that they did not belong to the organization if the operations of the change did not involve the workers. They might have the feelings that the organization disbelieves themselves and resulting low productivity and commitment among the workers. Most organizations which they only make decision by the top managers and not involve their employees to get their opinion during decision making. The employees are just following the decision that make by the top managers. As a result, the employee's performance might be decreased (Wai Fong et al, 2011).

Employees are a very essential asset to an organization that may affect it either positively or negatively. Employee performance is important for an organization to achieve its objectives and goals. Due to mandatory environmental changes, organizations today have been challenged to advocate for changes that influence workers' performance suggest employee productivity and efficiency as a result of employee growth (Wanza & Nkuraru, 2016).

Though we all rationally recognize that progress means change, and that we all need to progress, but not even the prospect of attaining benefits from change would make everyone ready and willing, or indeed able, to embrace change. On the contrary, it is widely believed that most would resist change (okenda et al, 2017). Due to complexity of events and rapidity

technologies in the environment, organizations are subject to many pressures for change. Continuous developments and range of triggers force organizations towards change initiatives. Indeed, these pressures on organizations to change arise from external and internal environment of the organizations (Yilmaz & Kilicoglu, 2013).

Organizational structural changes can promote worker's performance, depending on how effectively the supervisory relationships and workflow affect productivity (Amed et al, 2013).

In Africa, change is well unavoidable. Most African nations have undergone series of changes. Universities in Africa have gone through huge changes due to growth and expansion of institutions of higher learning. In order to compete globally, universities have embraced change management factors such as culture, technology, leadership and structure which affects both employee and organizational performance (Wanza & Nkuraru, 2016).

Banking area has been subject of inquiry of external and internal forces in many nations, particularly in the UK, since the 1980s (Dalati, 2008). Technology, in particular the internet, is a key driver of internal changes. Internal change has been greatly expanded by the same factors such as internet, leadership and organizational structure and innovation (Dalati, 2017).

Recently there is organizational change in dashen bank so that the purpose of the study is to investigate the effect of organizational change on employee performance in case of dashen bank at the head office.

1.2 Statement of the Problem

Nowadays, due to the intense competitive environment rapid changes occur in the organization which increased the competition for gaining revenues and growth. Concept of organizational change concerns mainly with the organizational wide transformation that mainly include the changes in term of mission of the organization, operations of the organization, mergers (Khosa, 2015).

Changes may cause decrease of worker's productivity and effectiveness. It subsequently brings a negative influence towards employee's performance. Employees need to face with the customers in every working day. Therefore, employees are playing an important role in banking enterprise.

Success or failure of an organization depends on performance of its employee. If employee's performance decreased, it may affect the bank's reputation and profitability.

According to Davis and Savage (2003), changes in organizational structures such as downsizing, mergers, and acquisitions not only affect workers in an organization, but can also radically affect factors such as management style, organizational culture, and workers commitment and performance.

Strategic change has become an increasingly pervasive circumstance in both business and human service organizations due to forces such as globalization and technology (Walumbwa, 2008). Strategic change is seen as a necessary concept for organizations to compete in the ever changing and competitive business environment, Most of organization has experienced change. Yet despite organization's familiarity with change, success in implementation is relatively rare.

Technology change also influences performance of individual and groups in organizations and relationship between them. Technology is prone to change, and the state of technology have direct link to the relationship between the manager and employee.

In Burundi, the banking industry is undergoing structural changes in the areas of innovation and technology and it is influencing the performance of the employees. The new technology has affected employees because they lack the skills, qualification, education, experience to successfully cope hence many have ended up losing their work instead (Nkurunziza, 2015).

Various studies were conducted on the effect of organizational change on employee performance. For instance Karanja (2015) conducted a study on the effects of organizational change on employee performance of postal Corporation of Kenya; the findings revealed that employee performance is been positively influenced by organizational change. The variable that changed the most and influenced employee performance positively is technology.

According Dauda and Akingbade (2014) in their study found no significant relationship of technological changes and employee performance. While Al-Jaradat et al (2013) found a positive relationship between the areas of change (organizational structure, technology, individuals) and employee performance, Even though different researchers studied in this area in different countries, however the issue remains un researched in case of dashen bank. So the relationship

between organizational change and employee performance is unknown whether it brings negative or positive effect on the employees. Therefore, purpose of the study is to investigate the effect of organizational change on employee performance in case of dashen bank at head office.

1.3 Research Question

1. What is the nature of organizational change in case of dashen bank?
2. To what extent the performance level of employees was measured in case of dashen bank?
3. What is the relationship between organizational change and employee's performance in case of dashen bank?
4. What is the effect of organizational change and employee performance in case of dashen bank?

1.4 Objectives of the study

1.4.1 General objectives

The main objective of this study is to investigate the effect of organizational change on employee performance in case of dashen bank in Ethiopia.

1.4.2 Specific objectives

- ❖ To assess nature of organizational change in case of dashen bank in Ethiopia.
- ❖ To examine the extent of employee performance in case of dashen bank in Ethiopia.
- ❖ To find out the relationship between organizational change and employee performance in case of dashen bank in Ethiopia.
- ❖ To investigate the effect of organizational change on employee performance in case of dashen bank in Ethiopia.

1.5 Significance of the Study

The findings of this study were significant for both managers and employees at dashen bank.

To the managers:-The managers at dashen bank were benefited from this research knowing how to manage change without affecting the performance levels of their employees by increasing their productivity, increasing employee engagement and increased sustainability of the changes implementations.

To the employees:-The employees at dashen bank were also benefited from the finding of research by increasing the involvement in the implementation of the change, reduced stress ,greater sense of control and finally to help them to better understand the need for change and thus to overcome resistance toward change.

1.6 Scope of the study

The coverage of this study were at dashen bank head offices since the bank have many branches.

The study were focused on the independent variables of organizational change with the dimensions of structural change ,strategic change and technology change which currently adopted by the organization and dimension of productivity were used to measure the dependent variable which was employee performance.

The study covers the last one and half years of change implementation at the dashen bank. So the study evolved around those years.

1.7 Limitation of the study

The unwillingness of management to disclose information all in the name of confidentiality and inaccessibility of reliable records and reports on the activities of dashen bank were a challenge.

The collection and gathering of the data was challenge due to the fact that, some respondents may not be willingly to answer the questionnaires and some of the questionnaires were missed by the respondents. Challenges such as secrecy and fear of respondents to disclose vital information were limitations to the study.

1.8 Organization of the study

This Research paper is organized and classified into major's five chapters:-

The first chapter deals with introduction part which contains the background, the statement of the Problem, objective of the study ,research question, significance of the study, Scope and limitation of the study and organization of the paper.

The second chapter is review of theoretical and empirical literatures. Lastly, the conceptual frameworks for this research work were presented.

The third chapter deals with research design and methodology of the study; it covered the approach used on this study, research design, data source, data collection instrument, sampling method and sampling size, method of data analysis and ethical consideration.

The fourth chapter is about data analysis and interpretation from the collected data were presented

Finally; the last chapter of the paper gives a conclusion for study and recommendation based on the finding of the study

CHAPTER TWO

LITERATURE REVIEW

This chapter reviews both theoretical and empirical literature related to organizational change on employee performance. To understand these factors, relevant theoretical underpinnings and empirical studies are reviewed. The chapter goes on to review the independent variables in relation to the dependent variable.

2.1 THEORETICAL REVIEW

Organizational Change

Concept of organizational change comes from the nature and environment of the organizations. Change basically means series of events which supports the process of development in organizations. Organizational change generally means rightsizing, new development and change in technologies, rescheduling operations and major partnerships.

According Njuguna and Muathe (2016), Organizational change can include changes in terms of employee's involvement, products or services, the market it serves, the way it interacts with customers or suppliers, among others. This is the basis of the theoretical concerns of change management on employee's performance.

2.1.1 THEORIES AND TOPOLOGY OF ORGANIZATIONAL CHANGE

Kurt Lewin (1951) introduced the three step change theory. Lewin propounded that behavior is a dynamic balance of forces working on opposing directions. He observed that driving forces facilitates change because they push employees in the desired direction. He postulated that restraining factors hinder change because they push employees in the opposite direction. The outcome of Lewin's theory shifts the balance in the direction of the planned change. Based on Lewin's theory, the first step in the process of changing behavior is to unfreeze the existing situation or status quo which is considered the equilibrium state. He observed that unfreezing is necessary to overcome the strain that individual resistance and group conformity may exerts on the change process. Lewin recommended three methods towards achieving unfreezing phase of the change process; (i) Increase the driving forces that direct behavior away from the existing situation or status quo. (ii) Decrease the restraining forces that negatively affect the movement

form the existing equilibrium and; (iii) Find a balance between the driving and restraining forces to shift direction towards the planned change.

Lewin described the second steps in the process of changing behavior as Movement Stage. At this stage, the target system is moved to a new level of equilibrium. During this stage, employees are persuaded to agree that the status quo is not beneficial to them and they are encouraged to view the problem from a fresh perspective, work together as a quest for new, relevant information and connect the views of the group to well-respected, powerful leaders that also support the change.

Last of Lewin's three steps change model is Refreezing. This step takes place after the intended change has been implemented. The phase is connected with the need for sustainability of the change.

2.1.2 TYPOLOGY OF ORGANIZATIONAL CHANGE

Organizational change is further divided into four types under the above classification as follows;

Anticipatory Changes: These are any systematically planned change intended to take advantage of expected solutions.

Reactive Change: changes made in response to unexpected environments or pressure

Incremental Change: This involves sub-system adjustment needed to keep the organization on its chosen path or on course. For instance, adding a night shift to meet unexpectedly high demand for the company's product.

Strategic Change: Altering the overall shape or direction of the organization, e.g. switching from building houses to building apartment or complexes. (Akpa, V. 2017)

2.1.3. Model of Organization Change

Kotter's Model was developed after a study of over 100 organizations varying in size and industry type after learning that the majority of major change efforts failed. He concluded his model as a way of avoiding major errors in the change process. The key learning points from Kotter's Model were that; 1) Change process goes through a series of phases each lasting a

considerable amount of time.2) Critical mistakes in any of the phases could have a devastating effect on the momentum of the change process.

2.1.4 Types of Organizational Change

The scale of change may be categorized as wide-ranging, frame-breaking “transformational change” or small-scale and slow-shifting in “incremental change” models.

2.1.4.1 Incremental Change / 1st Order Change

Incremental change/1st order change is generally categorized by changes in functional processes, including, communication systems, recognition and reward programs, and decision-making processes. It includes:

- ❖ **Cost changes:** These changes occur when organizations attempt to reduce costs in order to improve efficiency or performance of organizations.
- ❖ **Process changes:** These changes are implemented to improve efficiency or effectiveness of organizational processes and procedures.

2.1.4.2 Transformational / Radical Change / 2nd Order Change

The radical/2nd order change is a multi-dimensional, multilevel, qualitative, discontinuous change. These changes involving a paradigmatic shift in organization. It leads to a new identity of the considered organization. It is viewed as deep structural and cultural change. A 2nd order change occurs due to high demand for change.

Different researchers like Kleiner and Corrigan argue that transformational change/2nd order can be described as radical, groundbreaking alterations that exhibit a profound break with accepted patterns of organizational behavior and operation. It includes;

- ❖ **Cultural changes:** These changes are the least tangible of all the types of change, but they can be the most difficult changes. An organization’s culture is its shared set of assumptions, values, beliefs, and thoughts.
- ❖ **Structural changes:** In this change the structure of organization changes. Mergers, acquisitions, consolidations, and divestiture of operating units are all examples of attempts at structural change.

2.1.5 DIMENSIONS OF ORGANIZATIONAL CHANGE

2.1.5.1 Strategic changes

Strategic changes defined as the effective management of a business change such that executive leaders, managers and frontline employees work in concert to successfully implement the needed process, technology or organizational changes (Korir et al, 2012). Moran & Brighton (2011) defined strategic changes the process of continually renewing an organization direction, structure and capabilities to serve the ever-changing needs of external and internal customers.

2.1.5.2. Structural changes

Structural changes are those made to the organization's structure that might originate from internal or external factors (Rodrik, 2013). Structural changes include the organization's hierarchy, chain of command, management systems, and administrative procedures. Conditions that necessitate structural change include mergers and acquisitions, changes in the market, job duplication, and policy changes.

According to McLagan (2002), there are three types of changes in the organization structure. They are transactional, transitional and transformational. Transactional changes only need minor interventions, for example, training or changing the incentive system, switching software. Transitional change is more complex and require change in roles/responsibilities, power bases and systems. Example of this kind of change could be opening a new plant in another location, where more detailed planning and expertise is needed. Transformational change requires redesigning the entire organization, especially the fundamental beliefs and norms, in order to adapt to global business demand

2.1.5.3. Technology change

Technological change is an increase in the efficiency of a product or process that results in an increase in output, without an increase in input (Bauer & Bender, 2004). The technology needs of a small company exist in an almost constant state of flux, adapting and changing based on business demands and advancements in the industry. Almost every business in the contemporary environment relies on technology at every level of its activities.

2.1.6 IMPORTANCE OF ORGANIZATION CHANGE

Change is the need of the hour for every individual, every organization. Engaging in the same old methodology which is turning to be obsolete can lead to failure. This need to change is of highest priority.. Change refers to bringing a shift in the way the activities are performed, work is done, and problems are solved.

2.1.6.1 Buildup Competition:

Change can be big or small, easy or complex in an organization. Change does not necessarily indicate a major transformation every time. But it can seriously help to build competition, which can help organizations progress and develop themselves. Without change, organizations would struggle to lift up themselves to face the competition put forward by their competitors. When a particular organization changes its way of working and if it attracts more customers, the neighboring competitor will definitely observe the same and would try to bring a change in his usual form of working. Thus, here change plays a very positive role in building up competition which leads to a desire among organizations to develop themselves more than their competitors.

2.1.6.2 Bring Technological Advancement:

Technology plays a vital role in development of an organization. Change that results from the adoption of new technology is common in most organizations and while it can be disruptive at first, ultimately the change tends to increase productivity and service. To beat the competition, organizations can make use of new technologies. The same, old, obsolete ways of doing things would not work out when the competitors would be moving fast forward with new technologies. It also enables employees to adopt the new technology and indirectly helps in growth of organization.

2.1.6.3 Develop Satisfied Customers:

Adopting change in organizations can create a certain extent of dissatisfaction among employees and also among customers. But, once change brings in a favorable effect, customers and employees start accepting it. Eventually this change brings satisfied customers which in turn act positively for customers. As always said, satisfied customer is a boon for every organization. Just a mere tweak in the strategy can do wonders for you. Eventually, change plays a very positive role in building up competition which leads to a desire among organizations to develop

themselves more than their competitors. Also change is an evitable, unavoidable part of any organization. Every organization strives to change and it eventually leads to business excellence.

2.1.7. IMPLEMENTATION OF CHANGE

In the implementation phase, change strategies developed during the identification and engagement phases are translated into tactics, or actions for moving towards the desired future organizational state. Employees are critical of how processes and technology are created and implemented. They have direct, daily experience with these processes and technology and consequently, they are most knowledgeable about how these components must be customized for the best results. During implementation, workers throughout the organization need to remember why they are working so hard on implementing a change. Therefore, manager should continually remind employees, using multiple media, emails, progress celebrations, informal conversations what the change is and why it is so significant (Newstrom, and Davis, 2007). Regardless of the selected approach to change management one should emphasize that the main problem in strategy implementation is relocation of the model of “flat,” system, that is strategic plan, to model of “alive” system, that is organization of carrying out defined strategic goals through rational management of resources. The stage of changes implementation is preparation for further operations of the organization, in accordance with the adopted strategy. Implementation of the new strategy requires changes both in static aspect (structure) and dynamic aspect (processes). These changes mean necessity for going out beyond traditional functional or divisional structure. Strategy implementation process determines perspectives of the organization and allows to state whether correct decisions were taken by selection of the strategy. Strategy implementation consists, above all, in decisions and organizing activities that are used for absorption of the strategy by the so-called social structure of the organization.

2.1.8 EMPLOYEE PERFORMANCE

According to Chien (2015), a successful organization requires employees who are willing to do more than their usual job scope and contribute performance that exceed goal's expectations. Employees' performance is imperative for performance to yield organizational effectiveness in an increasingly competitive environment (Aryee, 2014). In the contemporary business environment, most of the companies facing challenges are obligated to put more emphasis on enhancing employees' performance (Gruman & Saks, 2011). It is argued that to engage in

effective performance, management needs to empower employees to design their job and roles. In so doing employees will discover job more fit between employees' skills, needs and values (Gruman & Saks, 2011).

According to Tavakolia (2010), employees' performance will drop due to downsizing innovations and mergers in the organization, as well as changing of the location, time, quality and quantity of the task and responsibilities.

2.1.9 MEASURE OF EMPLOYEE PERFORMANCE

2.1.9.1 Productivity

Productivity is an overall measure of the ability to produce a good or service. More specifically, productivity is the measure of how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality. Productivity may also be defined as an index that measures output (goods and services) relative to the input (labor, materials, energy, etc., used to produce the output). As such, it can be expressed as: Hence, there are two major ways to increase productivity: increase the numerator (output) or decrease the denominator (input).

2.1.10 Relationship of Strategic Change and Employee Performance

According to Methode (2019) when commercial banks in Burundi make changes to their visions and objectives, consider the culture and behaviors of employee before making changes, and make changes with the intent of meeting customer demands, it is most likely that employee performance will improve too.

2.1.11. Relationship of Structural Change and Employee Performance

According to Harper (2015), Structural changes are those changes made to the organization's structure that might stem from internal or external factors and typically affect how the company is run. Structural changes include things such as the organization's hierarchy, chain of command, management systems, job structure and administrative procedures.

2.1.12. Relationship of Technology Change and Employee Performance

Technological change and its impact on the work force have become a focus of attention all over the world. However, there are conflicting views about the implications of changing technology for employment. Some experts say that the pace of technological change is accelerating and that thousands of workers in plants and offices are affected as labour saving innovations is diffused more widely (Mark, 2010 cited in Muia, 2015).

2.2 EMPIRICAL STUDIES

Several studies related to organizational change on employee performance have been done by different researchers.

According to Ahmed, Rehman, Asad, Hussain and Bilal (2013) on the impact of organizational change on employee performance in the banking sector of Pakistan adopted descriptive statistics and correlation analysis techniques. The study found that organizational change has a positive significant impact on employee's performance in banking sector of Pakistan.

Tefera and Mutambara (2016) conducted a study on the effect of organizational changes on employees' motivation at a country club in Kwazulu Natal. The key findings of the study discovered that the management had not created opportunities for employees to participate. Employee felt left out in the decision making process which contributed to their demotivation.

Kansal and Singh (2016) conducted a study on the impact of organizational change on employee performance in Maruti Suzuki. The findings of the study revealed that organizational change had a considerable effect on employee performance from among the gender, departments and designations. The study concluded that creating a positive attitude and practice leads to improved performance in an organization.

Khosa (2015) conducted study on the impact of organizational change towards employee Performance in the banking sector of Pakistan. Questionnaires were used for primary data collection. The study used descriptive statistics and correlation analysis technique for the analysis of data. The results showed that organizational change had a positive significant impact on employee's performance in banking sector of Pakistan.

Csaszar (2008) developed and tested a model of how organizational structure influence organizational performance. Organizational structure was conceptualized as the decision-making structure among a group of individuals. The empirical setting was over 150,000 stock-picking decisions made by 609 mutual funds. The findings suggested that organizational structure has relevant and predictable effects on a wide range of organization performance.

Hao, Kasper and Muehlbacher (2012) investigated the relationship between organizational structure and performance, especially through organizational learning and innovation, based on evidence from Austria and China. Based on the literature and hypothesis, a theoretical, conceptual and structural equation model was set up through a questionnaire survey and sample of about 90 Austrian and 71 Chinese samples. Partial least squares were used in the analysis and the results are tested by bootstrap methods.

Gibbert, (2006) using random sampling technique, he argued that the broader the change, the more employees exposed to change and the more their performance is affected. Broader and more extensive changes could generate greater feedback effects as well as feelings of unfairness and injustice, which are harder to overcome for both employees and organizations. The broader the change, the more significant the perception of change is likely to be and hence the greater the impact on employee performance.

Pepper, (2006) in his qualitative study to determine the effect of organization structure change on employee performance found that organizational changes such as acquisition of the company will create variety of communication problems that threaten not only employees performance, but also the success of the communication from the top to bottom of the organizations.

Maina (2013) in a study to determine the strategic change management practices adopted by savings and credit cooperative societies in the public sector in Kenya found that structural changes, technological changes, organizational leadership practices, changes in political and economic environment to be the main factors that contributed to change in the savings and credit cooperative societies. The study further found that the SACCOs in the public sector had adopted structural change, in their activities and hence were not benefiting with benefits that comes with it. Design of this research was cross sectional research design. The current study sought to analysis the effects of organizational change management on employees' performance in the

Parliamentary Service Commission in Kenya. It was carried out using descriptive research design.

Kimathi (2016) in a study that investigated the influence of strategic change management practices at Coca Cola Company in Kenya, revealed that incompatibility of the new change with existing organization structure, information technological innovations, political interference, social factors and consumer behavior among key challenges faced by the company. The study used three step theory of change, force field analysis theory and Kanter model of change management and was conducted through a case study.

Abdulraheem, Mordi, Ojo & Ajonbadi (2013), carried out a study on the outcomes of planned organizational change in the Nigerian public sector education institutions. The paper discovered that reforms are easy to formulate but difficult to implement and accompanied by resistance from people.

Ringin & Bello (2013), examined the effects of the change management factors on the Nigerian banks organizational performance, and to explore the implementation level of change management related factors among banks in Nigeria. The results showed that change management factors such as revised reward system, people's involvement, empowerment, training and education were significantly related to overall organizational performance

Singh, Saeed, & Bertsch, (2012), carried out a study to test a theoretical model of factors influencing employee resistance towards change and found out that the implementation strategy adopted played a major role.

Boohene, R. & Williams (2012), investigated the factors that influence resistance to organizational change; and the results indicated that less employee participation in decision making and lack of trust in management contributed highly to resistance.

Austn & Isaac (2012), in their investigation of the management of change in industrial organizations in Port Harcourt, Nigeria; revealed that change management is a great phenomenon that enhances the performance of the employee.

(2006) to investigate the role of change management on employees' performance in the Agricultural sector found that proper communication of new policies and work procedures increases employees' productivity as it makes them to work faster. Proper communication increases employees' chances of adapting to changes and accomplishing tasks at a faster scale.

Bright (2009) investigated the impact of open system on employees' productivity and he found that employees who are actively involved in organizational change process are more innovative and productive than their counterparts who were not involved.

Oparanma (2010) found that organizational technology change is an important variable to be considered when organizational performance in consideration.

Zain, Ihsak, & Ghani (2009) show that technology change motivates the employees to be committed to their organization

Hanel & St-Pierre (2002) found out that technological change has a positive impact on profitability, especially in sectors with significant levels of patent protection.

Love et al. (2009) discovered that technological change is more significant for less profitable banks.

Klette & Kortum (2004) observed a positive correlation between technological change and productivity across banks.

2.3 Conceptual Frameworks

This study tried to investigate effect of organizational change on employee performances at dashen bank, Ethiopia. It situates the topic under study within prior theoretical and empirical studies and explains key constructs and terms. Referring various theoretical and empirical studies, the following self-developed conceptual framework is constructed.

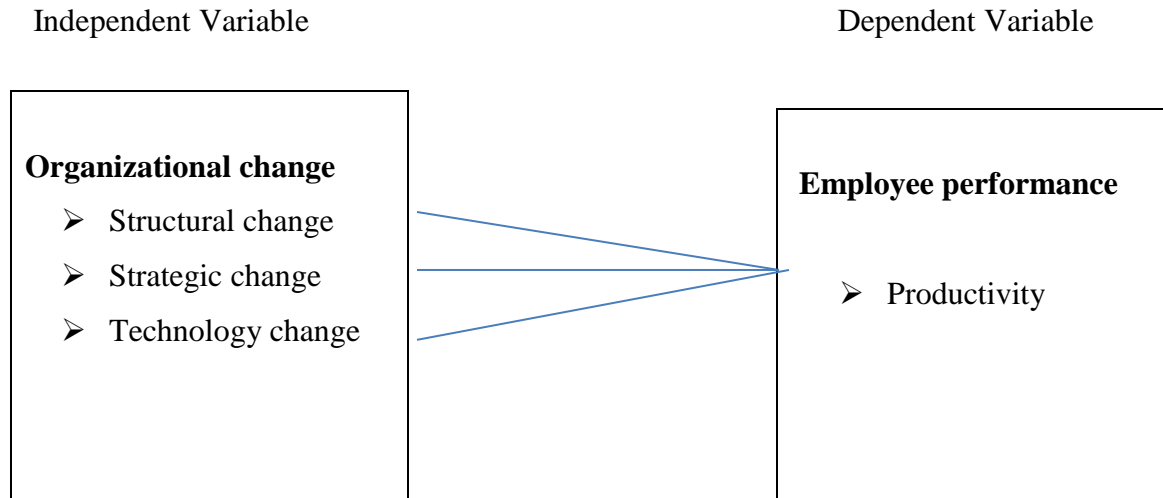


Figure 2.1 conceptual framework

This model serves as a basis for this research. The purpose of this research paper is to find the relationship between four variables which are structural change, strategic change, technology change and finally employee performance in the dashen bank of head office in Ethiopia. There are three independent variables which are structural change, strategic change, technology change and one is dependent variable which is employee performance. This model it helps to check the significant relationship between organizational change and employee performance.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This section provides an over view of the research methodology of the paper. It discusses issues such as research approach and design, sampling size and sampling method, data source and methods of data analysis.

3.1 Research Design

The study adopted descriptive and explanatory research design. Descriptive design is appropriate because the discovery of answers to questions relating to demographic characteristics that define the respondents. Descriptive study concerned with the views of a person towards effect of organizational change on employee performance. Explanatory research design also used for giving clarifications to why and how the variables are interdependent and also explain the relationship between the variables and the results of the research.

3.2 Research Approach

According to Chetty (2016) Research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. The study were used mixed research approach is best suited to research. Qualitative approach has been used to gather data in the form of structured questionnaire. On the other hand quantitative research approaches has been found to be suitable of explaining the association or relationship between the organizational change and employee performance

3.3 Data Source

The two sources of data namely primary and secondary data are discussed below:-

3.3.1 Primary Source

Primary data is raw data being observed or collected directly from first-hand experience. Primary data is important for all areas of research because it is unvarnished information about the result of an experiment or observation. The primary data were obtained from respondents by conducting survey in the form of questionnaire and observation from the distinctive respondents.

3.3.2 Secondary Source

Secondary data is data that have already been collected for other purpose which might have been processed and subsequently. So as to address the analysis and destination inquiries of the study, the researcher likewise also accessed a variety of secondary data sources from dashen bank.

3.4 DATA COLLECTION INSTRUMENT

3.4.1 QUESTIONNAIRE

Questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. They are often designed for statistical analysis of the responses. The questionnaire have structured (close-ended). Structured or close-ended questions are the questions with a list of all possible alternatives from which respondents select the answer that best describes their situation. They are easier to analyze since they are in an immediate form, the questioners have two sections:-

The First section of the questionnaire includes 4 questions which deal with different demographic characteristics of the respondents such as gender, age, education level and position in company to measure demographic characteristics of the respondent's.

The second of the questionnaire were consists of questions intended to measure the variables of the study using five-point Likert scale where (1=strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=strongly agree).

3.5 TARGET POPULATION

The study populations of the study were the staff of the dashen bank at head office that has experienced in various form of organization change. The total populations of the employees in dashen bank at head office are 1050.

3.6 SAMPLING METHOD

In conducting this study, probability samplings were employed to select the study of respondents. According to Alager (2010) suggested that in probability sampling, simple random sampling is technique n (the sample size) when sampling is so drown that each and every unit of the sample unit as an equal and in dependent chance of being included in the sample. So the

researcher is select this sampling method because of its easiness or simplicity to apply and it gives equal chance being chosen and free from personal bias.

3.7 SAMPLE SIZE

The sample size is the actual respondents representing the whole target population. After determining the entire population for the study (i.e. 1050) sample size is calculated by using the Slovin's formula (Ansari, lukum.A, Arifin and Dengo, 2017) accordingly,

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

Where n is the sample size, N is the population size, and e is the margin of error. With the margin of error e= 5% with 95% confidence level and N= 1050

Therefore

$$n = \frac{1050}{1 + 1050(0.05)^2}$$

$$n = 289$$

Thus, the sample size for this particular research study is calculated to be 289, which is large enough to represent the population. However only 269 questionnaires have been respond, the rest 20 questionnaires were unreturned.

3.8 RELIABILITY AND VALIDITY

3.8.1. Reliability

According to Drost (2011), Reliability is the extent to which measurements are repeatable when different people perform the measurement on different reason, under different circumstances, supposedly with alternative instruments which measure the construct or skill. For this research, the researcher adopted questionnaire form research entitled change management challenges affecting the performance of employees: a case study of Kenya airports authority, by Catherine 2015. she reported value of Cranach's alpha coefficient was 0.85 which is above 0.70.

3.8.2. Validity

According to Zohrabi (2013), Validity is “the extent to which an instrument measures what it purports to measure”. Validity is the trying to illustrate the truth of research findings. For this research the questionnaire was adopted from Catherine 2015 who confirmed the validity of the instrument

3.9 METHODS OF DATA ANALYSIS

In this study after data is collected methods of Statistical Package for Social Science (SPSS) software version 20 were employed to analyze and present the data by using different statistical tools. Descriptive analysis, correlation analysis and multiple regressions are statistical tools that were employed to analyze the data.

3.9.1 Descriptive Analysis

Descriptive analysis techniques were used to analyze the results of descriptive statistics to describe the Demographic and general results which presented by tables frequency distributions and percentages. It also help to know the employee performance toward organizational change based on the response for each item and analyzed by comparing the mean and standard deviation score of each variable.

3.9.2 The Pearson Correlation Analysis

The dependent variable (employee performance) to independent variables (structural change, strategic change and technology change) used to test the magnitude and direction of relationships of variables.

Tables 2.1 Rule for correlation coefficient range

Coefficient range	Interpretation
0.00-0.10	Negligible correlation
0.11-0.39	Weak correlation
0.40-0.69	Moderate correlation
0.70-0.89	Strong correlation
0.90-1.00	Very strong correlation

Correlation coefficient is statically significant Schober& Boer, 2018

3.9.3. Model Specification

The researcher used multiple regression analysis. It is an appropriate and most widely used method for investigating the relationship between a dependent variable and two or more independent variables due to its well-developed underlying statistical method. Multiple regression method was employed to investigate the effect of independent variables on dependent variable. Multiple regression analysis is the value being predicted is termed dependent variable because its outcome or value depends on behavior of other variables. The independent variable value is usually ascertained from population or sample. It uses for tests how change in the combination of two or more predictor variables predicts the level of change in the outcome variable. The researcher used regression analysis model to estimate the relationship between dependent variable and one or more independent variable.it is also used to assess the strength of the relationship between variables.

In this study the equation of multiple regressions were built on independent variables (structural change, strategic change and technology change) and the dependent variables employee performance. The basic objective of using regression equation on this study is to make the researcher more effective at describing, understanding, predicting, and controlling the stated variables.

$$y= \beta_1+ \beta_2X_2+ \beta_3X_3 + \beta_4X_4+ e$$

$$\text{Employee Performance}=\text{B}_1+\text{B}_2\text{STC}+\text{B}_3\text{SC}+\text{B}_4\text{TC}+e$$

Where:-

Employee performance

Stc=structural change

Sc=strategic change

Tc=technological change

e= model error term

Mathematically,

$$Y = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Where Y is the dependent variable- employee performance

X₂, X₃, and X₄ are the independent (explanatory) variables

β₁ is the intercept term- it gives the mean or average effect on Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero.

β₂, β₃, β₄, refer the coefficient of their respective independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables.

3.10 ETHICAL CONSIDERATION

The researcher takes into account that the ethical obligations to the research questionnaire will be kept confidential and used only for academic purposes. Respondents to the questionnaire have the right not to answer questions that may not feel appropriate without any intimidation. Respondents were given guarantee about not to identify their identity of their responses. Generally ethical issues such as certainty that the names and details of the respondents will not be disclosed; the respondents also assured about confidentiality and anonymity.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter deals with the information obtained from the data collected. The researcher obtained these data from respondents through questionnaire and observation. The responses have been analyzed and the results are presented in the form of table. It has three sections. The first and second section is about responses rate and demographic characteristics of the respondents respectively. Finally the third part presents data analysis and interpretation.

4.1. Response Rate of Respondents

Table 4.1 Respondents' response rate

<i>Questionnaires Distributed</i>	<i>Questionnaires Returned</i>	<i>Percentage</i>
289	269	93%

As shown in table 4.1 above, about response rate, 289 questionnaires were distributed and 269 were appropriately filled and returned. Based on this sample size (93%) the next analysis was carried out.

4.2 .The Demographic Characteristics of Respondents

Table 4.2: Respondents profile

No	Factors	Categories/ Characteristics	F	%
1	Gender	Male	169	62.8
		Female	100	37.2
2	Age	18-20 years old	-	-
		21-30 years old	152	56.5
		31-40 years old	114	42.4
		41-50 years old	3	1.1
		Above 51 years old	0	0
3	Educational level	Diploma	0	0
		Degree	168	62.5
		Master	100	37.2
		PhD	1	0.4
4	Position	Managers	17	6.3
		Non managers	232	93.7

The gender characteristics of dashen bank is dominated by males 62.8 % as shown in table 4.2 above by against females who are 37.2%. The gender representation of the respondents indicates that study was conducted based on respondents which largely made out from males group.

According to the age of respondents, as shown in the table 4.2 above, (56.5%) were in age group of 21-30 years and followed by 31-40 years at 42.4%.This indicates that most of the employees are young and it highly implies that dashen bank employment trend focuses on new and young employees which benefits the organization. Young employees easy accept new changes.

Respondents at dashen bank were told to indicate there level of education, 62.5% who were the majority that indicates the degree level of education, followed by master at 37.2% , while PhD were 0.4%.This shows that majority of the employees are degree holders .it indicates that 62.5% respondent of degree holder have work experience.

Majority of the respondents at dashen bank organization is dominated by position group non-managerial who constitute 93.7%, followed by managerial at 6.3%. This indicates that most respondent were from employees that working in Non-managerial position

4.3. The Nature of Organizational Change In Case Of Dashen Bank in Ethiopia

4.3.1. The nature effect structural change in case of dashen bank in Ethiopia.

Table 4.3: Analysis of structural change

No	Items	Rating Scales					Mean	St. dev.	
		1	2	3	4	5			
1	I am confident in my ability to deal with structural change	F	3	7	34	129	96	4.14	0.81
		%	1.1	2.6	12.6	48	35.7		
2	Policy change doesn't affect my ability to work	F	10	63	56	110	30	3.32	1.06
		%	3.7	23.4	20.8	40.9	11.2		
3	Employee performance increase when structural change	F	10	36	88	101	34	3.42	0.99
		%	3.7	13.4	32.7	37.5	12.6		
4	Leadership change in my organization affect my work	F	12	39	58	113	47	3.53	1.07
		%	4.5	14.5	21.6	42	17.5		

5	position change affect employee productivity	<i>F</i>	7	44	37	124	57	3.66	1.06
		%	2.6	16.4	13.8	46.1	21.2		
<i>Average (aggregate) mean</i>								3.61	0.99

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey Result (2020)

I am confident in my ability to deal with structural change

According to table 4.5 shows respondents 1.1% strongly disagree, 2.6% disagree, 12.6% neutral, 48% agree and 35.7% strongly agree. The mean score and standard deviation (4.14 & 0.81 respectively).

This indicates change in structure doesn't affect employee's productivity. It because that dashen bank clearly defines employee's role and responsibilities. It results increased job satisfactions and commitment.

Policy change doesn't affect my ability to work

According to gathered data the respondent 3.7% strongly disagree, 23.4% disagree, 20.8% neutral, 40.9% agree and 11.2% strongly agree. The mean score and standard deviation (3.32 & 1.06 respectively).

This indicates that policy change properly implemented at dashen bank doesn't affected employees. It results increased employee's commitment and interest with their work without any obstacles.

Employee performance increase when structural change

As the table 4.3 shows 3.7% strongly disagree, 13.4% disagree, 32.7% neutral, 37.5% agree and 12.6% strongly agree. The mean score and standard deviation (3.42 & 0.99 respectively).

This indicates that change made by the organization doesn't affect employee's productivity.it results that structural change implemented clearly to understand who to report to whom, span of control and also clearly specify the hierarchical structure of the dashen bank.

Leadership change in my organization affects my work

According to the gathered data 4.5% strongly disagree, 14.5% disagree, 21.6% neutral, 42% agree and 17.5% strongly agree with the mean score and standard deviation (3.53 & 1.07 respectively).

This indicates style of leadership affect employee productivity and commitment at dashen bank. It leads employee absent or leave the organization.

Position change affects employee productivity

As table 4.3 shows 2.6% strongly disagree, 16.4% disagree, 13.8% neutral, 46.1% agree and 21.2% strongly agree with the mean score and standard deviation (3.66 & 1.06 respectively).

This indicates positional change affect employees at the dashen bank shifting from department to department. It results dissatisfaction, stress and unwanted in the organization.

4.3.2. The nature effect strategic change in case of dashen bank in Ethiopia.

Table 4.4: Analysis of strategic change

No	Items	Rating Scales					Mean	St. dev.	
		1	2	3	4	5			
1	manger involve you in strategic formulation and implementation in your organization	F	27	65	68	84	25	3.05	1.15
		%	10	24.2	25.3	31.2	9.3		
2	I received training on the organizational change as result for to implement strategies	F	14	45	63	134	13	3.32	0.98
		%	5.2	16.7	23.4	49.8	4.8		
3	change in vision and mission alter the way I do things and affect my performance	F	1	32	65	138	33	3.63	0.86
		%	0.4	11.9	24.2	51.3	12.3		
4	I don't feel threatened when strategy change occur in my organization	F	11	24	59	119	56	3.68	1.02
		%	4.1	8.9	21.9	44.2	20.8		
5	Your organization monitor and implemented strategies to ensure successful implementation	F	12	15	60	148	34	3.65	0.92
		%	4.5	5.6	22.3	55	12.6		
Average (aggregate) mean							3.46	0.98	

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey Result (2020)

Manger involve you in strategic formulation and implementation in your organization

As table 4.4 shows that 10% strongly disagree, 24.2% disagree, 25.3% neutral, 31.2% agree and 9.3 % strongly agree with the mean score and standard deviation (3.05 & 1.15 respectively).

This indicates that managers discuss with their employees in strategic change formulation and implementation. This results increase employee's engagement and motivation to create new business plan.

I received training on the organizational change as result for to implement strategies

According to the gathered data 5.2 % strongly disagree, 16.7% disagree, 23.4% neutral, 49.8% agree and 4.8% strongly agree. The mean score and standard deviation (3.32 & 0.98 respectively).

This indicates that most respondent agreed that they received training in the implementation of strategies. It result employees are happy with their work.

Change in vision and mission alter the way I do things and affect my performance

According to the gathered data 0.4 % strongly disagrees, 11.9% disagree, 24.2% neutral, 51.3% agree and 12.3 % strongly agree with the mean score and standard deviation (3.63 & 0.86 respectively).

This indicates most employees agree that change in vision make greater influence in their work

I don't feel threatened when strategy change occur in my organization

According to gathered data 4.1% strongly disagrees, 8.9% disagree, 21.9 % neutral, 44.2% agree and 20.8% strongly agree with the mean score and standard deviation (3.68 & 1.02 respectively).

This indicates most employees agree on strategy change doesn't threat their work.

Your organization monitors and implemented strategies to ensure successful implementation

As table 4.4 shows 4.5% strongly disagrees, 5.6 % disagree, 22.3 % neutral, 55 % agree and 12.6 % strongly agree with the mean score and standard deviation (3.65 & 0.92 respectively).

This indicates dashen bank monitor and plan strategy to ensure the success of organization goal.

4.3.3. The nature effect technological change in case of dashen bank in Ethiopia.

Table 4.5: Analysis of technological change

<i>No Items</i>		<i>Rating Scales</i>					<i>Mean</i>	<i>St. dev.</i>	
		<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>			
<i>1</i>	technology change affect employee productivity	<i>F</i> %	<i>16</i> <i>5.9</i>	<i>30</i> <i>11.2</i>	<i>14</i> <i>5.2</i>	<i>124</i> <i>46.1</i>	<i>85</i> <i>31.6</i>	<i>3.86</i>	<i>1.15</i>
<i>2</i>	When technology change is proposed. i feel threat to my work	<i>F</i> %	<i>33</i> <i>12.3</i>	<i>80</i> <i>29.7</i>	<i>61</i> <i>22.7</i>	<i>56</i> <i>20.8</i>	<i>39</i> <i>14.5</i>	<i>2.95</i>	<i>1.25</i>
<i>3</i>	Technology change have significant influence on the way things are done in my organization	<i>F</i> %	<i>4</i> <i>1.5</i>	<i>13</i> <i>4.8</i>	<i>35</i> <i>13</i>	<i>149</i> <i>55.4</i>	<i>68</i> <i>25.3</i>	<i>3.98</i>	<i>0.84</i>
<i>4</i>	Has technology made work easier in your organization	<i>F</i> %	<i>9</i> <i>3.3</i>	<i>19</i> <i>7.1</i>	<i>58</i> <i>21.6</i>	<i>131</i> <i>48.7</i>	<i>52</i> <i>19.3</i>	<i>3.73</i>	<i>0.96</i>
<i>Average (aggregate) mean</i>							<i>3.63</i>	<i>1.05</i>	

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey Result (2020)

Technology change affects employee productivity

As table 4.5 shows that respondents answered 5.9% strongly disagree, 11.2 % disagree, 5.2% neutral, 46.1% agree and 31.6% strongly agree with the mean score and standard deviation (3.86 & 1.15 respectively).

This indicates that employees don't receive training on the new technology. it leads to low productivity to accomplish organizational goal.

When technology change is proposed, I feel threat to my work

According to the gathered data 12.3% strongly disagrees, 29.7% disagree, 22.7% neutral, 20.8% agree and 14.5% strongly agree. The mean score and standard deviation (2.95 & 1.25 respectively).

This indicates that when new technology proposed or upgraded in dashen bank most of employees feel threatened to their work and think that technology may replace their work. It results that low employee engagement, Low productivity and resign from work.

Technology change has significant influence on the way things are done in my organization

According to the gathered data 1.5% strongly disagrees, 4.8% disagree, 13.0% neutral, 55.4% agree and 25.3% strongly agree. The mean score and standard deviation (3.98 & 0.84 respectively).

This indicates that technology made greater influence towards employee day to day work activates in the organization

Has technology made work easier in your organization?

As table 4.5 shows that 3.3% strongly disagrees, 7.1 % disagrees, 21.6% neutral, 48.7% agree and 19.3 % strongly agree with the mean score and standard deviation (3.73 & 0.96 respectively).

This indicates most of employee at dashen bank agreed that technology made easier in their work. It also speed up the work activates and connects manager and employee efficiency.

4.4. The Extent of Employee Performance In Case Of Dashen Bank in Ethiopia.

Table 4.6: Analysis of employee performance

No	Items	Rating Scales					Mean	St. dev.	
		1	2	3	4	5			
1	proper training provided to you when change occurred	F	25	69	53	100	22	3.09	1.15
		%	9.3	25.7	19.7	37.2	8.2		
2	productivity of employee are improving due to change in organization plan and policies	F	7	24	61	140	37	3.65	0.91
		%	2.6	8.9	22.7	52	13.8		
3	change plan is being properly commutated to the employees	F	18	50	71	99	31	3.27	1.09
		%	6.7	18.6	26.4	36.8	11.5		
4	I need to adapt organization change to improve my performance	F	-	11	33	145	80	4.09	0.75
		%	-	4.1	12.3	53.9	29.7		
5	productivity of employee is improving after change is implemented	F	25	77	118	41	8	2.73	0.92
		%	9.3	28.6	43.9	15.2	3		
6	Organization change are a challenge to me, decreased productivity and my interest to work	F	44	97	47	69	12	2.65	1.15
		%	16.4	36.1	17.5	25.7	4.5		
Average (aggregate) mean							3.24	0.99	

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey Result (2020)

Proper training provided to you when change occurred

As table 4.6 shows 9.3% strongly disagree, 25.7% disagree, 19.7% neutral, 37.2% agree and 8.2% strongly agree with the mean score and standard deviation (3.09 & 1.15 respectively).

This indicates most employees at dashen bank agree that they received training when change occurred at the organization to update them with current situation.

Productivity of employee are improving due to change in organization plan and policies

As table 4.6 shows 2.6 % strongly disagrees, 8.9 % disagree, 22.7% neutral, 52 % agree and 13.8 % strongly agree with the mean score and standard deviation (3.65 & 0.91 respectively).

This indicates that change in organizational plan and polices is one of the strategies that have been accepted by 52% of the respondent to result improved productivity of employees.

Change plan is being properly commutated to the employees

As table 4.6 shows 6.7% strongly disagrees, 18.6% disagree, 26.4% neutral, 36.8% agree and 11.5% strongly agree. the mean score and standard deviation (3.27 &1.09 respectively).

This indicates 36.8% of the respondent has agreed that they have been communicated properly by their manger about change plan takes place in the organization.

I need to adapt organization change to improve my performance

According to gathered data 0% strongly disagrees, 4.1% disagree, 12.3% neutral, 53.9% agree and 29.7% strongly agree. The mean score and standard deviation (4.09 & 0.75 respectively).

It indicates that 145 of the respondent from 269 have said that they need to adapt to organizational change to improve their performance.

Productivity of employee is improving after change is implemented

As table 4.6 shows 9.3% strongly disagrees, 28.6% disagree, 43.9% neutral, 15.2% agree and 3.0% strongly agree with the mean score and standard deviation (2.73 & 0.92 respectively).

This indicates most of respondent (43.9%) were neutral, where productivity of the employee has improved after change has been implemented.

Organization changes are a challenge to me, decreased productivity and my interest to work

As table 4.6 shows 16.4%strongly disagrees, 36.1% disagree, 17.5% neutral, 25.7% agree and 4.5% strongly agree with the mean score and standard deviation (2.65 & 1.15 respectively).

This indicates that from 269 respondent 36.1 disagree with the idea that organizational change is challenge for them, decreased their productivity and interest for work. It shows that employees confident with their ability to overcome change.

4.5. The Relationship between Organizational Change and Employee Performance In Case Of Dashen Bank in Ethiopia.

Correlations

Tables 4.7 relationship between organizational change and employee performance

		Structural change	Strategic change	Technology change	Employee performance
Structural change	Pearson Correlation	1	.379**	.340**	.380**
	Sig. (2-tailed)		.000	.000	.000
	N	269	269	269	269
Strategic change	Pearson Correlation	.379**	1	.288**	.325**
	Sig. (2-tailed)	.000		.000	.000
	N	269	269	269	269
Technology change	Pearson Correlation	.340**	.288**	1	.497**
	Sig. (2-tailed)	.000	.000		.000
	N	269	269	269	269
Employee performance	Pearson Correlation	.380**	.325**	.497**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	269	269	269	269

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

Structural change

Table 4.7 shows that the p-value is equal to 0.000 which is less than 0.05, ($p < 0.05$). Therefore, there is a positive significant relationship on towards structural change on employee performances in dashen bank.

From the result, Correlation is 0.380, 38% shows that there is positive relationship between structural change and employee's performance because of the positive value for correlation coefficient. Thus, when structural change, employee's performance will get higher.

The value of this correlation coefficient 0.380 is fall under coefficient range from 0.11- 0.39. Therefore, the relationship between structural change and employee performance is weak correlation.

According to SPSS result, the result had shown a positive significant relationship between structural change toward employee's performance in dashen bank, with p-value= 0.000, which is less than significant level of 0.01 ($p > 0.05$). The finding supported by various studies

Coefficient for structural change management is positive and significant, it can be inferred that structural change management has a positive effect on performance of employees of Parliamentary Service Commission in Kenya.

According to Laursen and Pedersen (2011) findings that firms seeking to leverage user and customer knowledge designed internal organizational structures appropriate through the use of new organizational practices, notably, intensive vertical and lateral communication, rewarding employees for sharing and acquiring knowledge, and high levels of delegation of decision rights. It was also found that Structural change management enabled the organization to respond and adapt to the changing demands from both internal and external environments thus improving employees' performance.

Poor organization structure restricts individual growth, self-fulfillment and psychological health of the workforce resulting in failure, frustrations and conflict which hinders organizational growth and development. It implies that organizational structure affects employee productivity.

The researcher finding implies that dashen bank should clearly define employees Roles and responsibilities and similar roles and departments to avoid duplication of duties if they want to improve efficiency in employee performance.

Strategic change

Table 4.7 shows that the p-value is equal to 0.000 which is less than 0.05, ($p < 0.05$). Therefore, there is a positive significant relationship on strategic change towards employee's performance in dashen bank.

From the result, Correlation is 0.325, 32.5% shows that there is positive relationship between strategic change and employee's performance because of the positive value for correlation coefficient. Thus, when increasing in strategic change, employees' performance will get higher.

The value of this correlation coefficient 0.325 is fall under coefficient range from 0.11- 0.39. Therefore, the relationship between strategic change and employee performance is weak correlation.

According to SPSS result, the result had shown a positive significant relationship between strategic change toward employee's performance in dashen bank, with p-value= 0.000, which is less than significant level of 0.01 ($p > 0.05$).

According Osunsan 2019, there is no significant effect of strategic change on employee performance and upholds the alternative hypothesis. This implies that when commercial banks in Burundi make changes to their visions and objectives, consider the culture and behaviors of employee before making changes, and make changes with the intent of meeting customer demands, it is most likely that employee performance will improve.

The research finding implies that when dashen bank make change in vision need to consider the situation of the employee, to make strategic plan and implementation successful and make change to compete with other organization and attract customer as well as to encourage employees to improve their productivity.

Technology change

Table 4.7 shows that the p-value is equal to 0.000 which is less than 0.05, ($p < 0.05$). Therefore, there is a positive significant relationship on technology change towards employee's performance in dashen bank.

From the result, Correlation is 0.497, 49.7% shows that there is positive relationship between technology change and employee's performance because of the positive value for correlation coefficient. Thus, when increasing in technology change, employee's performance will get higher.

The value of this correlation coefficient 0.497 is fall under coefficient range from 0.40 -0.69. Therefore, the relationship between technology change and employee performance is moderate correlation.

According to SPSS result, the result had shown a positive significant relationship between technology change toward employee's performance in dashen bank, with p-value= 0.000, which is less than significant level of 0.01 ($p > 0.05$).

According Dauda and Akingbade (2014) in their study found no significant relationship of technological changes and employee performance. However Al-Jaradat, Nagresh, Al-Shegran and Jadellah (2013) found a positive relationship between technology change and employees performance.

According to this research finding Al-Jaradat, Nagresh, Al-Shegran and Jadellah supports these studies. The research finding implies that dashen bank implementation of technological changes such as upgrading of software or training of employees on how can help human resource department better manage their corporate health insurance plans and streamlines the recruitment process. New technology would improve employee performance by making them effective and good customer relation and increase their online marketing. It is crucial for employees embrace new technology by making use of new electronic communicative devices among employees.

4.6 The Effect of Organizational Change on Employee Performance in case of Dashen Bank

4.6.1 Test of assumptions for regression model

Assumptions 1:-There is no multi collinearity in data

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	5.328	1.409		3.781	.000		
1 Structural change	.223	.065	.195	3.415	.001	.798	1.253
1 Strategic change	.178	.072	.138	2.471	.014	.827	1.208
1 Technology change	.485	.068	.391	7.097	.000	.855	1.169

a. Dependent Variable: employee performance

Analysis of collinearity statistics show that assumption has been met, as VIF scores were below 10, and tolerance scores above 0.2 for Structural change (statistics = 1.25 and 0.79 respectively). According strategic change the VIF score and tolerance sore (statistics = 1.20 and 0.82 respectively).finally technology change VIF score and tolerance score (statistics = 1.16 and 0.85 respectively).

Assumption 2: The values of the residuals are independent

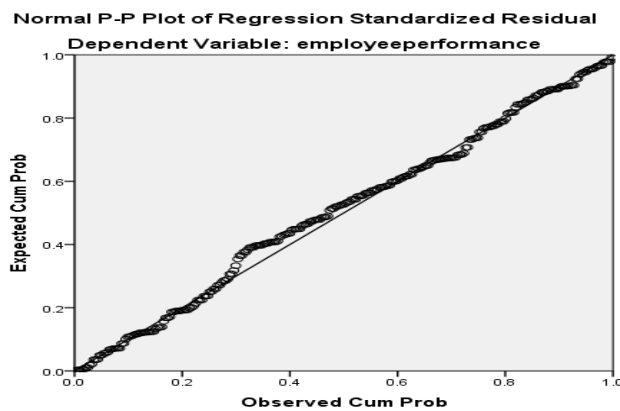
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.559 ^a	.313	.305	2.42239	1.924

- a. Predictors: (Constant), technology change, strategic change, structural change
- b. Dependent Variable: employee performance

Analysis of the Durbin-Watson statistic showed that this assumption had been met, the result obtained from analysis, value was close to 2 (Durbin-Watson = 1.92).

Assumption 3: The variance of the residuals is constant.



Homoscedasticity is the assumption that the variation in the residuals (or amount of error in the model) is similar at each point of the model assumption that the variation in the residuals (or amount of error in the model) is similar at each point of the model.

The assumption of homoscedasticity has been met. The closer the dots lie to the diagonal line, the closer to normal the residuals are distributed.

4.6.2 Regression model output

Table 4.8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559 ^a	.313	.305	2.42239

a. Predictors: (Constant), technology change, strategic change, structural change

Source:-researcher survey, 2020

Tables 4.9 ANOVA ^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	708.162	3	236.054	40.228	.000 ^b
	Residual	1555.012	265	5.868		
	Total	2263.175	268			

a. Dependent Variable: employee performance

b. Predictors: (Constant), technology change, strategic change, structural change

Source:-researcher survey, 2020

Tables 4.10 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5.328	1.409		3.781	.000
	Structural change	.223	.065	.195	3.415	.001
	Strategic change	.178	.072	.138	2.471	.014
	Technology change	.485	.068	.391	7.097	.000

Dependent Variable: employee performance

Source:-researcher survey, 2020

The elements of independent variables are the factors that affect employee’s performance. This can be determined by the following equation method as below:-

$$y = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Y = employees performance

β_1 = constant

X₂ = structural change

X₃ = strategic change

X₄ = technology change

b = regression of coefficient of X_i,

i = 2, 3, 4

e = an error term, normally distributed of mean 0 (usually e is assumed to be 0)

$$Y \text{ (employees performance)} = 5.328 + 0.223 \text{ (structural change)} + 0.178 \text{ (strategic change)} + 0.485 \text{ (technology change)}$$

In the previous chapter, this regression equation has been established. Under this regression equation, it illustrates the relationship between structural change, strategic change and technology change towards employee’s performance.

Based on the Model Summary table, the three independent variables which are structural change, strategic change and technology change are slightly correlated with the dependent variable employee's performance. This is because the correlation (R) for this research is 0.559 whereas the coefficient of determination (R²) is 0.313 for the examined regression model.

Based on the literatures, researcher agreed that structural change, strategic change and technology change affect employee performance. While in case of dashen bank the finding was 30.5% revealed that structural change, strategic change and technological change is not a significant determinant of employee performance. The rest 69.5% are others factor that affect employee performance. This because of change in dashen bank is properly implemented and communicated with employees in order to increase employee's productivity. The top manager involves them in decision making. When change occurred DB managers provide training to the employees. Generally the independent variables have positive effect on dependent variables.

In the ANOVA table, it shows that the F value of 40.228 is significant at the 0.05 level. This is because the p-value is 0.00 which is less than 0.05 ($p < 0.05$). In overall, the regression model with those three independent variables of structural change, strategic change, technology change, was suitable in explaining the variation in employee's performance.

Based on the Coefficient table, structural change have the significant positive influence towards employees performance since the $t=3.415$, $p=0.001$, $b_2=0.223$. This means that for every unit increase in structural change, employee's performance will increase by 0.223 units.

Strategic change have the significant positive influence towards employees performance since the $t=2.471$, $p=0.014$, $b_3=0.178$. This means that for every unit increase in strategic change, employee's performance will increase by 0.178 units.

In addition, there is also positive significant influence towards employee's performance for technology change. The results shown was $t=7.097$, $p=0.000$, $b_4=0.485$. Hence, this shows that for every unit increase in technology change, employee's performance will be increased by 0.485.

Thus; it can be conclude that technology change has the strongest influence on employee's performance. Technology change plays the most important predictor compare to structural change and strategic change in dashen bank.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter presents summary of the finding, conclusions drawn from the study, some recommendations based on the evidences presented during the study

5.1 SUMMARIES OF MAJOR FINDINGS

- The Majority respondents from gender group 62.8 % were male.
- The age group 56.5% of the respondents are grouped under 21-30 years
- Most employees at dashen bank are not happy with positional change
- Employee satisfied by clear implementation of structural change
- Training provide by manager at dashen bank is good but not adequate
- Most employees think that technology change is threat them
- Employee agreed technology make their work smooth
- Technology has greater influence towards employee day to day work activates
- The relationship result showed that there was a positive and significant relationship between the organizational change dimension and employee performance at dashen bank.
- The significance structural change with a B-value of is 0.223 which is $p > 0.05$, therefore it positive effect on employee performance.
- The significance strategic change with a B-value of 0.178 which is $p > 0.05$, it positive effect employee performance.
- The significance technology change with a B-value of 0.485 which is $p > 0.05$, therefore it positive effect employee performance.
- The finding of adjusted R² 30.5% revealed that structural change, strategic change and technological change is not a significant determinant of employee performance

5.2 Conclusion

The strongest influential factor of organizational change towards employee's performance in dashen bank is technology change. When technology proposed employees feel threatened and think that technology will replace their work.

The Pearson's correlation coefficient was used to know the relationship between variables of organizational change and employee performance and the result showed that there was a positive and significant relationship between the variables.

Based on model summary, the finding of adjusted R² 30.5% revealed that structural change, strategic change and technological change is not a significant determinant of employee performance

5.3 Recommendations

Based on the findings and conclusions of the study, the researcher would like to give the following recommendations to the dashen bank

Style of leadership affects performance of employees at working environment, so managers must motivate the employees and encourages them to take more commitment for their work. Managers should: strive to become role models to their employees; inspire employees by providing meaning and challenge to work.

Managers must encourage employees to embrace change to create new business opportunities.

Managers must provide training for their employees for those resist change. So change can increase employee efficiency in their work activities to make satisfied employees and customers.

The managers must create regular training program to update employees.

Managers must properly communicate with their employees that change is needed to enhance employee commitment and engagement to accomplish organization goal.

5.4 Recommendation for Future Research

The employee's performance due to the organization change is critical to succeed for all organizations in all industries. However, this research and findings emphasize only in the banking. Hence, the researcher recommends having further study in different industry such as telecommunication industry, and food industry and others.

Based on the finding the factor does not affect the employee performance. So there are other factors that affect employee performance. The researcher recommends for having further study on the other factors.

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APPENDIX

QUESTIONNAIRE

EFFECT OF ORGANIZATIONAL CHANGE ON EMPLOYEES PERFORMANCE IN CASE OF DASHEN BANK, ETHIOPIA

Dear Respondent,
Greetings

I am a student at St. Mary's university, in partial fulfillment of the requirements for the degree of master conducting a study on **“effect of organizational change on employee performance in case of dashen bank in Ethiopia.”**

For the purpose of facilitating my research work, I wish to collect data through questionnaire. I will be grateful if you would kindly extend to me the help I may need to have this questionnaire completed. This information is purely for the purpose of my research work and therefore it shall be treated with strict confidentiality. The questioner has two parts. Please respondent kindly requested to fill questionnaire.

Thank you in advance, I look forward to your assistance.

Sincerely

Meareg Tarekegn (the researcher)

Part A

Please place a tick “√” or fill in the blank for each of the following:

1. Gender:

Male

Female

2. Age:

- 18-20 years old
- 21- 30 years old
- 31-40 years old
- 41-50 years
- 51 years old and above

3. Educational level

- Diploma
- Master
- Degree
- PhD

4 job position level

- Managers
- non managers

Part B

Please circle your answer to each statement using 5 Likert scale [(1) =strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree]

No	Questions	strongly disagree	disagree	neutral	Agree	strongly agree
1	I am confident in my ability to deal with structural change					
2	technology change affect employee productivity					
3	your manger involve you in strategic formulation and implementation in your organization					
4	proper training provided to you when change occurred					
5	When technology change is proposed. i					

	feel threat to my work					
6	Policy change doesn't affect my ability to work					
7	I received training on the organizational change as result for to implement strategies					
8	Is productivity of employee are improving due to change in organization plan and policies					
9	employee performance increase when structural change					
10	change in vision and mission alter the way I do things and affect my performance					
11	Technology change have significant influence on the way things are done in my organization					
12	Is change plan is being properly commutated to the employees					
13	Has technology made work easier in your organization					
14	I need to adapt organization change to improve my performance					
15	I don't feel threatened when strategy change occur in my organization					
16	Leadership change in my organization affect my work					
17	position change affect employee productivity					
18	Is productivity of employee is improving after change is implemented					
19	Does your organization monitor and					

	implemented strategies to ensure successful implementation					
20	Organization change are a challenge to me, decreased productivity and my interest to work					

THANK YOU VERY MUCH FOR YOUR COOPERATION!!