ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

ASSESSMENT OF CHANGE MANAGEMENT PRACTICE IN THE CASE OF BANK OF ABYSSINIA S. C

BY

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MAY 2018

ADDIS ABABA, ETHIOPIA

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Table of Contents

Acknowledgments

List of Abbrevation

BOA – Bank of Abyssinia S.C

SPSS – Statistical Package for the Social Sciences

List of Tables

Abstract

The study describes organization change management practice specifically structural change under study and assesses what efforts change agents to employees to feel positive, examine major impediments and also whether or not employees involve in the process of change.. The study also tried to determine dissatisfied employees due to Structural Change shift from current working environment to other post without any benefit & also reason for dissatisfaction & resistance occur by change .The study both quantitative and qualitative methods were used to gather information through questionnaire and interview as primary source of data. Books, journals & Articles as references secondary sources of data. Stratified sampling is applied in order to identify the number of sample employee from Head office and selected city branches of banks under study, and disproportionate Stratified sampling techniques was employed to select employee who are affected by the Structural change under study. Respondents were drawn from Head office & selected branches in Addis Ababa. A total of 356 questionnaires were distributed to selected sample respondents, out of which 308 were filled and returned. Interview with Result Management Director & Manager of Fund Transfer were useful in determining the perception of employees towards Structural Change that was implemented and the reason of resistance. Descriptive statistics data analysis method was applied to analyze quantitative data using SPSS version 20 and qualitative analysis method. Finding from the study when Structural change implemented large number of staff compline & resisted due change. The study recommended that to more attention for the employee because without them the bank can't compete with others & profitable.

Key words: *Organizational change, Employee Perception, Employee Involvement, Resistance and Reaction to Change*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Change has become a significant part of this world and human activities today are surrounded by changes in many spheres. Change is the process of causing a function, practice or thing to become different somehow compared to what it is at a present or what it was in the past. Change is hard, but learning more about it shouldn't make us feel stressed. Having a brief perception about change helps you to accept change without pain. Change occurs in every aspects of human life cycle. The need of change and change by itself is not simple process rather there are always catalysts or forces of change that facilitate and fostering change. Sometimes changes arise from a plan, that is, an informal idea or formal design for changing the organization (Barnett and Carroll, Beyer and Trice;1995).

Organizational change is a socially constructed reality with negotiated meaning as outcomes of power relationships and struggles for supremacy (Grant et al., 2005). Jick (1993) believes that change in its broadest sense is a planned or unplanned response to pressures and forces, in particular technological, economic, social, regulatory, political, and competitive forces. He sees organizational change as an important issue because simultaneous, unpredictable, and turbulent pressures have become more the norm than the exception. Moreover, on a global scale, these forces multiply. He believes that pressures that provoke change can be considered either obstacles or challenges, either threats or opportunities. They can elicit shocking and paralyzing frustration and despair or mobilize great energy that leads to renewal and growth.

The change can be really effective only if there is a change of attitude (Dobrea & Găman, 2011). Change is the only constant. The only difficulty is to follow it (Bold, 2010). Change has become a dominant aspect of organizational life (Dupuy, 2002). Change is natural and cannot be controlled. It occurs when there is economic development, climate and technology (Hatch, 2009).One of the prerequisites of organizational change management is that for initiating and implementing successful change which is necessary to conduct a complete and

systematic process for transforming the organizational realities. For that, the leadership development plays a very important role, being a key factor in the process of organizational transformation that can explain the shift from a competitive level to another one (Radu & Năstase, 2011). Attitudes towards organizational change may be defined as an employee's overall positive or negative evaluative judgment of a change initiative implemented by their organization (Elias, 2009). It is the internal state that influences individual's choices of personal action, or a response tendency towards the change (Bianey, et al., 2004). It is the certain regularities of an individual's feelings, thoughts and predispositions to act towards some aspect of his or her environment (Visagie, 2010). Most challenges in organizations are generated by competition, advanced technology, mergers, expansion, product quality maintenance, enhancing employee efficiency, rapid growth, new business ventures, exciting opportunities, innovations, and new leadership and management approaches (Madsen et al., 2005). For these challenges to be overcome, employee attitudes and behaviors to accept organizational change should be taken into account for management and change agents for successful organizational change to be attained (Bernerth, 2004).

The need for safe change in organization are putted with two points by (Burke 2002). First, the organization must begin to identify with a new model or leader to begin seeing things from the new point of view. As people begin seeing others operate in a new way, they can imagine the new behavior in themselves. The second process is scanning for new information. This is a way to alleviate the fear of change. Change has been classified in many different ways.

Perceptions are multi-dimensional and have behavioral implications for humans' decision-making. Several perceptions of change are acting as determinants of employees' reactions to change management. During organizational change processes employees create their own perspectives and interpretations of what is going to happen, what others are thinking, and how they themselves are perceived. Additionally, if there is a lack of information about the change, then evidence of employees' own perspectives and interpretation of the change is more likely to be observed (Coghlan, 1993). Employee readiness factors have a significant impact in preparing them mentally and physically for immediate action (Madsen, 2003). Hanpachern and others come to deep consideration even in the individual level and says: an

individual's attitudes and behaviors' towards organizational change are influenced by employee readiness factors (Hanpachern and others, 1998)

The capabilities of managers, employees and work environment are examined by organizational change that affects employee attitudes and behaviors by turning a situation from the known to the unknown. Some researchers focused on change that may have a serious negative impact on employee attitudes (Weber & Weber, 2001). Therefore, creating employee positive attitudes boosts the readiness of employees as an important factor for successful organizational change (Rafferty & Simon, 2006; Bareil et al., 2007).

As Ethiopia is one of the fastest growing, with in this growth many difficulties can occur for example we can take change .change can be seen with a positive and negative attitude towards growth in a country and at an organization level. In our country perception of organizational change is curtail topic because the attitude toward change is not that much acceptable in the society. There are factors that influenced reaction to organizational change that made employees to support or resist the change initiatives among these perceived organizational support, perceived procedural justice, fear of consequences of a change, self-confidence for learning and development, trust in management and perceived need for change are the factors that influence reaction for organizational change .Based on this knowledge to assess the aspect of organizational change on the perception of employee in Bank of Abyssinia. .

1.1.1 Background of the Organization

The present day Bank of Abyssinia was established on February 15, 1996 Ninety years to the day after the first but defunct private bank was established in 1906 during Emperor Menelik II in accordance with 1960 Ethiopian Commercial code & the Licensing Supervision of Banking Business Proclamation No.84/ 1994.

Bank of Abyssinia started its operation with an authorized and paid up capital of Birr 50 million & Birr 17.8 million respectively, with only 131 shareholders & 32 staffs. Currently employing the state of art banking technology, the Bank provides excellence domestic & international service to its esteemed and valuable customers. It is also strives to serve all economic & service sectors via its ever increasing branch networks throughout the country.

The bank has brought the total number of branches 233. The bank has also aggressively worked on the penetration of digital service. Its total capital has now reached 2.9 billion Birr and has a total staff of more than five thousand.

1.2 Statement of the Problem

Organizational change is a normal and inevitable part of organizational life and it concerned with solving the problems and challenges of the organization. In supporting this idea Hampel and Martinsons, (2009) noted that the growing globalization of business and increasing competition and technological advancement has led to an increasing need to change in organizational policies and strategies. According to Nilakant & Ramnarayan (2003) there are various organizational characteristics or features important for a change process in an organization and are identified as Organizational Change Levers. It answers the most important aspect of organizational change that is 'What to Change?'. In order to bring about change in an organization the managers should pay attention on four primary/content areas which are Technology, Marketing, Quality and cost. Any changes in these four content areas will be accomplished by change in the structure, strategy and human resource management practices known as the contextual areas or the context for change. The internal factors which are present and generate change from within the organization includes internal business policies, employment policies, administrative processes and people problems (Lunenburg, 2010).

Here by, change in the organizations is not always a smooth process which is accepted by all employees of the organization. In other words, not everyone resists change, and not everyone accepts change. To what degree change is accepted depends on the specific change and employees conditions and perceptions. Change perception of employees and cost of change has been seen by writers from different angle in different time in related to its implementation effect on employees and organization productivity. (P´eli and others, 2000) states if not properly planned, assessed and implemented, organizational change can result is not only reduced business performance but change can erode an organizations reliability and accountability, leading to frustration and confusion within the organization.

The employees spend major part of their time in organization so there are number of organizational factors that determine employee commitment (Bashir & Ramay, 2008). The employee commitment can be increased by organising and managing the organizational factors, which are wages and salary, nature of work, working environment conditions, job satisfaction, job content and opportunities for rewards & promotion (Altindis, 2011).

This is underlined still further by research that links organizational change with decreased job satisfaction and increased uncertainty (Rafferty and Griffin, 2006). Even though change is implemented for positive reasons (e.g., to adapt to changing environmental conditions and remain competitive), employees often respond negatively toward change and resist change efforts. This negative reaction is largely because change brings with it increased pressure, stress and uncertainty for employees (Armenakis & Bedeian, 1999; McHugh, 1997).

Empirical finding by Cummings & Worley (2014) and Vakola & Nikolaou (2005) indicted that during organizational change —the way things are done will be challenged, and as a result, many individuals will become uncertain and can experience anxieties concerning the potential failure in dealing with the new work situation .

Employee perception of change management should be key to an organization as it determines whether the organization will succeed or fail in its change processes. Research on organizational change has suggested that a proper communication from management tends to help employees understand a situation and a need for organizational change, thereby facilitating change processes and reducing employees' resistance to change (see, e.g., Kotter 1995; Kotter and Cohen, 2002).For example, organizational change in a turnaround situation tends to be perceived of greater need than organizational change in a normal situation, demonstrating the implication of the context in which organizational change occurs on employees' perceived need for change.

As Kotter has pointed out that, the core problems of organizational changes are never strategy, structure, culture, or system. Rather, the real problems arise when deciding how to help employees adapt to the change. Most of the time every individual when something changing from the existing situation frustrated. Before four years Bank of Abyssinia change on strategy & structural by Delliote Company in this structural change the researcher observe

dissatisfied employees associated with benefits, positions & work environment. Before the change applied employees perceived the change positively & their expectation is high due to different information but when the change implemented employees were dissatisfied, due to this employees motivation and performance reduce & forced to shift to other new department with out any benefit . To identify how the above situation occurred; is that due to improper management of change or associated with employees benefit & this research is needed to assess employee attiuted towards organization change.

1.3 Research Questions

The research questions to be addressed in this study are following:

- How do employees perceive organizational change?
- What are the major challenges in the process?
- What efforts are made so far to make employees feel positive towards change?
- To what extent employees involve in change process?

1.4 Objectives of the Study

1.4.1 General Objective

The main objective of the study is to examine the perception of employee for organizational change in the case of Bank of Abyssinia.

1.4.2 Specific Objective

1. To assess the perception of employees towards organizational change.

2. To identify major challenges in the change process.

3. To identify why the employee to feel positive feeling towards organization change.

4. To examine whether the employee participate in change process

1.5 Significance of the Study

Success to organizational change comes by different reasons like for example the efficiency of perception with in the employee has a major role for the success of the change. Hence, the goal of this research is to provide an updated and comprehensive scan of current issues in the perception of the employee on the organizational change.

The findings of the study are expected to be of particular importance to the following; the study provided the appreciation of perception and their effect on the employees change acceptance. It is also hoped that the study provided them with ways of handing change to enable employees perceive it positively. It also assist employees in handling the organizational change process. The study will provide academicians with a basis upon which further studies on perception of organizational change could assist them to identify any research gaps.

1.6 Scope of the Study

The study focused on Employee Perception towards Structural change in particular context of the Bank of Abyssinia S.C. The study covered Head office & selected branches of the Banks in Addis Ababa (City Branches). This may reduce the generalizability of the findings; however, the outcome of the research is expected to benefit all banks operating in the country and also useful for further researchers.

1.7 Organization of the Study

This research is organized into five chapters. Chapter one contains background of the study, statement of the problem, Basic research question, research objectives, scope and limitations of the study, and significance of the study. Chapter two provides a literature review informing the reader of what is already known in this area of study. Chapter three discusses the methodology employed in the study, including, research design, sample size and sampling technique, data source and collection method, procedure of data collection and method of data analysis. Chapter four is about data analysis and discussion of results. Finally, chapter five contains summary, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Change is vital for organization in continuous growing & high competition in business environment. It might be small or large but affects employee perception and behavior because of shifting from existing situation to another. This particular situation can develop uncertainty, strain and anxiety among employees. This part review of the literature has revealed that perceptions of employees while change is initiated in their organization. Based on this the review of literature arranged in the following way: It covers Core concepts & Models , Types of Change, Process of change, organization change communication, Employee Perception of Change, Resistance to change , Overcoming resistance to change ,and like discusses in this chapter .

2.1 Theoretical Framework

2.1.1 Organization Change

In today's competitive world with change at an extraordinary rate, and the atmosphere within which organizations function is characterized by insecurity resulting from increased global competition, technological innovation and change, limited resources, deregulations and privatization (Carnall,1995). Change is an unavoidable event arising from the dynamics of environment and it is expected for an organization that desires to grow, achieve its mission, vision and objectives. Organizations have to adapt to the environment to become competitive and stay ahead or at least keep afloat. Work processes and rules are revised, new equipment's are introduced, product lines are dropped and added, and workforce is adjusted as internal and external conditions of change. The change is on four basic aspects of the organization: its strategy, technology, structure and employees (Desler, 2007). Strategic change affects the way the company creates and markets its products or services. It covers the purpose and mission of the organization, its commercial philosophy on such matters as enlargement, improvement and values concerning employees and customers, competitive positioning and strategic goals for achieving and maintaining ready for action advantage and for product-market development (Armstrong, 2009). Structural change focused on reorganizing the plan and gathering the elements of the firm. This force engage to restore and allowed to go or

adding personnel. Technological changes are mostly disturbed with automation of pressure of information and communications technology. This change is not only pleasing but also an on-going process as the force of technology prolongs to read out the destructive strength of business organizations. Employees may be changed through knowledge actions such as instruction, learning and growth plan. They need new direction to make sure that the organization continues rapidity with changes in the situation.

2.1.2 Reasons for Change

The following are the main forces which bring change in the organization. These are as under but it may depend on the organization environment and the context of the organization. Change in new government policies and legislation, Change and development in new materials, Social and culture value change, Change in national and global economic condition and trade policies and regulation, Technology development, Change in customer taste and requirements, Development and innovation in manufacturing process, new products and services design innovation, new ideas about the products that how to deliver customers value and satisfaction, Office and factory relocation closer to customers, suppliers, and market, nature of the workforce, technology , economic shocks, completion, social trends, and world politics

2.1.3 Types of Change

Managers continually face choices about how best to respond to the forces of change. There are several types of change that managers can adopt to help their organizations achieve desired future status. According to George and Jones (2007), organizational change can be Evolutionary or Revolutionary. Evolutionary change is gradual, intermittent, and narrowly-focused. Its main purpose is to make continuous improvement in order to adjust to the changes in the environment (Weick & Quinn, 1999). Revolutionary change on the other hand is rapid, dramatic, and broadly focused. It often happens when the current operation method can no longer fulfill the demand of the external environment, and a significant change has to be made in a short period of time to keep the organization working.

A shift from a known organizational structure to a new structure often results in resistance to change (Bovey & Hede, 2001). Steyn (2010) maintain that organizational change challenges the way things are done, and therefore generates feelings of fear and uncertainty. As a result, the impending change at the company leaves many employees with feelings of uncertainty about their futures with the company. Such uncertainty and fear leads to increased levels of stress, reduced levels of trust between management and employees and low levels of organizational commitment that ultimately lead to an increasing number of employee resignations (Schweiger & Denisi, 1991).

According to Cohen (1999), organizational changes occur in every area of an organization. Introduction of new technologies, workforce rearrangements, job designing and downsizing, are typical forms of organizational changes in current competitive markets. The literature is clear in stating that the way the change process is managed directly affects the behavior of the workforce of the organization (Cohen, 1999). Bareil and Savoie (2007) in their study dealt with this popular belief by determining the level of discomfort experienced by 321 employees towards a structural reorganization, a relocation of the workplace, and a technological change. The overall results revealed that each change creates a distinct level of discomfort.

Structural changes are by far the most common types of change organizations experience. The researcher focuses on mergers, downsizing and redesigning (restructuring) as types of organizational change.

Downsizing, according to Cascio (1993), is a purposeful reduction in the size of an organization's workforce. Freeman and Cameron (1993) define downsizing as a set of activities, undertaken on the part of the management of an organization, designed to improve operational efficiency, productivity, and/or competitiveness. During the last decade, downsizing has become the strategy favored by many companies attempting to cope with fundamental, structural changes in the world economy (Mishra & Spreitzer, 1998). By and large, the target of organizational activity has been to cut expenses-usually through headcount reductions and, sometimes redesigning the organization's structure in order to increase profits (Cameron, 1994).

2.1.4 The Processes of Organizational Change

Conceptually, the change process starts with an awareness of the need for change. An analysis of this situation and the factors that have created it leads to a diagnosis of their distinctive characteristics and an indication of the direction in which action needs to be taken. Possible courses of action can then be identified and evaluated and a choice made of the preferred action. It is then necessary to decide how to get from here to there. Managing change during this transition state is a critical phase in the change process.

It is here that the problems of introducing change emerge and have to be managed. These problems can include resistance to change, low stability, high levels of stress, misdirected energy, conflict and loss of momentum; hence the need to do everything possible to anticipate reactions and likely impediments to the introduction of change. The installation stage can also be demanding, indeed painful. As described by Pettigrew and Whipp (1991: 27), the implementation of change is an 'iterative, cumulative and reformulation-in-use process'. The issue is how to hold on to the gains. The change process has been described in the various change models set out below.

2.1.5 Models of Organization Change

Many approaches and models have been developed regarding organizational change. Here the two well-known models are explained. The first approach is a planned organizational change model. One of corner stone models to help understand organizational change was developed by social scientist and physicist Kurt Lewinin 1950s.

A very simple change model was invented by social Kurt Lewin ,Kreitner, Kinicki (2007). This model assumes the change is planned and emphasizes that no matter what kind of change is being made (i.e. structure-, system- or behavior-related), people are always the root of the change. This model also places a heavy focus on reducing resistance to change by referring to two forces in an organization-driving forces and restraining forces. Driving forces are reasons people are motivated to change. Restraining forces represent reasons people are hesitant to change. With these forces in mind, let's look at Lewin's change model. It includes three steps: Unfreezing, Changing and Refreezing.

Unfreezing- This stage is the preparatory stage for a change to occur and takes places as driving forces become greater than restraining forces. People are more motivated than hesitant to change. People prepare to make the desired change. However, to get to this point, a lot of resistance, such as fear of the unknown or breaking old habits, must be overcome. The following tactics may be used to reduce resistance.

Communication- Keep people updated about the status of the change. Make   employees aware of how the change will impact them, for good or for bad. One   interviewee stated that not being transparent bothers people more than the change itself (V. Agnihotri, 2012). An interviewee, who was in the middle of a large organizational restructure, said   that most people are willing to look past themselves and support the change if they can understand the "why" behind it (D. Ford, 2012). *Training*- Give people the knowledge and skills needed to reach expectations. Employee involvement -Include certain employees in decisions about the change. Allow them to share their ideas.

Stress management- Give employees opportunities to discuss with someone their concerns regarding the change. Sometimes simply knowing what is do able (in regards to making adjustments to the change based on an employee's concerns) is all an employee needs to be satisfied that his or her concerns were taken into consideration as much as possible. Then this individual is willing to support the change (D. Ford, 2012).

Negotiation- Give employees something they want to persuade them to make the change. Coercion- Give employees an "ultimatum": Make the change or be let go. This is an extreme example, but people don't change simply because they are asked to (C. Ganiere, 2012). They need a reason to do so, and sometimes this method of reducing resistance is necessary.

Changing- This stage is when the change actually occurs. People learn the new behaviors, systems, structures, etc.

 Refreezing-This stage is where the change is reinforced. This is done through feedback and organizational rewards for demonstrating the desired behavior. Lewin's model demonstrates the process of change in one of the simplest forms possible. Specific resistance-reducer tactics are outlined to facilitate the least resistant and least stressful change process possible.

A second approach emphasizes the process of change. Kotter introduced the eight-step change process model that organizations go through: (1) establishing a sense of urgency; (2) creating the guiding coalition (combination); (3) developing a vision and strategy; (4) communicating the change vision; (5) empowering broad-based action; (6) generating short-term wins; (7) consolidating(combine) gains and producing more change; and (8) anchoring (fix)new approaches in the culture. Emphasizing the critical need for leadership to make change happen, Kotter stressed that the successful transformation is 70–90% leadership and only 10–30% management.

2.1.6 Employees Perception towards Change

Perception can be defined as a "complex process by which people select, organize, and interpret sensory stimulation into a meaningful and coherent picture of the world" (Berelson and Steiner, 1964). Perceptions are multi-dimensional and have behavioral implications for humans' decision-making. Several perceptions of change are acting as determinants of employees' reactions to change management. During organizational change processes, employees create their own perspectives and interpretations of what is going to happen, what others are thinking, and how they themselves are perceived. Additionally, if there is a lack of information about the change, then evidence of employees' own perspectives and interpretation of the change is more likely to be observed (Coghlan, 1993).

Ansoff and McDonell (1999) state that during resistance inducing changes, the gap between perception and reality can substantially and unnecessarily increase the level of resistance to change. Perception of change will determine whether it is viewed as a threat or as an opportunity within the organization and this will determine the support, commitment, buy-in or resistance portrayed by the staff. Johnson and Scholes, (2004; 2007), state that a change starts with the perception of its need, and a wrong initial perception will be the first barrier to change. Managers effecting change underestimate substantially the extent to which members of the organization understand the need for change, what it is intended to achieve and what is involved in the changes. They further state that members of an organization need to make sense of what is happening themselves. Perception of members of an organization is important in that when well analyzed and executed, it should furnish or make available to

management critical information on which decisions impact on organizations success on the side of employees or other stakeholders (Owidi, 2006).

Cited in kleanthis athanasios sofia (2014) also define Perception is the process by which an employee organizes and interprets his/her impressions in order to give meaning to his/her environment and thus, it influences significantly his/her workplace behavior (Langton & Robbins, 2006). The evidence suggests that what individuals perceive about their work situation influences their attitudes and behavior during organizational change. Thus when organizations plan to implement the change first they need to think about employees perception for that change initiative and it help them to take action when employees perceive the change negatively.

Saunders and Thronhill (2003) argue that it is likely that employees will perceive the changes as threatening, because of feelings of being defenseless and fear of losing security. They can face difficulties in accepting and adjusting to the new environment. Jenske (2010/11) it implies that employees face difficulties to adapt new environment and since will resist it and they will show negative attitude to the change. As Guttormur &Margret (2013) change is new for employees they Perception is a related concept to attitudes, and generally attitudes are believed to influence perceptions. "For example, an employee who has a generally negative attitude towards change initiatives will be influenced by the way he/she perceives the change. Again, it is up to the change initiators and leadership to develop and encourage more favorable attitudes and perceptions amongst employees. This requires a focus on the individual within the organization, instead of just a focus on the processes within the organization itself (Lindsay & Norman, 1977). Traditionally, organizational efforts have tended to focus on processes within the organizations, more than how individuals react to change. That perspective has however been criticized, as some claim that a more individual centric approach is needed in order to successfully understand changes within organizations (Oreg et al., 2011).

2.1.7 Organization Change Communication

Communication is a key function in all organizational processes. It is a critical issue in any aspect of corporate life and more so in times of organizational change (Flock, 2006). Today, organizational challenges such as leadership empowerment, shaping organizational culture, building effective teams and managing changes, are all pivotal to communication activities. Communication simply means the exchange of information and the transmission of meaning (Hall, 1996).

Organizational communication, according to Visagie (2010), is dependent on how the communication process is viewed by the receiver. The communication process does not only involve the exchange of messages, but also the creation of new perspectives on the reality within the interaction process between the one giving and the one receiving the message. The communication process can be upward, downward, and horizontal. It is very important to provide good communication about organizational change, as lack of communication or poor communication can result in an unclear purpose of the change program (Durmaz, 2007; Covin & Kilmann, 1990).

Communication is a key in effective change management and effective communication is important for both managerial and organizational success (Dawson, 1996; Kreitner and Kinicki, 1995). The empirical picture that is slowly emerging indicates that communication process and organizational change implementation are intimately linked processes" (Lewis, 1999). Communication strategy can be perceived as a mechanism to clarify the facts to various stakeholders of what is going to change, why, and what benefits they can expect to derive from the change (Kulvisaechana, 2001). Several scholars have emphasized the importance of communication in organization change. The first goal of organizational communication should be to inform the employees about their tasks and about the policy and other issues of the organization. One of the main purposes of change communication should be to inform the organizational members about the change, and how their work is altered because of the change. This informative function of communication will have an effect on readiness for change (Elving, 2005) Communication also serves to create a community, resulting in commitment with the organization and trust in the organization.

Malek and Yazdanifard (2012) stated that communication is used to announce organizational changes and to provide stakeholders with information about the nature, timing, and significance of the change. Meaningful communication informs and educates employees at all levels and motivates them to support the strategy (Barrett, 2002). This is important as positive attitudes to change are vital in successful change programs (Kotter, 1996), as resistance to change is one of the biggest barriers to overcome. Communication of changes are therefore very critical during the process of change management. Prior to the implementation of change the leadership has to explain why the change is necessary and also tackle on the benefits and costs of the change process. During the implementation of the change people are concerned about the progress being made towards the accomplishment of organizational objectives. After the implementation of new initiatives the change leadership has to communicate the new behaviors that support the change programs to prevent change decay.

2.1.8 Resistance to Change

Resistance is the resultant employee's reaction of opposition to organizational change (Keen, 1981; Folger & Skarlicki 1999). It has been studied as a prime reason why most change does not succeed or get implemented (Egan & Fjermestad, 2005). As employee's resistance has certain implications for management, also employees play an important role in the success of firm's change that is why; it is a very important factor to be considered during organizational change program. In a study of 288 companies who shared lessons and best practices in change management, Tim Creasey found that the top obstacle to change was employee resistance at all levels (Haslam et al, 2004). Two types of resistance may stem when in an organizational change, the attitudinal and behavioral resistance (Sandy Kristin, 2000). The extent of employee's resistance range from lack of interest, negative perception & attitude, and strong opposing views, to; overt blocking behavior, violent strikes, and boycotts (Coetsee, 1999).

Many authors (Lawrence, 1954; Maurer, 1996; Strebel, 1994; Waddell and Sohal, 1998, among others) stress that the reasons for the failure of many change initiatives can be found in resistance to change. Resistance to change introduces costs and delays into the change process (Ansoff, 1990) that are difficult to anticipate (Lorenzo, 2000) but must be taken into

consideration. Resistance has also been considered as a source of information, being useful in learning how to develop a more successful change process (Beer and Eisenstat, 1996; Goldstein, 1988; Lawrence, 1954; Piderit, 2000; Waddell and Sohal, 1998). Undoubtedly, resistance to change is a key topic in change management and should be seriously considered to help the organization to achieve the advantages of the transformation.

2.1.8.1 The Reason to Resist Change

People resist change because it is seen as a threat to familiar patterns of behavior as well as to status and financial rewards. Woodward (1968: 80) made this point clearly. Specifically, the reasons for resisting charge are:-

The shock of the new – people are suspicious of anything that they perceive will upset their established routines, methods of working or conditions of employment. They do not want to lose the security of what is familiar to them. They may not believe statements by management that the change is for their benefit as well as that of the organization; sometimes with good reason. They may feel that management has ulterior motives and, sometimes, the louder the protestations of management the less they will be believed. *Economic fears* – loss of money, threats to job security. *Inconvenience* – the change will make life more difficult. *Uncertainty* – change can be worrying because of uncertainty about its likely impact. *Symbolic fears* – a small change that may affect some treasured symbol, such as a separate office or a reserved parking space, may symbolize big ones, especially when employees are uncertain about how extensive the program of change will be. *Threat to interpersonal relationships* – anything that disrupts the customary social relationships and standards of the group will be resisted. *Threat to status or skill* – the change is perceived as reducing the status of individuals or as de-skilling them. *Competence fears* – concern about the ability to cope with new demands or to acquire new skills.

Scholars in the field of organizational change generally agree that change initiatives tend to fail more often than they succeed. Applebaum (2012) found failure of change initiatives to range from 30% to 80%, while Kotter (1995) estimated that approximately 70% of all organizational change initiatives fail. Herold and Fedor (2008) estimated that only around

20% of change initiatives were successful, and that the failure rate was somewhere between 67-80%.

Jones et al. (2008) claim that one of the key reasons for this high failure rate is resistance to change from employees. They suggest that creating and sustaining favorable beliefs, perceptions and attitudes amongst employees is critical for successful implementation of change initiatives. Kotter (1995) claims that the biggest factor in failed organizational development is the human factor, i.e. attitudes, behaviors and responses by the change recipients.

2.1.8.2 Overcoming Resistance to Change

Resistance to change can be difficult to overcome even when it is not detrimental to those concerned. But the attempt must be made. The first step is to analyze the potential impact of change by considering how it will affect people in their jobs. The reasons for resisting change set out above can be used as a checklist to establish where there might be problems, generally, with groups or with individuals. The analysis should indicate what aspects of the proposed change may be supported overall or by specified individuals and which aspects may be resisted. As far as possible, the potentially hostile or negative reactions of people and the reasons for them should be identified. It is necessary to try to understand the likely feelings and fears of those affected so that unnecessary worries can be relieved and ambiguities can be resolved. In making this analysis, the individual introducing the change – the change agent should recognize that new ideas are likely to be suspect and should make ample provision for the discussion of reactions to proposals to ensure complete understanding of them. Involvement in the change process gives people the chance to raise and resolve their concerns and make suggestions about the form of the change and how it should be introduced. The aim is to get 'ownership' – a feeling amongst people that the change is something that they are happy to live with because they have been involved in its planning and introduction: it has become their change.

A communication strategy to explain the proposed change should be prepared and implemented so that unnecessary fears are allayed. All the available channels should be used but face-to-face communication direct from managers to individuals or through a team briefing system are best.

2.2 Conceptual Framework

Organizational change continues to occur at a high rate in modern organizations. Accordingly, organizational change is defined as alterations of existing work routines and strategies that affect whole organization. Companies in every industry are increasingly challenged to both respond to and anticipate continuously changing competitive, market, technological, economic, and social conditions to the point where change is described as the "new normal". Stated that an abundance of research has attempted to explain the principles of organizational change; how to manage it, the success rates of change efforts in the organization are disappointing. However, in many cases, sometimes estimated to be as many as 50 percent of all changes, organizational change has failed to deliver expected results and/or meet intended objectives.

Change Drivers:

These are the root causes for change. The internal drivers are considered to be a manifestation of external drivers for change. For example, if customers are becoming more demanding then, internally, there will be a need to improve the quality of products and services, or improve the innovation process. Organizations are driven to change due to external, strategic drivers. In general the factors that influence change are two types i.e. internal and external. Internal factors comprise of new organizational goals, new leadership, values, norms, new production processes etc. whereas external factors include government actions, political, socio-cultural, competition, new technologies etc.

Prepare to Change:

Preparing for change requires identifying and defining change, leaders planning and direction, continuous support from top management, communication, negotiating and training. Leaders should identify and define the change i.e. should know how to implement

and benefits in metrics from change. This should be communicated to all the level of employees. With proper communication and negotiation, employees can be convinced of the change. In order to prepare the employees to the changed environment which demands a new skill set, training has to be provided to employees that will impart necessary skills and the employees will be geared up for the change.

Build Change Capacity:

Organizations should face changes in a continuous manner. Changes will not be determined in advance but we can anticipate. It will be very much required to create readiness to current change as well as build change capacity. To build change capacity, organizations have to focus on change supportive infrastructure, change facilitation culture, and improve the willingness and ability of employees towards change by rewarding their efforts.

Change Implementation:

Implementing change as a process requires allocation of resources and control systems. To ensure that given targets are accomplished by utilizing resources optimally the control systems help. The key links between the strategic objectives and operational improvement are through the core processes, which need to be understood, measured and improved. If the links are broken, then the change is largely ineffective.

Change Outcomes:

The effect of change in the organization can be witnessed in both productive and behavioral aspects. If the implementation of change is successful then productive outcomes like, in time project completion, efficient service offerings, project quality improvement, etc. and behavioral outcomes like, increase in employee satisfaction, employee turnover reduction, more employee engagement, etc will be experienced by the organization. This will facilitate the organizations to run effectively and get competitive advantage.

2.3 Empirical Literature

Empirical study was done by (Cutcher, 2009) to explore the reasons for why and how employees resist organizational change among Australian credit union employees. Data were

collected from the employees through semi-structured interviews. The survey revealed that employees resisted organizational change because they perceived threat of discontinuity in the organization and loss of self-identity as helping and caring individuals.

Rebeka and Indradevi (2015) studied employees' perception towards organizational change. Data was collected through survey questionnaires developed by adopting the questionnaires used in various previous studies. Respondents were selected employees working in a private manufacturing firm in Vellore, Findings showed that employees' attitude were both positive and negative towards organizational change. With the aim of understanding the methods to be used on managerial methods during organizational change initiatives to ensure positive attitude from employees towards change was enforced. Yilmazet. al., (2013) study revealed that informing the employees about the change, consulting them, ensuring their participation in the change process would initiate the employees' positive attitude towards change and thus reduce their resistance towards change.

Sairakhatoon and Ayesha Farooq (2015) developed a conceptual model to understand that employee's attitude is one of the most important determinants of successful organizational change and performance. The more employees are willing, the higher will be the commitment to their organization, and the greater will be the desire to accept organizational change. Employees have positive attitude towards change because change benefits all employees and would enhance work competence and effectiveness. As attitudes of employees are established as a background for change and performance, it is accomplished that employees would show some supportive attitudes and behavior. Thus, the positive attitudes of employees toward change and organizational performance will facilitate the organizations to achieve their goals and objectives. Research findings also imply perceived usefulness of the change positively effect on acceptance of changes (Siegel, Daniel, Sivo, Stephen, 2008). The same statement is stated by Joel M (Goncalves and Rejane P Goncalves, 2012) which states that the level of individual resistance to change is determined by how he perceived the change, whether the change is a good thing or a bad thing and the expectations of how severe will be the impact of change on it.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This research is a descriptive research that focuses on assessing perception of employees towards organizational change process. Its major purpose is to describe the aspect of organizational change on the perception of employee in Bank of Abyssinia S.C.

The method of data collection is the most vital aspect of any research. The data should be reliable and accurate since it has an impact on the result, otherwise, the result of the study will be invalid. In order to get relevant data the researcher employed both primary and secondary data. Primary data has been gathered through questionnaire from employees, managerial and non-managerial level staffs of Bank of Abyssinia S.C. and interview was conducted with Selected Directors and Managers.

3.1 Research Design

Even if there are different types of research methods to conduct the studies, this research was employed descriptive type of research method, as it is a preferable method to find existing facts, practices and phenomena as they are and finally interpret it. With the objective to assess perception of employees towards organizational change process within Bank of Abyssinia, both quantitative and qualitative methods of data collection have been used. Descriptive statistics data analysis method was applied to analyze quantitative data using SPSS version 20. Qualitative data analysis method was also employed to analyze qualitative data gathered using the interview and documents from the department.

3.2 Population and Sampling Design

The target populations for the study were employees of Bank of Abyssinia Head office & selected branches of Addis Ababa; the banks have 3,250 employees in Addis Ababa as of June 2017 (annual bulletin and HR documents of the banks). A representative sample of 356; employees were selected from a total population of 3,250, which is determined by the ratio based on the number of employees of the bank in Addis Ababa.

Employees were selected using Stratified random sampling to get representative sample. The stratified sampling is applied in order to identify the number of sample employee selected from each department and selected city branches of banks under study. To get appropriate sample size, the Yamane (1967) formula for calculating sample size has been used to calculate the sample size at 95% confidence level and P = 0.05:

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

Where:

$n =$ is Sample Size

$N=$ Total Population

$(e) = 0.05$ or allowance of random error

$$n= \frac{3,250}{1+3250 (.05)2} = 356$$

Thus, sample size of 356 employees has been selected from the population of 3,250.

3.3 Types of Data to be Collected and Used

The study made use of data from both primary and secondary sources. Primary data about perception of employee on organizational change from the employee's perspective, Department directors and Managers view has been collected through questionnaire and interview. The secondary data relating to the above subject matter was collected from the company document, annual bulletin, and company website.

3.4 Methods of Data Collection

The study was used questionnaire to collect data from employees of Head office & Selected Branches of Bank of Abyssinia in Addis Ababa. Closed and scaled items were carefully

applied to get and generate all necessary information. Data was systematically categorized, so that respondents easily understand and express their fillings. The researcher was used Likert scale which enables to understand respondents' degree of agreement with each statement.

Kothari (2004) stated that, in an interview the interviewer on the spot has to meet people from whom data have to be collected. Interview helps generate in depth information and gives greater flexibility for questions, and is suitable for intensive investigations. Hence, face to face interview was carried with selected Department Directors and Managers of Bank of Abyssinia. This method helped the researcher to get additional information.

3.5 Validity & Reliability of the Questionnaire

The development of a questionnaire raises the issue of validity and reliability . Validity in general looks at if the instrument has measured what it set out to measure . The fact that the questionnaire was developed based on empirical literature as well as pilot testing on the instrument assures its validity . Pilot test is preliminary version of full survey operations that is used to identify whether the problems exist before distributed real survey to the respondants (Lavrakas ,2008). In the pilot test Phase ,fifteen sets of the questionnaries are distrubited to employess who are worked in international banking department (IBD) & credit department to examined for respondants understanding of the questions and were asked their feedback on the questionnaire.

To assess the inner consistency of every component bunch acquired, the variables were subjected to reliability test. Chronbach alphas were computed to test the internal consistency. It is most commonly used when we have multiple likert questions in a survey that form a scale and you wish to determine if the scale is reliable it was deemed that a minimum value of 0.70 would be considered acceptable (Nunnally, 1978).

Table 3.1 Reliability Test

	Cronbach's Alpha	No. of Items
Organization Change Perception	0.72	5
Change Agent to feel Positive towards Structural Change	0.80	5
Employees Involvement in Change Process	0.83	5
Resistance to Change	0.72	5
Communication about Change	0.81	5
Reaction by the Employee after the Structural Change	0.73	5

Source: own survey 2018

These variables delivered alpha coefficients of above 0.7 demonstrating high inside texture and reliability.

3.6 Data Analysis Methods

The data gathered from the respondents was analyzed in terms of the objectives of the study already designed. The data collected from respondents through questionnaire has to be processed; processing implies, editing, coding, classification and tabulation of collected data so that they are amenable to analysis. Descriptive statistics is used to analyse the data it shows the frequency & percentage of the result .Then, analyzed by using statistical package for social science; SPSS version 20.tool such as frequency tables has been applied to analyze data.

CHAPTER FOUR

RESULTS AND DISCUSSION

In this chapter, the data collected from the Bank of Abyssinia S.C, Head Office & Selected Branches interpreted using SPSS version 20 and different tables. This chapter has two parts. The first part focuses on the general profile of respondents and the second part focuses on data analysis and interpretation of the study.

4.1 Data Collected from Questionnaire

The data collection in relation to the general respondent profile was through questionnaire distributed to respondents. Table 4.1 below summarizes the number of questionnaires distributed and collected from Employees Bank of Abyssinia S.C. Head Office & Selected Branches.

Table: 4.1 Questionnaire Distribution and Collection Rate Summary

Distributed Questionnaire	Collected Questionnaire		Percentage of Collection	
	Head Office	**Branches**	**Head Office**	**Branches**
356	146	162	41%	46%

Source: Own Survey, 2018

As indicated in table 4.1   the researcher distributed 356 questionnaires for employees of Bank of Abyssinia S.C. out of which 146 (41%) Head Office & 162 (46%) Selected Branches and 308 questionnaires were collected from employees of the organization which makes 87%. The remaining 13% were not returned due to different reasons.

4.2 Demographic Information of the Respondents

This include respondents' Gender, Age, Educational Level & Work experience category in the Bank of Abyssinia S.C.

Table: 4.2 Distribution of Respondents by Gender, Age, Educational Qualification and Work Experience.

Item	Catagory	Frequency	Percent
Sex	Male	164	53.2
	Female	144	46.8
	Total	308	100
Age	Less than 25 Years	28	9.1
	26-35 Years	184	59.7
	36-45 Years	84	27.3
	Above 46 years	12	3.9
	Total	308	100
Educational Level	Diploma	8	2.6
	BA Degree	252	81.8
	Masters & above	48	15.6
	Total	308	100
Work Experience	Less than 5 years	84	27.3
	6-10 years	148	48.1
	Above 10 years	76	24.7
	Total	308	100

Source: Own Survey, 2018

As can be seen from the above Table 4.2 Gender distribution of sample respondents, out of the total of 356 responded questionnaires, 164 (53%) are Males and the rest 144 (47%) are Females. This is an indication that both male and female were involved in this study.

As indicated in the above majority of the respondents lie in the age of between 26 up to 35 years. Thus, from the total of 308 respondents 28 or 9.1 % are at the age of less than 25 years, 184 or 59.7% are between 26-35 years, 84 or 27.3 % are between the age 36-45 years

and the rest of them 12 or 3.9% are group of above 46years . This indicates that the bank is benefited because of energetic, experienced and matured employees involve.

The sample respondents have BA degree, which constitutes 252 or 81.8% and 48 or 15.6% have Masters or above. This shows that 300 or 97.4% of the employees possess BA degree or above. This indicates that there is high demand for experienced and qualified bankers in Bank of Abyssinia S.C.

As indicated in the above table, out of the total of 308 respondents 84 or 27.3% have less than Five years of experience. Moreover, 148 or 48.1% have been working in the Bank from 6-10 years. The rest 76 or 24.7% are working for more than 10 years. The result shows majority of the respondents have experience which is 232 or 75.3%. This indicates that the bank under study holds experienced staffs & also 24.7% have more than 10 years of experience. This will have positive impact in overall performance and growth of the bank.

4.3 Descriptive Analysis

This section deals with the analysis and interpretation of data gathered from selected respondents of Bank of Abyssinia S.C under study through questionnaires. Therefore the analysis and interpretation of collected data are presented following each table.

4.3.1 Organization Change Perception

Structural change focused on reorganizing the plan and gathering the elements of the firm. This force engage to restore and allowed to go or adding personnel.

Table: 4.3.1 Structural Change Perception

No.	Item		Strongly isagree	Disagree	Neutral	Agree	Strongly Agree	Total
1	The structural changes are a good strategy for this organization	Frequency	8	16	76	132	76	308
		Percentage	2.6	5.2	24.7	42.9	24.7	100
2	I felt comfortable with the structural change that were implemented	Frequency	88	102	70	36	12	308
		Percentage	28.6	33.1	22.7	11.7	3.9	100
3	I would feel guilty about opposing the changes	Frequency	32	76	136	44	20	308
		Percentage	10.4	24.7	44.2	14.3	6.5	100
4	Even if I don't agree with a Structural change I continue my Job as usual	Frequency	40	56	80	36	96	308
		Percentage	13	18.2	26	11.7	31.2	100
5	Negative perception for change leads to employees wrong decision	Frequency	20	40	60	132	56	308
		Percentage	6.5	13	19.5	42.9	18.2	100

Source: Own Survey, 2018

Structural changes are by far the most common types of change organizations experience. The researcher focuses on mergers, downsizing and redesigning (restructuring) as types of organizational change. It covers the purpose and mission of the organization, its commercial philosophy on such matters as enlargement, improvement and values concerning employees and customers, competitive positioning and strategic goals for achieving and maintaining ready for action advantage and for product-market development (Armstrong, 2009).

Accordingly, as can be seen from of Table 4.3.1 item (1) above the respondents are asked to confirm whether the Structural Changes are a good strategy for this Organization. As can be seen in the table 132 or 42.9% of the respondents confirmed that the Structural Change vital for Bank of Abyssinia S.C.

Bareil and Savoie (2007) studied the level of discomfort employees experienced in three different change situation; structural reorganization, workplace relocation and technological change. Results indicated that each change creates a distinct level of discomfort thereby supporting the result of the present study. To the finding in item (2) of Table 4.3.1 respondents are asked about their feeling that comfortable with the Structural Change that were implemented. As can be observed in the table 102 or 33.1% & 88 or 28.6%of the respondents disagree & strongly disagree with the statement, on the other hand 70 or 22.7% neutral with the statement. Moreover 36 or 11.7% of the respondents agree with the statement.

Item (3) asked respondents about their feeling that whether or not they feel guilty about opposing the changes. As can be seen on the Table 4.3.1 their feeling of the respondent's shows 136 or 42.2% neutral these shows the respondents neither support nor accept the Structural Change.

 Finding in Item (4) shows the respondents 96 or 31.2% agree with statement or even if they don't agree with Structural Change they continue their job as usual. Most of the time this statement accepted by individual if there is no other option to change or to satisfied what they needed.

As can be seen from item (5) of table 4.3.1 from the above 132 or 42.9% of the respondent agree with the statement and 56 or 18.2% strongly agree and 60 or 19.5% remains neutral. Accordingly, Lazarus and Folkman's (1984) transactional model has been used to investigate the impact of organizational change on coping and well-being from a number of perspectives. Most often, studies have investigated specific changes such as job loss resulting from downsizing (Gowan, Riordan, & Gatewood, 1999), mergers (Armstrong-Stassen, Cameron, Mantler, & Horsburgh, 2001; Fugate, Kinicki, & Scheck, 2002; Terry, Callan, & Sartori, 1996), and acquisitions (e.g., Scheck & Kinicki, 2000). These studies are important, but do not identify the properties of change events that lead to negative employee outcomes. This is a critical limitation of existing work because without knowing what features of change situations are perceived negatively and that are associated with poor outcomes, it is difficult to manage the implementation of change. The lack of research attention on the characteristics of change is not an omission of the transactional model itself. Lazarus and Folkman

described a number of formal properties of situations that make them potentially damaging or negative for individuals.

4.3.2 Change Agent to feel Positive towards Structural Change

The following Table that shows what efforts to expect from the change agent employees to feel positive on Structural Change.

Table: 4.3.2 Change Agent to feel Positive towards Structural Change

No	Item		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1	Awareness programs created clarity about the purposes and needs of Change.	Frequency	16	20	56	140	76	308
		Percentage	5.2	6.5	18.2	45.5	24.7	100
2	This organization always attempts to identify problems and challenges in implementing change and communicates to employees accordingly	Frequency	20	20	128	96	44	308
		Percentage	6.5	6.5	41.6	31.2	14.3	100
3	The organization tries to share best practices among employees about Change.	Frequency	28	100	90	46	44	308
		Percentage	9.1	32.5	29.2	15	14.3	100
4	The leaders responsible for change are always punctual and well prepared	Frequency	16	60	112	96	28	308
		Percentage	5.2	19.5	36.4	29.9	9.1	100
5	There is adequate training to enable employees cope with the change	Frequency	28	122	56	52	50	308
		Percentage	9.1	39.6	18.2	17	16.2	100

Source: Own Survey, 2018

The level of awareness creation in the implementation of the change tool in the organization is the other part of the analysis under the organizational factors of this study. So this section presents and discusses the attitude of respondents towards this variable in their organization. Similar to the other variables presented so far, an attitude scale is used and respondents are asked to provide their level of agreement or disagreement to the levels of awareness strategies to employees and their views are analyzed quantitatively. Item (1) of Table 4.3.2 As can be seen 16 or 5.2% says Strongly disagree ,20 or 6.5% Disagree ,56 or 18.2% Neutral ,140 or 45.5% & 76 or 24.7% respondents Agree & Strongly agree with awareness programs created clarity about the purposes & needs of the Change statement.   This show conceptually, the change process starts with an awareness of the need for change.

Item (2) as can be seen128 or 41.6% of respondents their feeling were neutral and others responded 20 or 6.5% says strongly disagree, 20 or 6.5% disagree, 96 or 31.2% & 44 or 14.3% respondents Agree & Strongly agree. This result shows that this organization the communication way it is not that much satisfied or properly provided in planed way so if it is not well organized they can□t easily said problem solved with collaborate with employess and all the staff members .

Item (3) as can be seen 100 or 32.5% Disagree with the statement .This indicates has not been done sharing of other organization practices with employees. Others responded 28 or 9.1% says strongly disagree, 90 or 29.2% neutral, 46 or 15% & 44 or 14.3% respondents Agree & Strongly agree

Finding from Item (4) as can show on the above Table 4.3.2 out of the total respondents' 112 or 36.4% says Neutral, as the researcher this statement use for values for banking industry whether there is a change or not the leader always to be punctual.   16 or 5.2% says strongly disagree, 60 or 19.5% Disagree, 112 or 36.4% Neutral, 96 or 29.9% & 28 or 9.1% respondents Agree & Strongly agree

Item (5) Table 4.3.2 There is adequate training to enable employees cope with the change. Find out 122 or 39.6% of employees disagree and this is in line with Kandt (2002) who states that to achieve a successful change, a change plan must rigorously identify the objectives and milestones of the change, the impact of change on the workforce, the cultural climate, the

barriers to change, methods for overcoming them, the probability of overcoming them, the communications approach, and the required training needs. In addition, when an organization asks people to perform new functions, it should help them establish and develop the necessary competencies by providing appropriate training. Without adequate training, change efforts may fail.

4.3.3 Employee Involvement in the Process

The degree of involvement, which ranges from no advance information at one end, through some information to input of opinion, consultation and employee veto, to full employee decision making at the other end. This dimension is moderately positively associated with satisfaction and performance (Black and Grcgersen, 1997: 862-3).

Table: 4.3.3 Employee Involvement in the Process

No.	Item		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1	Employees had a chance to influence the content of the changes	Frequency	28	60	72	124	24	308
		Percentage	9.1	19.5	23.4	40.3	7.8	100
2	Employees involvement in change it changes decision of the organization	Frequency	32	96	80	60	40	308
		Percentage	10.4	31.2	26	19.5	13	100
3	This change will offer me the freedom to use my own judgment	Frequency	24	84	100	64	36	308
		Percentage	7.8	27.3	32.5	20.8	11.7	100
4	I saw the change positively regardless of its impact on my job	Frequency	12	40	100	112	44	308
		Percentage	3.9	13	32.5	36.4	14.3	100
5	I tried to convince others about the benefits of the change	Frequency	32	44	100	104	28	308
		Percentage	10.4	14.3	32.5	33.8	9.1	100

Source: Own Survey, 2018

Item (1) Table 4.3.3 as can be seen 28 or 9.1 % says strongly disagree, 60 or19.5 % disagree, 72 or23.4 % neutral, 24 or7.8 % respondents strongly agree. 124 or 40.3 % agree with this statement Employees have to deal with more and more changes within the organization and environment they work in. This demands more from employees to adapt to changes and environmental pressures. Changes often provoke resistance by employees and can lead to the experience of a variety of emotions. It is important to pay attention to resistance to change and the way employees regulate their emotions, because both can have an important impact on work-related outcomes, such as job satisfaction and turnover intention.

According to Item (2) Table 4.3.3 as can be seen, 96 or31.2 % respondents reflect their response   by saying disagree this shows Employee have no power to force to change decision of the organization even if they feel discomfort either accept the change or continue as usual or resign the organization but if the organization give a chance to participate on change process they can give feedback and forward their idea rather they don't have power to change the organization descion . Others respondents 32 or10.4 % says strongly disagree, 80 or26 % neutral, 60 or19.5 % & 40 or 13% respondents Agree & Strongly agree. Item (3) as can be seen 100 or 32.5% neutral the respondents reflect their response whether there is a change or not using their judgment freely. Item (4) as can be seen 112 or 36.4% agree with these statement 12 or3.9 % says strongly disagree, 40 or13 % disagree, 100 or 32.5% neutral & 44 or 14.3% respondents strongly agree. A positive attitude towards organizational change may promote a positive perception of the change, weaken any feeling of uneasiness with the presence of the change, and thus facilitate a decision to accept or support a change (Visagie, 2010). On the other hand, a negative attitude towards change may create negative perceptions of a current change and/or feelings of uncomfortable with a current change, which can result in a distortion of perceptual process (Wheeler and Petty, 2003). In this sense, employees who have a negative attitude towards organizational change may have a negative perception of organizational change that promotes feelings of uneasiness with the presence of organizational change and thus leads to higher levels resistance to change and lower levels of support for change. Respondents' asked for Item (5) Table 4.3.3 & the following 104 or33.8 % respondents Agree with the statement others 32 or 10.4 % says strongly disagree, 44 or14.3 % disagree, 100 or32.5 % neutral & 28 or9.1 % respondents Strongly agree.

4.3.4 Resistance to Change

Resistance to change is the obvious response to this feeling of insecurity as employees direct their resistance toward the source that they feel is responsible for the change.

Table: 4.3.4 Resistance to Change

No.	Item		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1	When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me	Frequency	52	108	72	64	12	308
		Percentage	16.9	35.10	23.4	20.8	3.9	100
2	Resisting the changes is not a viable option for me	Frequency	36	64	60	68	80	308
		Percentage	11.7	20.8	19.4	22.1	26	100
3	Employee resist implementation of change within the institution	Frequency	40	52	8	104	100	308
		Percentage	13	16.9	2.6	33.8	33.7	100
4	Resistance comes from lower involvement of employees in change process	Frequency	28	44	72	88	76	308
		Percentage	9.1	14.3	23.4	28.6	24.7	100
5	I pay no attention to this change	Frequency	88	80	76	48	16	308
		Percentage	28.6	26	24.7	15.6	5.2	100

Source: Own Survey, 2018

Item (1) Table 4.3.4 as can be seen108 or35.10 % disagree, 52 or 16.9 % says strongly disagree, 72or23.4 % neutral, 64 or20.8 % & 12or 3.9% respondents Agree & Strongly agree. Most of the respondantes disagree with this statement because by nature all humanbeings for any change for the first time asking what is the benefit of change for me ,if it is the consconse is positive they can accept is change but the revers to some extent exist resistance. Item (2) as can be seen 80or26 % respondents Agree with this statement. 36 or11.7 % says strongly disagree, 64 or20.8 % disagree, 60or 19.4% neutral, 68or 22.1% strongly agree. Item

(3) as can be seen 40 or 13 % says strongly disagree, 52 or16.9 % disagree, 8 or2.6 % neutral, 104or33.8 % &100 or33.7 % respondents Agree & strongly agree.

Item (4) Table 4.3.4 as can be seen 88or28.6 % shows their agreement from this statement , as try to put in the literature Involvement in the change process gives people the chance to raise and resolve their concerns and make suggestions about the form of the change and how it should be introduced. The aim is to get 'ownership' – a feeling amongst people that the change is something that they are happy to live with because they have been involved in its planning and introduction: it has become their change. The rest of them 28 or9.1 % says strongly disagree, 44 or14.3 % disagree, 72or23.4 % neutral & 76or24.7 % respondents Agree & strongly agree. Item (5) as can be seen 88 or28.6 % says strongly disagree this as per the respondents' response that shows they give attention for change , 80or26 % disagree, 76or24.7 % neutral, 48or15.6 % &16 or5.2 % respondents Agree & Strongly agree. While some people resent and/or resist change, others accept and welcome it. The degree to which these opposites occur depends on many factors. Ashford, Rothbard, Piderit, & Dutton (1998) indicated that one reason is that employees accept change in order to get top management to pay attention to issues that employees believe must be addressed in order for the organization to maintain high performance. Porter and Lawler (1968) suggested that how much effort an individual will expend in accepting change is determined by expectations that an outcome may be attained and the degree of value placed on the outcome in the person's mind; thus, employees may accept or welcome change when they see a clear benefit to doing so. Therefore, a person's attitude towards change comes from his or her perception of the outcomes of a change, compared with the individual's goals and values.

4.3.5 Communication about Change

Communication is a key function in all organizational processes. It is a critical issue in any aspect of corporate life and more so in times of organizational change (Flock, 2006). The change process comprises of stages and communication coordinates these stages by creating readiness and motivation for the change initiatives (Durmaz, 2007; Armenakis & Harris, 2002). Clarity of the information provided is very important (Jones, Watson, Gardner, & Gallois, 2004).

Table: 4.3.5 Communication about Change

No.	Item		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1	Communication is a great factor for organization change	Frequency	8	24	44	96	136	308
		Percentage	2.6	7.8	14.3	31.2	44.2	100
2	There was a clear channel of communication about implementation across the Change.	Frequency	84	88	64	60	12	308
		Percentage	27.3	28.6	20.8	19.5	3.9	100
3	My colleagues talk in a positive manner about the Structural changes	Frequency	96	112	60	32	8	308
		Percentage	31.2	36.4	19.5	10.4	2.6	100
4	There was enough information about the Structural changes	Frequency	84	104	80	24	16	308
		Percentage	27.3	33.8	26	7.8	5.2	100
5	Some failure in internal communication have sometimes led to failure of implementation of change	Frequency	12	56	44	100	96	308
		Percentage	3.9	18.2	14.3	32.5	31.2	100

Source: Own Survey, 2018

Item (1) Table 4.3.5 as can be seen 136 or44.2 % respondents Strongly agree & 96or31.2 % Agree with this statement , 8 or2.6 % says strongly disagree, 24or7.8 % disagree, 44or14.3 % neutral . According to Kandt (2002) who indicated that successful change requires that an organization align its human resource, information, financial, organizational, and other support systems around the core business processes.

Item (2) & (4) Table 4.3.5 as can be seen 88or 28.6% & 104or 33.8 % respondents disagree. A communication strategy to explain the proposed change should be prepared and implemented so that unnecessary fears are allayed. All the available channels should be used but face-to-face communication direct from managers to individuals or through a team briefing system are best. As per the respondents of response it shows there was no clear channel of communication & information about implementation across the Change.

According to Item (3) Table 4.3.5 as can we see 112or36.4 % respondents disagree with this statement this shows the Employees are not satisfied with Structural Change due to various reasons. Item (5) as can be seen 12 or 3.9 % says strongly disagree, 56or18.2 % disagree, 44 or14.3 % neutral, 100 o r32.5 % & 96 or 31.2 % respondents Agree & Strongly agree. Many scholars say that without internal communication, change efforts may fail. Communication is a very vital process in change should be given high priority. On the other hand, poorly managed change communication could result in rumors, resistance to change, the exaggeration of negative aspects of change and ultimately a crisis (Visagie, 2010). Employees should be well informed on when the change takes place, how the change is implemented, what is expected of them, how the change will influence their jobs, and how the company will support and motivate them to be more committed to the change. Early communication can decrease cynicism and uncertainty, neutralize rumors before they spread throughout the whole organization

4.3.6 Reaction by the Employee after the Structural Change

According to Vithessonthi (2005), employees' reactions and attitudes towards change can be triggered by a feeling of insecurity as employees begin to question themselves of their ability to work and remain with their organization. The greater the feeling of insecurity the greater the feeling of uncertainty, employees may therefore go into protection mode which results in negative attitudes and reactions towards Structural Change.

Table: 4.3.6 Reaction by the Employee after the Structural Change

No.	Item		Strongly	Disagree	Neutral	Agree	Strongly	Total
1	If there is a change, that I did not agree with I would consider resign the organization	Frequency	24	100	80	76	28	308
		Percentage	7.8	32.5	26	24.7	9.1	100
2	Dissatisfied employees change their current work environment to other place without any benefit	Frequency	16	40	56	100	96	308
		Percentage	5.2	13	18.2	32.5	31.2	100
3	Unknown consequences of this change forced to terminate the agreement with the organization	Frequency	16	56	80	96	60	308
		Percentage	5.2	18.2	26	31.2	19.5	100
4	If employees don't accept the change they reduce their performance & absenteeism	Frequency	24	32	52	132	68	308
		Percentage	7.8	10.4	16.9	42.9	22.1	100
5	Employee tend to refuse new responsibilities brought about by change	Frequency	8	88	72	92	48	308
		Percentage	2.6	28.6	23.4	29.9	15.6	100

Source: Own Survey, 2018

Item (1) Table 4.3.6 respondents' asked their feeling about if there is a change , that you didn't agree with the change whether they resign the organization or not as can be seen 24 or7.8 % says strongly disagree & 100 or 32.5% disagree, 80 or26 % neutral, 76 or 24.7% & 28 or9.1 % respondents Agree & Strongly agree.

Item (2) as can be seen 100 or32.5 % &96 or31.2 % respondents Agree & Strongly agree & 16 or5.2 % says strongly disagree, 40 or13 % disagree, 56or18.2 % neutral .Employees experiencing more resistance to change were less satisfied with their job and, in turn, this job dissatisfaction resulted in a higher intention to leave the organization. The mean purpose of this research to evaluate these statement & it support the initiation for the research.

Item (3) as can be seen 16 or5.2 % says strongly disagree, 56or18.2 % disagree, 80or26 % neutral, 96or31.2 % & 60 or19.5 % respondents Agree & Strongly agree. Employees do not know what the future brings and what the consequences will be for themselves (Bordia, Hunt, Paulsen, Tourish, & DiFonzo, 2004). Further, people have the tendency to hear and remember negative and potentially threatening information more and better.

Item (4) & Item (5) as can be seen 132 or42.9 % & 92 or29.9 % respondents agree with the statement   mentioned on Table 4.3.6 .This shows employees who are dissatisfied by Structural Change they losses there performance. Several other researchers confirmed this result (e.g. Egan, Yang, & Bartlett, 2004; Hellman, 1997; Lambert, Hogan, & Barton, 2001; Lum, Kervin, Clark, Reid, & Sirola, 1998). Having a good time on the job and being satisfied with the job results in more motivated and committed employees, this is of great importance for them. If employees are not satisfied with their job, they will search for another job in which their needs are fulfilled in contradiction to their present job (Lum et al., 1998).

4.4 Results and Discussion from the Interviews

In addition to the data from the survey, interviews were taken with the Result Management Director & Manager Fund Transfer the researcher selected both because both of them participate in Team the Structural they have information better than others . The researcher collected the data both of them together and as same place & time.

The objective of the interviews was to obtain in depth knowledge of the proposed planned change from those in a position. They were asked questions about the entire process of change and change events within the organization through the guidance of certain semi structured interview questions. Basically, the semi structured interviews questions were consists of meaning of change personally, Means of creating positive feeling among employees', Problems encountered & possible solution or remedies. In addition these people were asked questions about the likelihood and their hope of the success of Structural change if the implementation of the proposed change would be actualized.

Both of them their personal view for change as follow, If a given organization works with the same system for long time it will not be competent and profitable. Therefore, change to any organization appears to a must and it is a matter of continuing existence. In addition to the

above statement change is not only making the system more advanced, efficient or technology wise through harmonize with our specific context, but it mainly the work need to be done on humans mind. This is to mean that, unless we change people mind towards change and make them aware and ready to the ultimate change benefit we will not be succeed. Therefore, to ultimately we first need to work on humans mind.

Next to this the research asked if there is means of creating positive feeling among employees their response was for not more than two days like briefing what the Structure looks like & information about the changes brings good thing and befits.

All the time change related problems are more challenging. When change is initiated within the organization people are always come with their different wishes by expecting something form the change and most of the time they expect promotion. On the other hand, there are people who fear & resist the change because of their academic background and negative perception about the future, these people mostly fear not to lose their job or position because of the coming change. Generally, change more often initiate form the top for the good of the organization, but, subordinates relate this change with their personal gain or lose, hence, they often need to maintain status quo or wish the existing comfort zone.

The problem meet is appeared after the employees are assigned to the new positions and the positions to some employees were less than their expectations, so they begin to complain and say that; my status not fit to me that or this position. Nevertheless, the real problem seems relating the change with only personal benefit. With this to give remedies for employee complain, they revise in special attention & take corrective action and new vacancy post developed frequently and employee transfer to other new post by their interest & others even if they don't accept the change continue as usual.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

In this section, summary of the entire research process, conclusions drawn on the basis of the findings and recommendations that are assumed to be useful in alleviating problems related to improving employees' perception towards organizational change among all staffs in Bank of Abyssinia S.C.

5.1 Summary of Findings

Using a Descriptive type of research method design, this study attempted to achieve its objectives. The general objective of this study was to assess Employee perception toward organization change undertaking by Bank of Abyssinia S.C. and identifying challenges related to the issue basically in related to Structural change perception of employees. Accordingly, the followings are some of the major findings of the study. To achieve this objective, survey was conducted in Bank of Abyssinia S.C. A total of 356 sample questionnaires were distributed to employees in Head office & selected Branches out of which questionnaires three hundred and eight staffs are filled and returned respectively. On the other hand, to achieve this objective, interviews were held with Department Director & Manager .

Most of the respondents (53.2%) are male and (46.8%) are female. Majority of the respondents (59.7%) are in the age between 26 up to 35 years. Moreover; (48.1%) of the respondents; have between 6 up to 10 years of experience in the industry. With regard to educational qualification, majority of the respondents 81.8% possess BA degree or above.

Employees were asked different questions related to organization change perception, and the result revealed that (42.9%) of the respondents confirmed that agree with the Structural change good for Bank of Abyssinia , and also 33.1% of the respondents feel that discomfort with change . Besides, 42.2% of the respondents confirm that they don't feel guilty about the change. Moreover, 31.2% of the respondents confirm that whether the change don't accepted they continue their job as usual. Majority of the respondents for question for negative

perception for the change leads to employee wrong decision they support that statement (42.9%).

Respondents are also given answers to questions Change Agents to feel positive towards Structural Change. Accordingly, most of the respondents (45.5%) agree with awareness program give clarity about the change, and (66.75%) of employees are responded neutral for the question whether this organization identify problem & challenges in implementing change. Furthermore, large numbers of respondents or (32.5%) are disagree with this organization tries to share best practices among employees about change, this shows the organization there is no sharing best practices among the employees. Question raised for punctuality (36.4%) respondents respond neutral and also there is no adequate training to enable employee cope with the change (39.6%).

With regard to Employees Involvement in the change process, majority of the respondents (40.3%) agree with employees had a chance to influence the content of the change. In addition (31.2%) are employees involvement is not change the decision of the organization regarding the change. In addition to this (36.4%) support the question raised with Resistance comes from lower involvement of employee in change process.

Large amount of respondents (44.2%) have agree with that of how communication is a great factor for change. Majority of the employees (33.8% &26%) respondents' response shows that there is no clear communication channel & information about the change.

Employees are asked different questions related to Reaction by the employees after the Structural change (32.5%) respondents' reflection on dissatisfied employees change their current work environment to other place without any benefit and with this (42.9%) if employees don't accept the change they reduce their performance & absenteeism.

An interview was made with Result Management Director and Manager of Fund Transfer the banks under study. The result from the interview reveal that, even if the Structural change for all organization also there is some challenges occur like when employee didn't get the change as expected the felt discomfort and dissatisfied with their job and try to see other options .

5.2 Conclusions

The current study examined Employee perception towards Structural Change in Bank of Abyssinia S.C. Specifically the study focused on to assess the perception of employees toward organization change, to identify major challenges in the change process, investigate the reason why the employee positive feeling towards change & to examine whether the employee involve in change process all this objective examined by this study. The study is conducted on Head office & selected Branches on BOA.

In the study both primary and secondary source of data were used and data collection techniques questionnaire and interview was employed. The collected data was analyzed using Descriptive statistics is used to analyse the data and qualitative analysis technique respectively. Then, the result of the survey and interview has been presented. Therefore, based on the findings of the study the following conclusions are drawn:

The perception of the employee towards the organization change was positive but due to the structural change most the employee discomfort with the Structural change because of most of them expected change it brings better benefit but the change implemented not meet their expectation and this consequence forced to shift employees to other environment even if there is no get enough benefit. From the Findings the major challenge was resistance of employees due to structural change there was compline at the time assignment as per the structural change employee dissatisfied, reduce their performance & absenteeism shown following the change. As per the Findings before the implementation of the change this organization BOA there was no awareness program & communication channel among with employees to feel positive towards Structural Change implemented on Bank of Abyssinia S.C.

This study examine that whether the employee involve change process as per the finding conclude at a time of change employees not participate change process with this idea the researcher concluded that the reason why employees compline at the time of assignment.

To conclude the above all statement this organization is create negative perception of employees towards structurural change because there is no awareness program about change , communication channale between the memebers of the organization and also employees

involvement was less and this create complain and confilicte each other due to the above reasons .

5.3 Recommendation

Based on the findings, the researcher forwarded the following points as recommendation which need to be improved by banks under study.

The researcher recommend before the implementation of any change the change agent give more attention for awareness programs , clear communication channel & adequate training to give more clarity change , create positive attitude among employees & to reduce resistance on employees . Awareness program provided like orientation in every aspects of the change from the introduction to the implementation stage until the organization members understand and internalize the the situation this helps not to accept the information bring from different direction like rumer and belived what he☐ she heared & take feedback and if it is not value added for the organization making correction before implementation stage . To create positive attitude among employees the organization give a chance to employee to involve in change process and to feel ownership. To Resistance the organization give adequate training to all members of the organization to know what is going to change , the reason for change , the benift of the organization and also for individuals give more clarity the researcher recommend the above condition fullfilled resitance may reduce .

In addition to this Employee had a chance to influence the content of the change because without the staff of the bank can't be compete with other competitive, provide quality service & also profitable. So this bank to some extent give a chance to involve employees in change process .Other ways it spent unnecessary of wastage of time, resource & conflict between the change agents & dissatisfied employees.

 These recommendations may require additional research and involves making employees experienced in organizational change by and large allow participation of employees. Research into employees' involvement in change has confirmed a positive influence on perceptions and acceptance of change (e.g., Bordia et al., 2004). Since change successes is certain with employees involvement, employees are required greatly encourage to participate on change. Porras & Robertson, 1992, This line of research is becoming increasingly

important as evidence that most change initiatives result in failure continues to mount and researchers are pointing to a lack of consideration for the human element of change as a likely criminal.

These recommendations might involve correcting employee behavior pertaining to commitment, stretched effective communication network that enable the employees critically understand the change is for organizations ultimate benefits not for individuals personal benefits also the top management need to back and see what limitation was observed of them in particular disseminating information accordingly. This recommendation helps as an input for those Banks ready to implement Structural Change in   smooth way in the future.

5.4 Limitation of the Study

Although this research is carefully prepared, it still has limitations and shortcomings. The first limitation is that, the research conducted in Bank of Abyssinia City branch and from those Head Office & Selected Branches because the bank has a large no of Branches & employees. Second, the truthfulness of the feedback that collected from the samples may not be 100% accurate since answers to the questionnaires can be subjective & data related to topics is limited. Finally, willingness of the participants in the sample to fill the questionnaires might be not as the researchers wish and this may take more time than expected and some of the questionnaires might not be filled completely and this make the sample data to be limited. Having removed all the above constraints, a more accurate research can be performed in the future.

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APPENDIX A: Questionnaire

The purpose of this questionnaire is to gather data for the study of **Employee's Perception towards Organization Structural Change: The Case of Bank of Abyssinia S.C**. The findings of the study will serve as an input for your organization, so I kindly request you to respond to all questions honestly and to the best of your knowledge. I strongly confirm that your responses will be kept confidential. Listed below are statements that represent possible opinions that indicate the degree of your agreement or disagreement with each statement by marking on the box on the right hand side that best represents your point of view about perception on change and a situation with which it is related. Finally, I would like to thank and appreciate in advance for your kind cooperation and filling the questionnaire.

Instructions:

- No need of writing your name in the questionnaire.
- Before you try to answer the questions, please read carefully and understand them well.
- To indicate your response, **please tick (√) the appropriate option or write on the space provided**

Part One: General Information

1. Gender: Male   □   Female   □

2. Your Age: Under 25 years □   26-35 years □   36-45 years □   46 and above □

3. Educational Level: Diploma □   BA degree □   Master & above □

4. Total Work Experience in this organization: 0-5 Years □   6-10 years □ above 10 year □

Part Two: Questions related with employee's perception towards structural change

Instructions: Please tick (√) the number that you feel most appropriate, using the scale from 1 to 5 (Where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree). Make sure your response is depending on the change which implemented in your organization.

Organization Change Perception	1	2	3	4	5
1	The Structural Changes are a good strategy for this Organization					
2	I felt comfortable with the Structural change that were implemented					
3	I would feel guilty about opposing the changes					
4	Even if I don't agree with a Structural change I continue my Job as usual					
5	Negative perception for change leads to employees wrong decision					
Change Agents to feel positive towards Structural Change					
6	Awareness programs created clarity about the purposes and needs of Change.					
7	This organization always attempts to identify problems and challenges in implementing change and communicates to employees accordingly					
8	The organization tries to share best practices among employees about Change.					
9	The leaders responsible for change are always punctual and well prepared					
10	There is adequate training to enable employees cope with the change					

	Employees involvement in change process					
11	Employees had a chance to influence the content of the changes					
12	Employees involvement in change it changes decision of the organization.					
13	This change will offer me the freedom to use my own judgment					
14	I saw the change positively regardless of its impact on my job					
15	I tried to convince others about the benefits of the change					
	Resistance to change					
16	When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me					
17	Resisting the changes is not a viable option for me					
18	Employee resist implementation of change within the institution					
19	Resistance comes from lower participation or involvement of employees in change process					
20	I pay no attention to this change					
	Communication about Change					
21	Communication is a great factor for organization change					
22	There was a clear channel of communication about implementation across the Change.					
23	My colleagues talk in a positive manner about the Structural changes					
24	There was enough information about the Structural changes					

25	Some failure in internal communication have sometimes led to failure of implementation of change					
Reaction by the employee after the Structural change						
26	If there is a change, that I did not agree with I would consider resign the organization					
27	Dissatisfied employees change their current work environment to other place without any benefit					
28	Unknown consequences of this change forced to terminate the agreement with the organization					
29	If employees don't accept the change they reduce their performance & absenteeism					
30	Employee tend to refuse new responsibilities brought about by change					

Thank you for your cooperation!

APPENDIX B:

Interview Questions

Part One: Perception of Employees towards organization change the Major factors that influence the implementation of Structural Change.

List of Interview Questions

1. What does it mean organizational change for you?

2. Do you think that all employees perceived change positively? If not why?

3. When structural changes, employees participate on change process in different aspects?

4. What are the major problems and challenges you have noticed on employees of this organization with regard to the Structural Change?

5. What are   the possible solutions or   remedies to take that you propose to improve the problems and challenges you mentioned above**?**

DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Tiruneh Legesse (Asst. Prof.). 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.

Sara Sisay G/hiwot   _____

Name   Signature

St. Mary's University, Addis Ababa   **May 2018**

ENDORSEMENT

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

Tiruneh Legesse (Asst. Prof.)   _____

       Advisor   Signature

St. Mary's University, Addis Ababa   **May 2018**