



St. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF ORGANIZATIONAL CHANGE ON
EMPLOYEES' PERFORMANCE: THE CASE OF DASHEN BANK S.C,
ETHIOPIA**

By

Zuhura Amin

June, 2020

ADDIS ABABA, ETHIOPIA

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**“ATHESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
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SCHOOL OF GRADUATE STUDIES
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of asst. professor Berhanu Endashew. All source of the material used for the thesis have been acknowledged. I further confirm that the thesis has not been submitted in part or full to any other higher learning institutions for the purpose of earning any degree.

Name

Signature

St. Mary's University, Addis Ababa

June, 2020

ENDORCEMENT

This thesis has been submitted to St. Mary's University, school of graduate studies for examination with my approval as a university advisor.

Berhanu Endashew

Advisor

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St. Mary's University, Addis Ababa

June, 2020

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LIST OF ACRONYMS

ANOVA: Analysis of Variance

EP: employee performance

IO: industrial organization

OC: organizational change

OL: organizational leadership

OS: organizational structure

SCA: sustained competitive advantage

SPSS: Statistical Package for Social Science

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Abstract

The purpose of this research was to investigate the effects of organizational change on Employees performance in the case of Dashen Bank S.C. In the Implementing of these internal practices the bank faced a problem of formal communication before organizational change conducted; slightly unfair organizational structure; and limitation in participating employee in decision making. Data was gathered from Head Office at Addis Ababa city. The research used quantitative research approach using descriptive and explanatory research method and the researcher had used sample size determination table and non-probability purposive sampling method was employed to select the sample from each stratum to make the sample more representative of the population. Descriptive (frequency, mean) and inferential statistics (correlation and regression analysis) were used to analyze the empirical data. Primary data were collected using five Point Likert-Scale questionnaires 144 responses were properly filled and returned. SPSS was used to analyze empirical data collected through the close ended questionnaire. The correlation result indicated that there was positive relationship between all of independent variables and the dependent variable except organizational structure which have negative relationship and accept all the hypotheses. This implies that any increase or decrease on the independent variable will bring corresponding change on employees' performance. And it's found that the independent variables have a 69.5% influence on the dependent variable. Hence, the Dashen Bank S.C should periodically have to review its practice on organizational change in order to improve the limitation happened on the independent variables (organizational structure, organizational culture, technological change and organizational leadership) and to identify its effectiveness on employees' performance.

Key word: organizational structure, organizational change, organizational culture, organizational leadership, technological change, employee's performance

CHAPTER ONE

1.INTRODUCTION

1.1 Background of the study

Employee performance is important for an organization to achieve its objectives and goals. Employees are an important asset to an organization that may affect it either positively or negatively. Due to unavoidable environmental changes, organizations today have been challenged to advocate for changes that influence employees' performance. Therefore, the top management has to ensure that factors that influence employees' performance are taken into consideration. Management can be defined as a creative and systematic flow of knowledge that can be applied to achieve quality results by using human as well as other resources in an effective way (Drucker, 2003).

Every employee or organization experience change at one time or the other in a life cycle of work environment. Change is applicable to progress and requires a systematic process of management. Change management on employee's performance concept grew out of the need to make some change within the organization in order to manage with the dynamic changes in the markets. Every work unit in organizations must systemically arrange to serve the needs of the public. Thus, if they are to stay side by side of customer needs and expectations, they will need to adapt to changing internal and external environmental conditions. The organization must be willing to adapt to administrative, social, legal, political, economic, technological change. Change management on employees consists of a hard side and a soft side. The hard side refers to the processes, systems, strategies, tactics, and technologies that will help to implement changes and the soft side involves behavioral and attitudinal changes (e.g. Persuading, reassuring and communicating, identifying and addressing emotional reactions, influencing and motivating) that will allow the hard changes to be successful (Carter, 2008).

Banking sector is the only sector where every deal and transaction accounts for its own progress and also impacts directly on the economy of the country as well. In today's dynamic and competitive economy, the organizations require more Well-qualified, dedicated and capable employees in order to achieve their goals and to prosper in the intense competitive environment.

By effectively utilizing the talented people, organizations may achieve successful results and develop a highly productive work force.

The success of every organization depends both on Internal and external factors, Workforce is the most essential and imperative for organizations competitiveness. Human resource is the real asset of an organization and plays a major part towards progress of the organizations. It is vital for Banks to fully utilize their resources both liquid and non-liquid resources as well as their workforce.

Usually employees have the feelings of stress, nervousness and lack of confidence when the organization changes like restructuring, downsizing and as well as merging. Although of the fact that change is progress and it is essential to go in its direction in order to attain growth, still people are reluctant to accept it. According to Duck (1993), “change is intensely personal”. The general believe is that most people have resistance towards change.

On the basis of past empirical studies, Researchers identified few apprehensions regarding employee’s stress and nervousness due to the changes in the organizations because they are acquainted with the previous organizational environment. Such changes may decrease employee’s morale resulting in the decrease of employee performance.

In banking sector customer service is of vital importance. In Banks Employees deals with the clients on daily basis so they are playing the major role in the profitability and reputation of banks. Employees have concerns about their employment and benefit subsequently the change. They are frightened whether organizational changes have positive or negative impact on their employment and benefits. Due to such type of uncertainty employees have lack of interest to work for the growth of the organization. In banking sector employee’s apprehensions must be removed in order to increase the efficiency and effectiveness of the employees so that banks earn good repute and profitability.

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

partnerships and others. There are researchers who say that organizational change means organization transformation. In order to practice quality standard, value is the most important which sets the real beliefs in order to attain the performance in teams and to deliver the superior customer service to the clients. When change starts to appear then leaders have the chances to lead their workforce in better perspectives. Though employee's obligation is necessary in order to move the organization towards growth and progress. This research work seeks to the effects of organizational change on Employee's performance the case of Dashen Bank S.C.

1.2 Statement of the problem

Change management is the discipline that guides how we prepare, equip and support individuals to successfully adapt change in order to drive organizational success and outcomes. Change is neither always accepted nor always rejected. Some people desire changes and welcome new experiences as a break from monotony. On the other hand, there are a good number of people who resist change for various reasons. Management may recognize the need for change, but most employees may resist the process.

Folger&Skarlicki (1995) investigated resistance to change as a response to the treatment employees receive in the change process. Specifically, they focus on resentment-based resistance -reactions by disgruntled employees regarding the perceived unfairness of the change. Employees resisting change in organizations are predictable. It is a well-known phenomenon to any manager who has tried to bring about organizational change. A corollary to the view that employee's resist change is that the greater the magnitude of the change, the greater will be the resistance. The degree of resistance to change can vary from passive resignation to deliberate sabotage. Managers need to learn the various manifestations of how people resist change. Employees resist change because they have to learn something new. In many cases there is not a disagreement with the benefits of the new process, but rather a fear of the unknown future and about their ability to adapt to it. de Jager (2001) argues, 'Most people are reluctant to leave the familiar behind. We are all suspicious about the unfamiliar; we are naturally concerned about how we will get from the old to the new, especially if it involves learning something new and risking failure'. People may resist change because of the following major reasons: Fear of the unknown, Loss of confidence: Work overload. However as per preliminary investigation made by the student researcher, there is lack of communication between the managers and employees when there is a change which lead the employee's to resist that change, Thus, this

research tries to identify the factors hindering employee's performance during change management and the reason behind change resistance in Ethiopia, particularly in the banking sector by selecting Dashen Bank S.C among other banks.

1.3 Objective of the study

1.3.1 General Objective

The general objective of the study is to investigate the effects of organizational change on Employees performance.

1.3.2 Specific Objectives:

This research paper set the following specific objectives:

- ❖ To determine the effects of organization Structure on employee Performance
- ❖ To determine the effects of organizational culture on employee Performance
- ❖ To measure the effects of technological change on employee Performance.
- ❖ To evaluate the effects of organizational leadership on employee Performance

1.4 Hypothesis Statement

In this research paper four hypotheses are being developed to study the effect of organizational change towards employee performance in dashed bank.

H1: Organizational structure has a positive effect on employee's performance.

H2: Organizational culture has a positive effect on employee's performance.

H3: technological change has a positive effect on employee's performance.

H4: Organizational leadership has a positive effect on employee's performance

1.5 Significance of the study

This study will provide information to the of bank sectors. Managers and leaders may have the information necessary to increase organizational commitment by making a relationship between organizational change and employee performance. And all will help to get adequate information about the way of implementing the change to their employees and control the outcome. the

employees also will have brief knowledge to cope up with new change and how they update their skill.

1.6 Scope/Delimitation of the study

1.6.1 Methodological Scope

The study measures the effect of organizational change on employee performance. In order to do such study, the researcher use descriptive and explanatory methods of research design with quantitative research approach for the purpose of the study due to the delimitation of time.

1.6.2 Geographical Limitation

It is very difficult to conduct a research across the vast country, like Ethiopia as it requires much money and time, so that the researcher will be forced to be delimited to certain areas. Due to this, the study will conduct only at Dashen Bank S.C head office, which is found in Addis Ababa as the researcher cannot reach another branch outside the city. due to the capital within the given time as well as with the availability of financial capacity. Therefore, the researcher delimited only to select the head office in Addis Ababa.

1.6.3 Conceptual Scope

The focus of the study is the effects of organizational change on employee's performance and the focus areas which will be covered is on organizational change is organizational structure, organizational culture, technological change and organizational leadership style due to the limitation of time.

1.7 Limitation of the study

At questionnaire distributing phase the researcher was faced not finding all respondent in one area and was also taken more than expected days to collect the response from the respondent. So that the researcher was planning how to manage its time properly and tried again and again and became successful in collecting as planned.

1.8 Organization of the paper

This study was organized in three chapters. Chapter one is about introduction of the study which contains background of the study, statement of the problem, objective of the study, significance of the study and delimitation and limitation of the study and organization of the paper along with definition terms sub-section; chapter two is about review of related literature; chapter three is about research design of the study comprising all methods and tools which are employed to achieve the stated objectives. The fourth chapter includes data analysis and interpretation and the final chapter contains conclusion and recommendation of the research findings.

CHAPTER TWO

2.LITERATURE REVIEW

2.1 Introduction

This chapter reviews theoretical and empirical literature and conceptual framework related to change management on employee performance. To understand these factors, relevant theoretical underpinnings and empirical and conceptual studies are reviewed. The chapter goes on to review the independent variables in relation to the dependent variable. It also identifies knowledge gaps that are as a result of analyzing the theoretical and empirical literature.

2.2 Theoretical Framework

The theoretical framework introduces and describes the theories that explain why the research problem under this study exists. Theories that underpin this study are stakeholder theory, which states is an instrument to identify critical stakeholders in the environment of the change management practices in order to define developments for strategy and resource based theory which states it explicitly looks for the internal sources of SCA and aims to explain why firms in the same industry might differ in performance.

2.2.1 Stakeholder Theory

Freeman (1984) founded this theory. In one of his latest definitions Freeman (2004) defines stakeholders as “those groups who are vital to the survival and success of the corporation” Stakeholder theory is an instrument to identify critical stakeholders in the environment of the change management practices in order to define developments for strategy. Moreover, in the contexts of business ethic and corporate social responsibility, stakeholder analysis has been used to identify important areas of concern. Using a range of influencing mechanisms, organizations

in public sector may be able to take advantage of their position as high-saliency stakeholders to influence corporate managers and investment funds. They can develop power, urgency, and legitimacy. Stakeholder theory considers economics and ethics issues that make companies take social responsibilities and present fairness to everyone involved in business, with the result that directors will run corporations for benefiting all stakeholders. Thus, the theory can be considered as a good combination between economy and ethics that enables the corporations to grow and promote service. Stakeholder theory has been criticized on both theoretical and empirical grounds. Williamson (1993), the father of transaction cost economics, has argued that the direct principal-agent relationship between owners and managers is distorted with the addition of other stakeholders to the equation. Lewis (1958) suggests that stakeholder theory is intrinsically incompatible with all legitimate business objectives and undermines basic property rights and corporate responsiveness. Nonetheless, stakeholder theory provides important insights into the ways in which firms and their managers interact with, governments, and other actors.

2.2.2 Resource Based Theory

The resource-based theory was developed as a complement to the industrial organization (IO) view with Gibbert (2006) and Mwachiro(2013) as some of its main proponents. With its focus on the structure conduct-performance paradigm, the IO view puts the determinants of an organization's performance outside the organization, in its industry's structure. Being positioned against this view, the resource-based theory explicitly looks for the internal sources of sustained competitive advantage (SCA) and aims to explain why firms in the same industry might differ in performance. As such, the RBV does not replace the IO view; rather it complements it (Barney, 2002; Peteraf 2003). The resource-based theory stipulates that in strategic management the fundamental sources and drivers to firms' competitive advantage and superior performance are mainly associated with the attributes of their resources and capabilities, which are valuable and costly to imitate (Mullins, 1999). Building on the assumptions that strategic resources are heterogeneously distributed across firms and that these differences are stable overtime, Barney (1992) examines the link between firm resources and sustained competitive advantage. If the theory is used it is expected to enhance competitive advantage through maximum utilization of unique resources and capabilities. The theory has strength of promoting resources uniqueness in

ensuring platform for sustained competition. The critique of the theory is that the RBV lacks substantial managerial implications or „operational validity” (Priem& Butler, 2001). It seems to tell managers to develop and obtain valuable, rare, inimitable, and non-substitutable (VRIN) resources and develop an appropriate organization, but it is silent on how this should be done (Connor, 2002; Miller, 2003). Gibbert (2006) argues the notion of resource uniqueness –the melding of heterogeneity and immobility –denies the RBV any potential for generalization, where one cannot generalize about uniqueness.

2.2.3 Lewin’s Change Model

Lewin’s model of change can be traced in 1951 where the focus is on planned change that relates to group decisions, implementation and social change. It consists of unfreezing, changing and refreezing. Unfreezing is the state of unleashing the current system or procedure as an urgent concern. Changing is the state of moving forward from the old system into the new system and it requires the processes in transition. Refreezing is the act of institutionalizing the change or incorporating the change into the strategic objective of the company. The figure below shows the diagram of the change model. a dynamic balance of forces working on opposing directions. He observed that driving forces. facilitates change because they push employees in the desired direction.

2.2.4 Contingency theory

Contingency theory is a behavioral theory that claims that there is no single best way to design organizational structure. The proponent of the contingency theory was Joan Wood (1956) who argued that technologies directly determine organizational attributes such as span of control, centralization of authority, and the formalization of rules and procedures to be followed by employees. She found that there are many variations in organization structure associated with differences in manufacturing techniques which bring considerable change to employees” performance. Contingent theory is based upon various constraints in an organization. the

constraints may include the size of the organization, how to adapt to its environment, differences among resources and operations activities, managerial assumptions about employees' strategies. meaningful changes clearly show that for performance-based results employees must be fully engaged. The assumption underlying contingency theory is that no single type of organizational structure is equally applicable to all organizations. Rather, organizational effectiveness is dependent on a fit or match between the type of technology, environmental volatility, the size of the organization in terms of human capital, the features of the organizational structure and its information system. Contingency theories were developed from the sociological functionalist theories of organization structure such as the structural approaches to organizational studies by Reid and Smith (2000), Chenhall, (2003) and Woods (2009). contingency theory turns away from the classical organization theory assuming that there are general principals which make organizations run effectively (Doch 2009, 36). Instead Contingency theory argues that the best structure for an organization varies in respect to their environment. In detail the efficiency of each structural aspect would depend on "contingency factors" like – size, technology, human resource and strategy (Donaldson 1996, 57). These contingency factors are characteristics of an organization and reflect in turn the influence of Organizations. Contingency theory identifies each contingency factor of which the structure under consideration is dependent upon (Donaldson 1996, 57). Task uncertainty is the most studied contingency factor. The factor is a focal point since it involves employees for meaningful change to be realized. Pennings (1992, 276) argues if the organization is concerned with a lot of uncertain tasks than the organization is less centralized and instead more richly joined structures are necessary in order to generate and communicate the larger amount of knowledge and communication to employees "remarkable performance. In contrast if an organization is very certain about their tasks, the tasks get more centralized. Another contingency factor is size. Pugh et al. (1969) assumes that small- sized organizations with few employees are optimally productive and efficient hence easy to change. This factor results to changes in organizations that requires sensitivity in managing the changes emanating from the new structures. According to the theory it's evident that, changes that are experienced in organizations during restructuring can well be explained in the concept of the theory. This study will therefore be anchored and based on the contingency theory to expound on the relationship between the theory and the change management on employees' performance concept as a constraint.

2.3 Empirical Review

The section provides research findings from other researchers and academics on change management on employee performance, leadership change on employee performance, change in technology on employee performance and change in organization structure on employee performance

2.3.1 Change Management on Employee Performance

Stassen (2008) presented a model to determine the effect of change management on employee performance. He took a random sample of 20 firms using regression analysis and found that when there are changes within the organization, people tend to blame organization or the top management as normally top management are the one who implement the force of changes such as stiffer competition, shifts in the new market place or new technology thus affecting employee performance.

Change in the workplace is an issue that every leader, manager, and employee have to deal with at some point in his or her career. That is why it is important to understand the impacts of change. Workers are expected to be committed to continuous change, (Bianco& John Schermerhorn, 2006) and accomplish it without any lessening of day-to-day performance, meaning employee must perform well and change at the sometime. Continuously working hard and trying to change in order to meet high expectations will bring workers stress and exhaustion. Even those who think that they are motivated enough to carry the job, can be overwhelmed and loose interest in need of pause and refreshment. They may need to take a break before being able to face uncertain future again (Bianco&Schermerhorn, 2006).

The completed a study of Fedor, et al. (2006) on organizational change and its impact on employee performance. Their study examined thirty-two different public and private organizations. They divided employee performance into two parts employee performance according to the change initiative and employee performance according to the organization. Results indicated that both employee performance types were impacted by a three-way interaction of the overall favorableness positive/negative of the change for the work unit members, the extent of the change in the work unit, and the impact of the change on the

individual's job performance. There is completed a study of 164 employees that determined variables that predicted an individual's commitment to an organizational change by Cummings and Worley (2005). Their results highlight the impact perceptions of procedural justice have on understanding organizational commitment. Cummings and Worley (2005) determined that communication and job security were both direct and indirect predictors of trust and openness. Participation was a direct and indirect predictor of trust but only direct predictor of openness and hence employee performance.

2.3.2 Leadership change on employee performance

According to a meta-analysis carried out by Rouse (2010) on the impact of leadership change on employee performance, he argued that there is positive relationship between leader communication and employee performance. The study showed that when there is ineffective communication and relationship among employees and supervisors, it will generate a climate that reduces personal commitment impeding employee performance and hence organizational change and growth (Darling & Beebe, 2007; Ericson-Lidman&Strandbert, 2007; Lau &Liden, 2008; Schuttler, 2010). When there is poor communication during the changes, the employees will become demoralized and less productive which this will give the employers the opportunity to increase punitive consequences for non-performance (Kirkpatrick, 1985). The causal relationship between leadership change and employee performance and found that the employees „performance have been affected by the leadership change; this was examined by Walumbwa et al. (2008). The researchers found out that leaders who manage well risks would have direct effect of improvement of the employee's performance because the leader can manage well and lead his employees to overcome the problem effectively and efficiently. The long run relationship between leadership change and employee performance, Co integration results show that leaders who want the best result should not only rely on a single leadership style Politis, (2006). In other words, no leadership styles are preferred in any situation in an organization. Hence, a combination or mix leadership style can improve and maintain an organization's process and increases employee's commitment and increases in the job performance. Different leadership style and behavior may affect the employee performance towards the tasks accomplishment and job performance (Vigoda, 2007). Therefore, leadership style adopted by a leader is strongly related to employees' job performance. Transformational leadership, the

leader's ability to gather the employees, encourages and supports them to achieve the organization's goals.

The relationship between leadership change and employee performance state that employees with high quality relationship with their leader will practice a better job performance and satisfaction than those with low quality relationship (Davis and Holland 2002). Hence, the supervisor support in the workplace is importance for the supervisor-employee relationship. It means that, if it has a high-quality relationship, the employees will contribute to organizational effectiveness through the effect of those high-quality relationships.

2.3.3 Change in Technology on Employee Performance

A study by Dauda and Akingbade, (2011) using panel data from 13 countries found that technology change can only lead to increased productivity or improve performance when combined with other resources effectively by human resources or when done effectively, and use technology productively and ethically. Advancement makes employees more effective and firmer more efficient. Technological advancement can improve employee and firm performance as well (Li & Deng, 1999). Employee can more rapidly acquire new knowledge and further advancement competencies through training. Others involved in this discussion would emphasize that the intervention strategy needs to be driven by vision and strategy (Beckhard& Harris 2008), and that the arrows linking the components should be double headed reflecting the interactive nature of the components in the change process.

According to a study carried out by Robertson, (2007) technological advancement has enormous influence on employee performance. Technological advancement is important factor for influencing the improvement of performance. Most of studies have repeatedly shown a positive relationship between a firm's technological advancement and performance, and concluded that technological advancement is important for employee performance. Many industries, nations in the developed, and developing countries have established research and development units, departments and organizations to enable them to cope with technological change. Machuki and Aosa (2011) examined the issue of the existence of threshold effects in the relationship between technology change and employee performance using a new econometric technique that allows for appropriate estimation procedures and inference. They further explained that changes in

technology and physical setting to the ways change can be accomplished significantly affect the level of employee performance. In their paper titled technology change and employee performance the Cameron and Green, (2005) argued that the degrees of aggregation of technological innovation by organization and nation determine its performance and development. This is related to management and control of internal and systems and its response to external system. Significant improvement in output, productivity and growth are achieved when they use new technology. Increased productivity and general economic growth in most developed nations have been attributed to increasing technology and technological innovation.

2.3.4 Change in Organization Structure on Employee Performance

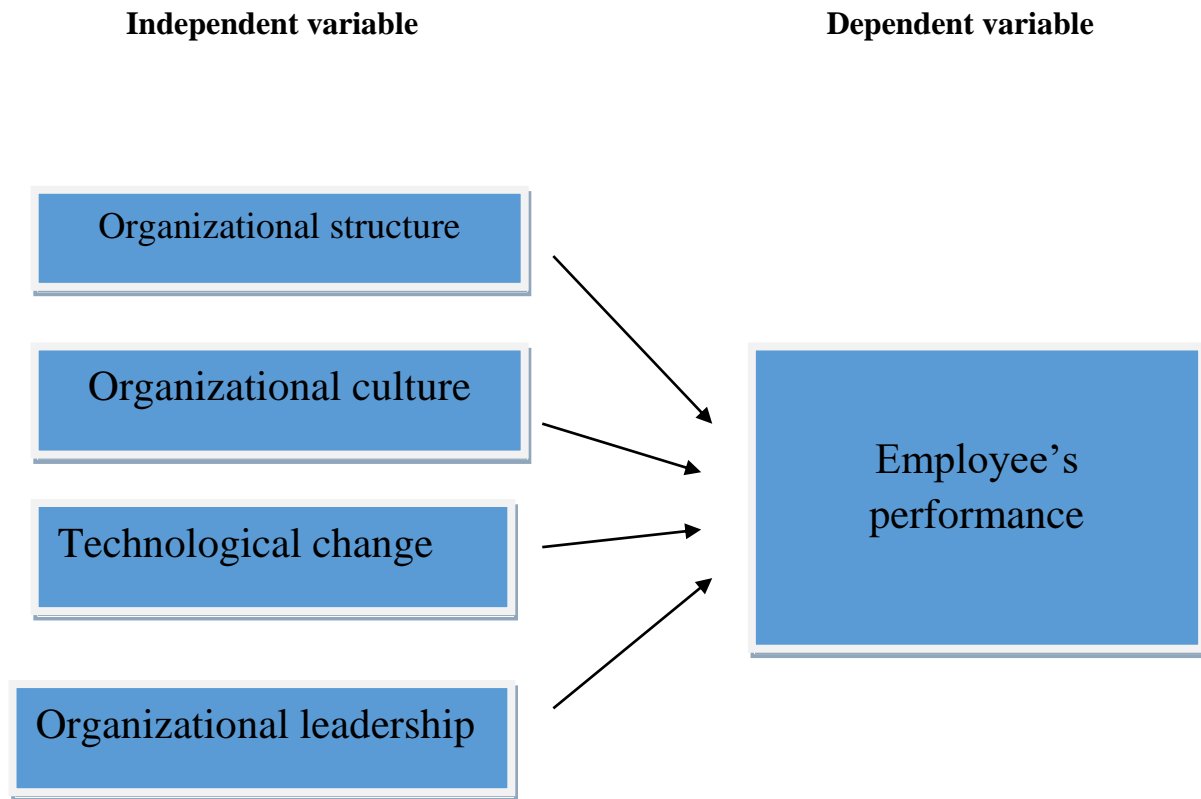
According to Styhre (2009) more recent form of the digital media or electronic systems such as computerized system and new machine system that bring about change require new forms of communication and well control in organization, in order to have a good adoption can good adoption of organizational change and link to increase employees,, performance. To overcome these problems, well communication about employees ,,appraisal system should implement to provide employees better understanding about their performance. Besides, it is also a great opportunity to alert the gap between the actual and desired performance in the organizational goals. Hence, when the performance appraisals are done correctly, company may weigh the costs versus benefits of the employees ,,performance. Pepper, (2006) in his qualitative study to determine the effect of organization structure change on employee performance found that organizational changes such as acquisition of the company will create variety of communication problems that threaten not only employee's performance, but also the success of the communication from the top to bottom of the organizations (Pearce & robinson, 2002). In a purposive study by Gibbert, (2006) using random sampling technique, he argued that he broader the change, the more employees exposed to change and the more their performance is affected. Broader and more extensive changes could generate greater feedback effects as well as feelings of unfairness and injustice, which are harder to overcome for both employees and organizations.

The broader the change, the more significant the perception of change is likely to be and hence the greater the impact on employee performance.

2.4 Conceptual Framework

Organizational change has an effect on employee performance. Some of the factors of working environment are Organizational structure, Organizational culture, Technological changes and organizational leadership. Improving such factors are improving, employee morale, motivation and satisfaction increased. So as, employee productivity has also improved.

Figure: 2.1 conceptual frameworks



Source: Constructed by researcher (2020)

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

Research method is a science of collecting, identifying and presenting facts in such a way that it leads to discovering some facts. Research is a systematic and objective analysis and recording of controlled observation that may lead to development of generalization, principles or theories resulting in production and ultimate control of events (Best, 1997).

In summary, research is a process of systematically obtaining accurate answers to significant and persistent problems by use of scientific methods for gathering and interpreting research data, it is a search for knowledge.

This chapter deals with the target population, data collection instrument, data collection

3.2 Research Design

Research design is a master plan specifying the methods and procedures for collecting and analyzing the required data. The choice of research design depends on objectives that the researchers want to achieve (Kothari, 2004).

According to Kothari (1990), descriptive research design is employed for detail description of the findings that going to displayed in tables, frequency and determining the correlation, regression and standard deviation with which an event occurs or relationship between variables while explanatory research design, to explain, understand, predict and control the cause and effect relationships between the effect of working environment on employee productivity. This research was used both descriptive and explanatory research design. Descriptive research design is appropriate to narrate facts in line with employee's perception towards organizational change variables used in the study. The descriptive method is concerned on describing the existing situation. Beside this explanatory study design using quantitative method used to analyze the data collected from employees. This design helps the researcher to explaining, understanding and predicting the cause and effect relationship between variables.

3.3 Research approach

This study was used quantitative approach. Quantitative approach helps researchers to test relationships between variables (Creswell, 2012). The researcher believes that this kind of research approach are provides relevant data about the research topic, and supportive to meet the research objective since it can involves collecting and analyzing numerical data and applying statistical tests. It ensures that the study would be relevant to the problem and that it uses economical procedures. In this study, a quantitative approach which was practiced, as recommended by Creswell (2012). A quantitative approach is one in which the investigator primarily uses postpositive claims for developing knowledge, i.e., cause and effect relationship between known variables of interest or it employs strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield statistical data (Creswell, 2012). Hopkins (2000) suggested that quantitative research work connects independent and dependent variables. Thus, the study was conducted using Quantitative type in which it appeared to be more appropriate to find out the effect independent variable on employee performance. Furthermore, the study aimed at obtaining information from a representative selection of the population and the researcher was able to generalize the findings to a larger population. Surveys include cross-sectional and longitudinal studies using questionnaires or structured interviews for data collection, with the intent of generalizing from a sample to a population (Creswell, 2012).

3.4 Population, Sampling and Sampling Techniques

3.4.1 Population of the study

The term population refers to the entire group of individuals, objects or event having common observable characteristics in which the research is interested in studying. According to Doku (2011), population of a study constitutes all individual items or organization whose contribution is primarily providing relevant information to the research.

According to Frankel and Wallen (2000) a population refers to the group to which the results of the research are intended to apply. They stated that a population is usually the individuals who possess certain characteristics or a set of features a study seeks to examine and analyze. Population can be defined as the total group of people or entities from which research information will intend to be obtained.

The population of this study was employees' who works at the Dashen Bank S.C. The study population is 4,280. But the target population (population study) was selected based on the similarities they have with respect to the type of customer they are meant to serve. Which were 320 employees 's. Because these group employees are well aware of the organization structure, organizational culture and leadership style of the organization due to their stay at the bank.

3.4.2 Sample Size

Sample size refers to a number of items to be selected from the population. Using Taro Yamane (1967), a sample size of 178 respondents will be selected. This is the minimum recommended size of the researcher's survey. It is the most ideal method to use when the only thing you know about the underlying population you are sampling from is its size. The sample size is calculated using the formula

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

Where N = Population of study = 320

e = degree of error expected = 0.05

n = sample size

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

$$= 320 / 1 + 320(0.05)^2 = 178$$

$$\underline{\underline{n = 178}}$$

3.4.3 Sampling Techniques

As noted by Kothari (2004), good sample design must be viable in the context of time and funds available for the study this research is conducted by taking samples from the above-mentioned population. Due to the nature of the quantitative approach used here. A descriptive one so as to

get an in-depth opinion of the participants' attitudes and experience. The researcher selected non probability purposive sampling design which is reliable and appropriate for this study. This is based on the intention or purpose study only those elements will be selected from the population which suits the best for the purpose of the study.

3.5 Sources of Data

Both secondary and primary data were collected for the purpose of this research. For clarity, Saunders et al, (2007) define data as facts, opinions and statistic that have been collected together and recorded for reference or for analysis.

3.5.1 Primary Data

The primary data were obtained from responses elicited through the use of questionnaire from respondents which include all the selected staff of Dashen Bank S.C. Data were analyzed with the help of the SPSS.

3.5.2 Secondary Data

Secondary data is data that is used for purposes other than for which it was originally obtained. It may be descriptive or explanatory (Saunders et al, 2007), raw (unprocessed) or summarized (Kervin, 1999). They can be categorized into documentary, multi-source or survey- based (Saunders et al, 2006). Secondary data for the research will be collected by reviewing textbooks, journals, articles, magazines, publications, industry reports, internal records of Dashen Bank S.C, newspapers etc. to gather historical perspectives of the research data from renowned authors and researchers.

3.6 Data Collection Instruments

The researcher used questionnaire as the tools for obtaining the necessary information for the research. All questionnaires in this study are measured by using a five – point Likert scale which expressed by agree (1), above average (2), average (3), below average (4) and disagree (5). This is to ensure that the choice of answers directly addressed issues at stake and make collation and analysis of the data simple the importance of the research will be explained to the respondents and encouraged to be truthful and diligent with their responses to make the research worthwhile.

Self-administered questions were used to obtain background information of respondents relevant to the study. Participants were asked to provide information with regard to their gender, age, marital status, educational level.

3.7 Validity and Reliability

The analysis of data would be sufficiently adequate to reveal its significance and the methods of analysis used should be appropriate. The validity and reliability of the data was checked carefully. Validity and reliability of scores on instruments, additional standards for making knowledge claims, lead to meaningful interpretations of data.

3.7.1 Validity

Validity represents the relationship between the construct and its indicators (Punch, 1998). In order to ensure the quality of this research design content validity of the research instrument will be checked. The content validity will be verified by the advisor of this research, who looks into the appropriateness of questions and the scales of measurement. Peer discussion with other researchers will also be conducted since it is another way of checking the appropriateness of questions. This is done to find out whether the developed instruments measures what it is meant to measure and also to check the clarity, length, structure and wording of the questions. This test will help the researcher to get valuable comments to modify some questions.

3.7.2 Reliability

Reliability has to do with the accuracy and precision of a measurement procedure. Cronbach alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of the instrument. Moreover, copies of the questionnaire was distributed to twenty respondents as a pilot test who were not participate in the main research According to statistical interpretation, the closer the reading of Cranach's Alpha to digit 1, the higher the reliability is in internal consistency. In general, reliabilities less than 0.60 are considered to be poor, those in the 0.70 range are acceptable and those over 0.80 are good.

Table 3.1 Reliability test

Reliability test		
variable	N of items	Cronbach's alpha
OS	4	.994
OC	8	.982
TC	7	.967
OL	7	.964
EP	4	.702

Source own survey 2020

As indicated the above table, four items were used to measured organizational structure. Respondents were asked to report the degree to which they agree with each of items using a five-point scale ranging from 1 (agree) to 5 (disagree). The Cranach's alpha for this variable was (.994)

A total of eight items were designed to measure the level of organizational culture to the change using a five-point Likert-type scale. The coefficient of reliability for this scale was (.982)

A total of seven items were designed to measure the level of technological change to the change using a five-point Likert-type scale. The coefficient of reliability for this scale is (.967)

A total of seven items were designed to measure the level of organizational leadership to the change using a five- point Likert-type scale. The coefficient of reliability for this scale is (.964)

A total of five items were designed to measure the level of employee's performance to the change using a five - point Likert-type scale. The coefficient of reliability for this scale is (.702)

3.8 Ethical consideration

The study adhered closely to ethical principles applicable to research in the social sciences. Administrative consent and informed respondent consent preceded all data-gathering activities. Respondent anonymity will be protected at all times and the status of any information classified as confidential is respected. The intent of the study is always fully disclosed. I will be governed

and strictly bound by the research code of ethics. Hence, respondent's privacy be maintained, their personal values also be kept confidential.

CHAPTER FOUR

4.DATA PRESENTATION AND ANALYSIS

4.1 Introduction

As discussed in previous chapters this study attempted to examine the effect of organizational change on the employee performance. Therefore, the findings of the study were presented and analyzed in this chapter. In this chapter deferent tests were made. Employee's background information was analyzed using descriptive statistics (mean, frequency and standard deviation). In order to evaluate the relationship of organizational change on the employee performance, Correlation and regression analysis were conducted for scale typed questionnaire. A total of 178 questionnaires were distributed to employees and 144(80.9%) questionnaire was obtained valid and used for analysis. The collected data were presented and analyzed using SPSS 20 software version. The study used correlation analysis to measure the degree of association between two Variables, under consideration Regression Analysis was also used to test the effect of Independent variable on dependent variable.

4.2 Descriptive analysis

Descriptive analysis techniques were used to analyze the results of descriptive statistics to describe the Demographic and general results which presented by tables of frequency distribution and percentages.

4.3 Demographic Background of the Respondents

The demographic profile of the respondents was presented in this part. The personal profile of the respondents is analyzed as per their gender, age, marital status, work experience, level of education and position in the bank.

Table 4.1 demographic information

No	Background	Distribution	Frequency	Percentage
1	Gender	Male	108	75
		Female	36	25
		total	144	100
2	Age	20-30	125	86.8
		31-40	17	11.8
		41-50	2	1.4
		>51	0	0
		total	144	100
3	Marital status	single	102	70.8
		married	42	29.2
		other	0	0
		total	144	100
4	Work experience	1-3 years	122	84.7
		4-6 years	17	11.8
		7 years and above	5	3.5
		total	144	100
5	level of education	Bachelor degree	119	82.6
		Master degree	25	17.4
		PHD and above	0	0
		total	144	100
6	Position in the bank	Officer	97	67.4
		supervisor	23	16
		director	13	9
		manager	11	7.6

	total	144	100
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Source own survey 2020

The background information of respondents participated in the study that is Gender, age, marital status and educational level of the sample respondents are displayed in table

As shown from the table 4.1 item number 1 gender distribution of the sample, 108 (75%) of the total respondents are male, 36 (25%) are female. Which implies the proportion of male employees is larger than that of female employees.

As the age of respondents shows as, 125 (86.8%) of the respondents are in the range 20 to 30 years, 17 (11.8%) of the respondents are in the range of 31 to 40 years, 2 (1.4%) are in the range of 41 to 50 years. From this data, it can be understood that all the respondent consists of all age groups except the age of above 50 with majority of them was under the age group of 20-30 years. It indicated that most of employees are in the youngest group it may help the employees to cope up with organizational change and increase their performance.

Item 3 of the above table shows that the percentages of the total participants who are single 102 (70.8%) of the total population and those who are married are 42 (29.2%). The result indicates that majority of employee 's in are unmarried or single. this implies that employees will give their full attention to their job and perform effectively

Item number 4 of the table indicates Work experience of respondents. 122(84.7%) employees are in the range of 1 to 3 years 17 (11.8%) of the respondents are in the range of 4 to 6 years and 5 (3.5%) employees are in the range of 7 and above years old of experience. from this we can understood that most of the respondent are who have 3 and under years of experience. This implies that they can easily get out from their comfort zoon and adapt the new change that happened to the bank.

Item number 5 of the table indicates level of education of respondents .119 (82.6%) employees are graduates of bachelor degree and 25 (17.4%) employees are graduates of master's degree from this result we can say that bachelor degree holder employees have the larger number which means that employees in the bank are educated it may help to increase the performance of the

Bank. Item number 6 of the table indicates employees Position in the bank.97 (67.4%) employees are officers, 23 (16%) of the respondents are supervisors, 13 (9%) of the respondents are director and 11 (7.6%) of the respondent are managers.

4.4 Descriptive statistics

The level of employee's performance after organizational change are evaluated and analyzed based on the response of items by using comparing the frequency and percentage of each variable.

Table 4.2descriptive analysis of organizational structure

0	statement	level of agreement									
		A		AA		A		BA		D	
		F	P	F	P	F	P	F	P	F	P
1	Employees are satisfied with change in the organizational structure.	26	18.10%	75	52.08%	34	23.60%	2	1.40%	7	4.86%
2	A good structure can lead to organizational effectiveness by the employee performance	19	13.20%	80	55.50%	41	28.50%	1	0.70%	2	1.38%
3	The structure of an organization increases employee's performance by bringing about increase in productivity.	18	12.50%	85	59.02%	31	21.50%	7	4.90%	3	2.08%
4	The policies and the organization structure in our organization have been clearly defined.	18	12.50%	69	47.91%	47	32.60%	5	3.50%	5	3.47%

Source own survey 2020

The result of the descriptive statistics from table 4.2 indicate that all variables are evaluated based on a 5-point scale (1 being agree to 5 being disagree). Item number 1 indicate that 26(18.1%) agree,75(52.08%) above average ,34(23.6%) average,2(1.4%)below average and 7(4.86%) disagree which implies that the respondent are slightly agree with the change of the structure of the organization so we can say that it may be had any negative impact on their performance because of the change happened.

Item number 2 indicate that 19(13.2%) agree, 80(55.5%) above average, 41(28.5%) average, 1(0.7%) below average and 2(1.38%). This implies that most of the respondent agrees with the concept of having a good structure can lead an organization to be successful and productive so most of the respondent had not any bad perspective on the change that had in the bank even if there is some respondent which are not agreed with the change.

Item number 3 indicate that 18(12.5%) agree, 85(59.02%) above average, 31(21.5%) average, 7(4.9%) below average and 3(2.08%) disagree. This implied that the respondent believed that the employee's performance of the bank was increased while the organization structure changed. from this the research understood that there was an effect on employee's performance when the change happened.

item number 4 indicate that 18(12.5%) agree, 69(47.91%) above average, 47(32.6%) average, 5(3.5%) below average and 3(2.08%) disagree which implies that the respondent are slightly agree were not happy about the police because it didn't clearly define well to the employee .this can leads the employees to resist the change even though they believed on the good change that happened to the bank so this could direct the employees to perform less that their capacity.

Table 4.3 descriptive analysis of organizational culture

Item	statement	level of agreement									
		A		AA		A		BA		D	
		F	P	F	P	F	P	F	P	F	P
1	A friendly atmosphere prevails among the people in our organization.	26	18.10%	80	55.50%	33	22.90%	2	1.40%	3	2.08%
2	In our organization when you are on a difficult assignment you can usually count on getting assistance from your boss and colleagues.	19	13.20%	78	57.60%	41	28.50%	1	0.70%	5	3.47%
3	Around here there is a feeling of pressure to continually improve our personal and group performance.	18	12.50%	77	53.47%	30	20.80%	9	6.30%	10	6.94%
4	In our organization people are proud of belonging to this organization.	18	12.50%	74	51.40%	40	27.70%	6	4.20%	6	4.16%
5	People in our organization are giving more ideas, information, feedback on customers, products, service etc.	16	11.10%	88	61.11%	29	20.10%	7	4.86%	4	2.77%
6	In our organization trusting and friendly relations are highly valued.	24	16.70%	64	44.40%	42	29.16%	7	4.90%	7	4.86%
7	In our organization people take the initiatives and also preventive action on most matters.	20	13.90%	87	60.40%	34	23.61%	2	1.40%	1	0.7%
8	In our organization informal groups and networks are used to share the organizational information among themselves.	25	17.40%	75	52.08%	35	24.30%	6	4.20%	3	2.08%

Source own survey 2020

Item number 1 indicate that 26(18.1%) agree, 80(55.5%) above average, 33(22.9%) average, 2(1.4%) below average and 3(2.08%) disagree. This implies that the bank had friendly atmosphere among the employees from this the researcher could understood that do to having the culture of working as a team were increased the performance of the employees.

Item number 2 indicate that 19(13.2%) agree, 78(57.6%) above average, 41(28.5%) average, 1(0.7%) below average and 5(3.47%) disagree this implied that the employees work together as a

team and get support from their near boss or colig this could made the work done effectively and boost the confident of the employee which were a key for increasing performance

. Item number 3 indicate that 18(12.5%) agree, 77(53.47%) above average, 30(20.8%) average, 9(6.3%) below average and 10 (6.94%) disagree.

Item number 4 indicate that 18(12.5%) agree, 74(51.4%) above average, 40(27.7%) average, 6(4.2%) below average and 6 (4.16%) disagree. It implies that most of the employees are proud to belong to the bank. from this data the research understood that even though the bank made different change in the organization they are agree with it and this will not affect their performance negatively.

Item number 5 indicate that 16(11.1%) agree, 88(61.11%) above average, 29(20.1%) average, 7(4.86%) below average and 4(2.77%) disagree. this data implies that there was a culture of discussing and gathering feedbacks from their customers this could help the employees to improve their performance.

Item number 6 indicate that 24(16.7%) agree, 64(44.4%) above average, 42(29.16%) average, 6(4.2%) below average and 3(2.08%) disagree. Here the researcher understood that trusty and friendly relation had a big value.

Item number 7 indicate that 20(13.9%) agree, 87(60.4%) above average, 34(23.61%) average, 2(1.4%) below average and 1(0.7%) disagree. Item number 8 indicate that 25(17.4%) agree, 75(52.08%) above average, 35(24.3 %) average, 6(4.2%) below average and 3(2.08%) disagree. This implied having a culture of improving individual and group performance. From this the researcher understood that if there is a good organizational culture the performance of the employees also will be good too.

Table 4.4 descriptive analysis of technological change

item	statement	level of agreement									
		A		AA		A		BA		D	
		F	P	F	P	F	P	F	P	F	P
1	The change plans being properly communicated to the employees.	6	4.10%	9	6.30%	2	1.40%	96	66.60%	36	25%
2	The employees are participating in implementing the change	10	69%	7	4.90%	3	2.10%	39	27.10%	91	63.20%
3	Proper training is provided to the employees for implementing the change	17	11.80%	5	3.50%	27	18.70%	23	15.97%	72	50%
4	There is improvement in the skills of employees due to organizational change	20	13.80%	14	9.70%	24	16.60%	17	11.80%	69	47.91%
5	Due to change in the decision-making process employees are satisfied					4	2.80%	102	70.80%	38	26.40%
6	Employees are participating and learning through training provided by the organization.					22	15.30%	91	63.20%	31	21.50%
7	Management is positively participating in the change process and boosting the morale of the employees			1	0.70%	4	2.80%	47	32.60%	92	63.90%

Source own survey 2020

Item number 1 indicate that 6(4.1 %) agree, 9(6.3%) above average, 2(1.4%) average, 96(66.6%) below average and 36(25%) disagree. this implies that the change plan of technology was not communicated to the employees. because of these employees were not accept the change and adapt it easy us the management plan this action can affect the performance of the employees.

Item number 2 indicate that 10(6.9%) agree, 7(4.9%) above average, 3(2.1%) average, 39(27.1%) below average and 91(63.2%) disagree. This indicate that employees didn't involve in the implementation process from this the researcher understood that there were a delay of accepting the change and implement it.

Item number 3 indicate that 17(11.8%) agree, 5(3.5%) above average, 27(18.7%) average, 23(15.97%) below average and 72 (50%) disagree. It implies that most employees did not take a proper training to implement the change but there were some employees who take the training properly from this output the researcher understood that a proper training was provide to the employees but due to the miscommunication that happened in the bank during the change happened employees continue to resist the change.

Item number 4 indicate that 20(13.8%) agree, 14(9.7%) above average, 24(16.6%) average, 17(11.8%) below average and 29 (20.1%) disagree. it implies that there was not an improvement in the skill of the employees. From this the researcher understood that because of the miscommunication happened during the technological change happed in the bank the employees resist the change .in this situation their performance was limited and take time to go paralleled with the new technology.

Item number 5 indicate that 4(2.8%) average, 102(70.8%) below average and 38(26.4%) disagree. This implied that the employees did not in the decision-making process. this can lead them lack of confidence on the decision made and this were affecting their performance and their ability to be familiar with new technology.

Item number 6 indicate that 22(15.3%) average, 91(63.2%) below average and 31(21.5%) disagree. This implies that there were some employees who learn through training provided by the bank but most of them did not. From this data the researcher understood that most of the employees learn the new technology from their friend from their near boss through daily routine of work.

Item number 7 indicate that 1(0.7%) above average, 4(2.8%) average, 47(32.6%) below average and 92(63.9%) disagree. This implies that employees didn't agree that the management participate in the change process positively and boost their employee's moral. From this data the researcher understood that due to culture that is practice in the bank and friendly atmosphere that they had they did believe that the management was involved in the technological change process.

Table 4.5 descriptive analysis of organizational leadership

Item	statement	level of agreement									
		A		AA		A		BA		D	
		F	P	F	P	F	P	F	P	F	P
1	I have complete faith in my superv	17	11.80%	78	54.20%	44	30.55%	3	2.08%	2	1.38%
2	My supervisor helps me to find m	10	7%	86	60.00%	43	30.00%	4	3%	1	0.70%
3	My supervisor enables others to think about old problem in new ways	10	6.90%	79	54.90%	42	29.20%	12	8.3%	1	1%
4	My supervisor helps others to develop themselves	11	7.60%	78	54.20%	47	32.60%	5	3.5%	3	2.10%
5	My supervisor tells others what to do if they want to be rewarded for their work.	17	11.80%	81	56.30%	39	27.10%	7	4.9%		
6	My supervisor believes that most employees in the general population are lazy.	8	5.60%	75	52.10%	58	40.30%	2	1.40%	1	0.70%
7	My supervisor stays out of the way as I do my work	11	7.60%	79	55.00%	41	29.00%	13	9.00%		

Source own survey 2020

Item number 1 indicate that 17(11.8 %) agree, 78(54.2%) above average, 44(30.55%) average, 3(2.08%) below average and 2(1.38%) disagree. this implies that the respondent slightly agree that they have faith on their supervisor. from this the researcher can understood that there is same gap between the employees and their supervisor this can affect the performance of employee's.

Item number 2 indicate that 10(6.9%) agree, 86(60%) above average, 43(30%) average,4(3%) below average and 1(0.7%) disagree. This implies that employees are supported by their supervisor to perform their job accordingly but here the research can see that the level of support that is offered is not satisfactory.

Item number 3 indicate that 10(6.9%) agree, 79(54.9%) above average, 42(29.2%) average, 12(8.3%) below average and1 (0.7%) disagree. This implies that supervisor is using the change trying to solve the old problem by the new organizational leadership.

. Item number 4 indicate that 11(7.6%) agree, 78(54.2%) above average, 47(32.6%) average, 5(3.5%) below average and 3 (2.1%) disagree. This implies that supervisors are encouraging the employees and helping them to develop themselves which have a positive effect on their performance.

Item number 5 indicate that 17(11.8%) agree, 81(56.30%) above average, 39(27.1%) average, 7(4.86%) below average. This implies that supervisor is willing to lead their employees in the good way and aware them how to their job to be rewarded. The researcher could understand from this data that not all supervisors do lead the employees but most of supervisor is playing a big role in the improvement of the employee’s performance.

Item number 6 indicate that 8(5.6%) agree, 75(52.1%) above average, 58(40.3%) average, 2(1.4%) below average and 1(0.7%) disagree. This implies that most supervisor believe that they are lazy in doing their job properly from this the research understood that employees need the help of their supervisor to cope up with the change perform effectively.

Item number 7 indicate that 11(7.6%) agree, 79(55%) above average, 41(29%) average, 13(9%) below average. This implies that supervisor was stayed out of the when the employees are doing their job. From this the researcher understood that supervisors are helping the employees when they face difficulty this can boost the confidence of the employee’s performance.

Table 4.6 descriptive analysis of employee performance

Item	statement	level of agreement									
		A		AA		A		BA		D	
		F	P	F	P	F	P	F	P	F	P
1	how do you rate quality of your employee performance before change	1	0.7%	2	1.40%	1	0.70%	37	25.70%	103	71.50%
2	How do you rate your employee productivity on the job before change	2	1%	2	1.40%	3	2.10%	65	45%	72	50%
3	How do you rate the performance of your peers at their jobs compared with yourself doing the same kind of work	1	0.70%	4	2.77%	8	5.60%	61	42.40%	70	48.61%
4	How do you rate the performance of yourself at their jobs compared with your peers doing the same kind of work	1	0.70%	1	0.70%	27	19%	39	27.00%	76	53.00%

Source own survey 2020

Item number 1 indicate that 1(0.7%) agree, 2(1.4%) above average, 1(0.7%) average, 37(25.7%) below average and 103(71.5%) disagree. This implies that employees were had bad job performance before the change so the researcher understood that there is an improvement on the employee's performance after organizational change.

item number 2 indicate that 2(1.4%) agree,2(1.4%) above average,3(2.1%) average,65(45%) below average and 72(50%) disagree. This implies that the productivity of the employees was weak before the change from this data the research understands that there is an improvement on the productivity of the employees compared to the time before organizational change happened.

Item number 3 indicate that 1(0.7%) agree, 4(2.77%) above average, 8(5.6%) average, 61(42.4%) below average and 70(48.61%). this implies that the job performance of the employees compared to their supervisor is low. The researcher understood that the employees need much support.

Item number 4 indicate that 1 (0.7%) agree, 1(0.7%) above average, 27(19%) average, 39 (27%) below average and76 (53%) disagree. This implies that supervisor think that they perform better than their peers from this data the researcher can understood that each employee will believe that they are doing their job perfectly if their no anyone who will rate their performance

4.5. Results of Inferential Statistics

Pearson 's Product Moment Correlation Coefficient and multiple regression analysis was computed to observe the relationships between organizational change and employee's performance.

4.5. 1. Pearson's Product Moment Correlation Coefficient

On this research, Pearson 's Product Moment Correlation Coefficient was used to resolve the following relationships.

- **The relationship between organizational structure changes and employee's performance**
- **The relationship between organizational culture changes and employee's performance.**

- The relationship between technological changes and employee's performance.
- The relationship between organizational leadership and employee's performance.

Table 4.7 Correlation coefficient Interpretation

Correlation coefficient	Description
0.70-1.00	Very strongly association
0.50-0.69	Substantial association
0.30-0.49	Moderate association
0.10-0.09	Negligible association

Source: (Alwadael ,2010)

Table 4.8 correlations

		Correlations				
		OCT VAV	OST VAV	TCT VAV	OLT VAV	EPT VAV
OC	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	144				
OS	Pearson Correlation	1.000**	1			
	Sig. (2-tailed)	.000				
	N	144	144			
TC	Pearson Correlation	.408**	.406**	1		
	Sig. (2-tailed)					
	N					

	Sig. (2-tailed)	.000	.000			
	N	144	144			
OL	Pearson Correlation	.582**	.583**	.244**	1	
	Sig. (2-tailed)	.000	.000	.003		
	N	144	144	144	144	
EP	Pearson Correlation	.279**	.276**	.833**	.301**	1
	Sig. (2-tailed)	.001	.001	.000	.000	
	N	144	144	144	144	144

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

From the above correlation results, has positive, significant and very strongly substantial correlation between organizational structure and organizational culture ($r = 1.000$, $p < 0.01$), Technological change positively, significantly and in a moderate way correlated with organizational culture ($r=0.408$, $p<0.01$) and positively, significantly and in a moderate way correlated with organizational structure ($r=-0.406$, $p<0.01$), Organizational leadership positively, significantly and in a substantial way correlated with organizational culture ($r=-0.582$, $p<0.01$), has positive, significant and substantial correlation with organizational structure ($r=0.583$, $p<0.01$) and has positive, significant and negligible association with technological change ($r=0.244$, $p<0.05$),

Employee performance has positive, significant and negligible association with organizational culture ($r=0.279$, $p=0.01$),employee performance and organization structure has positive, significant and negligible association ($r=0.276$, $p=0.01$) ,employee performance has positive ,significant and very strong association with technological change ($r=0.833$, $p<0.01$)and it have positive, significant and modern association with organizational leadership ($r=0.301$, $p<0.01$).

Generally, the above result indicates that the relationship between organizational structure, organizational culture, organizational leadership, technological change and employee performance. All have positive significant with each other and are correlated in different association.

Table 4.9 multiple linear regression model summary

Model summary

Model	R	R ²	Adjusted R	Std. error of the estimate
1	.833 ^a	.695	.692	.24815

a. Predictors: (Constant), TC, OL, OS, OC

Source own survey 2020

The above table 4.8 show the overall independent variables such organizational structure, organizational culture, technological change, organizational leadership, explains 69.5 % (R2 = 0.695) of the dependent variable (employees' performance). This suggests that 69.5 % of employees' performance level in the bank visibly depends on the independent variables. Since as we show table 4.9 the result F= 322.835 which is greater than 1 and P<0.01 we can wrap up that the combination of individual variables have positive effect on employees' performance which is statistically significant.

Table 4.10 ANOVA

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.879	1	19.879	322.835	.000 ^b
	Residual	8.744	142	.062		

	Total	28.623	143			
2	Regression	20.168	2	10.084	168.159	.000 ^c
	Residual	8.455	141	.060		
	Total	28.623	143			
3	Regression	20.787	3	6.929	123.787	.000 ^d
	Residual	7.836	140	.056		
	Total	28.623	143			
4	Regression	21.012	4	5.253	95.934	.000 ^e
	Residual	7.611	139	.055		
	Total	28.623	143			

Table 4.11 BETA coefficient

BETA Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.211	.181		6.694	.000
	TCT VAV	.748	.042	.833	17.968	.000
	OLT VAV	.103	.047	.104	2.194	.030
	OST VAV	.172	.052	-.192	-3.325	.001

OCT VAV	3.427	1.689	3.830	2.028	.044
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a. Dependent variable: employees' performance

Source own survey 2020

From the above table 4.19, we can easily compare the relation contribution of each of the different variables by taking the beta value under the unstandardized coefficients. The higher the beta value, the strongest its contribution becomes. therefore, Organizational Culture (Beta=3.427) makes the strongest unique contribution to explaining the dependent variable in which the results revealed that, a one unit increase or positive change in "organizational culture" would lead to a 3.427 unit increase the level of employees performance and followed by technological change (B=.748), then organizational leadership (B=.103). On the other hand, organizational structure (Beta=-.172) makes contribution to explaining the dependent variable in which the results revealed that, a one unit increase perceived organizational structure there will be 17.2% in increase in employee's performance.

When we see the statistical significance of each variable from the above coefficients table 4.19, technological change (Sig. = .000), organizational leadership (Sig. = .030), organizational structure (Sig. = .001), and Organizational Culture (Sig. = .044) have a statistically significant contribution (Sig<.05) for the prediction of the dependent variable .

4.6 Regressions Mathematical Model

The equation of multiple regressions on this study is generally built on around two sets of variables, namely dependent variables (employee job performance) and independent variables (organizational structure, organizational culture, Technological change and organizational leadership). The basic objective of using regression equation on this study is to make the researcher more effective at describing, understanding, predicting, and controlling the stated variables.

Table 4.12 variables of the study

Independent variable	Dependent variable
Organizational structure	Employees performance
Organizational culture	
Technological change	
Organizational leadership	

Employee performance = f (OC, OS, TC and OL)

$$EP= \beta_1+\beta_2OS+\beta_3OC+\beta_4TC+\beta_5OL$$

Where: -

EP=employees' performance

OS=organizational structure

OC=organizational culture

TC=technological change

OL=organizational leadership

$$\text{Mathematically, } Y_i = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5$$

Where Y is the dependent variable- employee performance X2, X3, X4, X5, are the independent β_1 is the intercept term- it gives the mean or average effect on Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero. β_2 , β_3 , β_4 and β_5 refer to the coefficient of their respective independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables.

Therefore, based on the result in the regression coefficient table 4.10 and accordingly to the above general mathematical equation the estimated regression model of this study for Dashen Bank S.C are presented below.

$$EP= \beta_1+\beta_2OS+\beta_3OC+\beta_4TC+\beta_5OL \text{ (Adopted from journal of Lydiah W. Wambugu, 2014)}$$

Employees performance=1.211+1.72 organizational structure+3.42 organizational culture+.748 technological change +.103 organizational leadership

4. 7 Summary of hypothesis testing

Table 4.13 summary of hypothesis testing

No	Developed hypothesis	Test result
1	H1: Organizational structure has a positive effect on employee's performance	Accepted
2	H2: Organizational culture has a positive effect on employee's performance	Accepted
3	H3: technological change has a positive effect on employee's performance	Accepted
4	H4: Organizational leadership has a positive effect on employee's performance	Accepted

Hypothesis Testing

Earlier in the research, the four independent variables that influence employee's performance were shown. As it is shown in table 4.11 values for all predictors are positive and it implies that all predictors (independent variables) have a positive relationship with employee's performance.

H1: Organizational structure has a positive effect on employee's performance.

The result of the regression analysis which is showed in the above table 4.13 shows that: Organizational structure has a positive effect on employee's performance. Therefore, the study accepts H1.

H2: Organizational culture has a positive effect on employee's performance

The result of the regression analysis which is showed in the above table 4.13 shows that: Organizational culture has a positive effect on employee's performance. Therefore, the study accepts H2.

H3: technological change has a positive effect on employee's performance

The result of the regression analysis which is showed in the above table 4.13 shows that: technological change has a positive effect on employee's performance. Therefore, the study accepts H3.

H4: Organizational leadership has a positive effect on employee's performance.

The result of the regression analysis which is showed in the above table 4.13 shows that: Organizational leadership has a positive effect on employee's performance. Therefore, the study accepts H4

CHAPTER FIVE

5. FINDING, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This research had an aspire of investigate the effect of selected independent variable which are organizational structure, organizational culture, technological change and organizational leadership on employees' performance. This was done by investigating the relationship between each determinant variables and employees' performance using correlation analysis and regression analysis to determine the extent of change in employees' performance due to the selected independent variables. In addition, the research study examines how well the selected independent variables are being exercised how well employees are performing their job in the bank by looking at their mean scores of the response of the participants which is summarized under the descriptive statistical analysis.

5.2 Summary of Findings

The data analyzed using descriptive statistics, correlation and regression major findings were presented below in a summarized as follows:

From the arithmetic frequency values generated by the descriptive statistics. It shows that organizational structure the respondent is slightly agree with the change of the structure of the organization so the research can say that there was not any negative impact on the employee performance because of the change happened. and also, the respondent believe that a good structure will lead to organizational effectiveness and organization increases employee's performance by bringing about increase in productivity but the respondent are not happy about the police because it didn't clearly defined well this can leads the employees to perform less than their capacity.

. On the other hand organizational culture implied having a good friendly atmosphere, the culture of helping each other when there is a difficulties and having a culture of improving individual and group performance .from this the researcher understood that if there is a good organizational

culture the performance of the employees also will be good at the same time . From the data of organizational culture the researcher understood that the technological change was not introduces well to the employees, employees was not involved in the process of implying and decision making when the change being planned but there were taking training to practice the technological change happened to the bank and they also agree by the improvement of skill that they get after the change. Having a good leadership can lead the employees to perform effectively for the organization to be productive and also the researcher can understand that there was an improvement of performance and productivity after the organizational change happened to the bank. This was the implication of organizational leadership and employee's performance respectively.

The value generated in the Pearson correlation Organizational leadership positively, significantly and in a substantial way correlated with organizational culture ($r=-0.582$, $p<0.01$), has positive, significant and substantial correlation with organizational structure ($r=0.583$, $p<0.01$) and has positive, significant and negligible association with technological change ($r=0.244$, $p<0.05$),

Employee performance has positive, significant and negligible association with organizational culture ($r=0.279$, $p=0.01$), employee performance and organization structure has positive, significant and negligible association ($r=0.276$, $p=0.01$) ,employee performance has positive ,significant and very strong association with technological change ($r=0.833$, $p<0.01$) and it have positive, significant and modern association with organizational leadership ($r=0.301$, $p<0.01$).

Generally, the above result indicates that the relationship between organizational structure, organizational culture, organizational leadership, technological change and employee performance. All have positive significant with each other, are correlated in different association and the hypothesis was accepted.

we can easily compare the relation contribution of each of the different variables by taking the beta value under the unstandardized coefficients. The higher the beta value, the strongest its contribution becomes. therefore, Organizational Culture (Beta=3.427) makes the strongest unique contribution to explaining the dependent variable in which the results revealed that, a one unit increase or positive change in "organizational culture" would lead to a 3.427 unit increase the level of employees performance and followed by technological change (B=.748), then

organizational leadership (B=.103). On the other hand, organizational structure (Beta=-.172) makes contribution to explaining the dependent variable in which the results revealed that, a one unit decrease perceived organizational structure there will be 17.2% in increase in employee's performance.

When we see the statistical significance of each variable from the above coefficients table 4.19, technological change (Sig. = .000), organizational leadership (Sig. = .030), organizational structure (Sig. = .001), and Organizational Culture (Sig. = .044) have a statistically significant contribution (Sig<.05) for the prediction of the dependent variable .

Generally, the overall independent variables such organizational structure, organizational culture, technological change, organizational leadership, explains 69.5 % (R² = 0.695) of the dependent variable (employees' performance). This suggests that 69.5 % of employees' performance level in the bank visibly depends on the independent variables. Since as we show the result F= 322.835 which is greater than 1 and P<0.01 we can wrap up that the combination of individual variables have positive effect on employees' performance which is statistically significant.

5.3 Conclusion

The study, after doing different analyses that the research objectives need, arrived and based on the major findings, the following conclusions were made:

Independent variable examined in this study, especially organizational structure, organizational leadership, technological change and organizational culture in the Dashen Bank S.C. All independent variables were not properly communicated when they planned before the change happened this can lead to less productivity. Especially technological change had affected the employee's performance during the change because it took time to make them accept the change. That means there are still limitations in implementing this practice. Even if that the employee believes on getting a good organizational structure, organizational leadership, technological change and organizational culture can improve their performance.

As we shown from correlation and regression results that technological change, organizational culture, organizational structure and organizational leadership has significant positive relation and positive significant effect on employees' performance in Dashen Bank S.C.

The multiple regression indicates the overall independent variables such organizational structure, organizational culture, technological change, organizational leadership, that 69.5 % of employees' performance level in the bank visibly depends on the independent variables.

5.4 Recommendation

The study investigated that the bank has limitations in properly planning and implementing of the independent variable assessed in this research which are organizational structure, organizational culture organizational leadership and technological change. Hence, the management of the bank should review their management implementations in planning and implement change. In doing so ensuring the participation of employees from every level in the organization is indispensable. Because, it is essential to get enough direct input concerning the organizational change related factors that affect employees. This is basically helpful in developing smart policies that could inspire employees for enhanced performance. If not, employees may no longer stay working in this bank where

- ✓ Since , organizational culture organizational leadership and technological change was found to be a positive predictor of employees' performance, the Dashen Bank management should engage in increasing the qualities and quantities of the training program so as to increase their employee's performance which helps the company to make best use of its human resources in favor of gaining competitive advantage; enhance employees' ability to adapt to the changing and challenging business environment and technology for better performance; increase their knowledge to develop creative and problem solving skills; but also important for the survival of the bank. Even though, the training practice in Dashen Bank S.C is a good implementation but as we observed from the descriptive analysis output most of the respondents are disagree and average in their response related to technological change questions. he training department should gather the information concerning the training procedures, appropriateness of media and instruction methods and other relating issues to determine the overall effectiveness of training through formal questionnaires, Knowledge Review, Observation, Employee discussion and Skill Gap Analysis.
- ✓ The study concludes leadership has significant contribution account for variance in employee's performance. The researcher therefore, recommend that Dashen Bank

S.C is in the banking industry which want to be more competitive should consider adopting a more democratic leadership style that give room for employee participation and freedom in decision-making, treating all in equal way, help to communicates freely on the goals of the bank, inspires staffs to achieve the company objectives, give values for skills and knowledge of the employee, and help to motivate employees for better job performance. The bank should also formulate polices, which helps encourage leaders to empower employees to be part owner of the bank. Therefore, leaders should create a friendly work relation with employees, give regular feedback on their job performance, communicate well on job related issues, serve as role models and treat all equally for the development of highly committed workforce.

5.5 Suggestion for Further Research

The study was limited due to its descriptive and explanatory research design. However, these types of relationships may require cross-sectional study analysis so; the future researches should examine this relationship other research design. The researcher was limited to four factors or practices which affect employee's performance but the future researchers may focus on different variables or combination of those variables included in this study. The study was conducted in the service industry sector limiting its scope. The future researches may examine the determinant factors on employees' job performance on other sectors and may compare different sectors as well.

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Annex -1-



St. MARY UNIVERSITY

**SCHOOL OF GRADUATE STUDIES DEPARTEMENT
OF MANAGEMENT**

QUESTIONNAIRE

Dear Respondents,

The purpose of this questionnaire is to collect data for the study about the effect of change management in the employee's performance at Dashen Bank S.C staff members. All responses will be used to conduct a study for the partial fulfillment of their requirement for the degree of MASTER OF BUSINESS ADMINISTRATION (GENERAL MBA) and as an input for the bank to improve the participation of women in management positions. Responding to this questionnaire will not create any harm. Your honesty and kindness would be of great help in many aspects. There for you are kindly requested to respond confidentially while you are asked.

I am grateful for your cooperation in advance!

NB:

- 1)No need to write your name
- 2) Please put a “✓” mark to all your responses in the square provided beside to each question

3) Please give brief description for open ended questions and for closed end question give your answer on the space provided

Part I: Personal Information

1. Gender of respondent: Male Female

2. Age of respondent: 20-30years 31-40 Years 41-50Years
>50 years

3. Marital status Single Married other.....

4. Work experience

 1-3year 4-6 year

 7 years and above

5. Level of education: Bachelor Degree

 Master Degree or above

 PHD

Other, specifies _____.

6. Position in the bank

 Officer

 Supervisor

 Director

 Managerial

 Other -----

Part II

Please look at the following statements carefully and show the extent of your agreement by check “√” the scale given alongside of the question below. Where, 1=agree, 2=above average, 3=Average, 4=below average, 5=disagree

A. Organizational structure						
S. No	Item	Scale				
		1	2	3	4	5
1	Employees are satisfied with change in the organizational structure.					
2	A good structure can lead to organizational effectiveness by the employee performance.					
3	The structure of an organization increases employee’s performance by bringing about increase in productivity.					
4	The policies and the organization structure in our organization have been clearly defined.					
B. Organizational Culture						
1	A friendly atmosphere prevails among the people in our organization.					
2	In our organization when you are on a difficult assignment you can usually count on getting assistance from your boss and colleagues.					
3	Around here there is a feeling of pressure to continually improve our personal and group performance.					
4	In our organization people are proud of belonging to this organization.					
5	People in our organization are giving more ideas, information, feedback on customers, products, service etc.					
6	In our organization trusting and friendly relations are highly valued.					
7	In our organization people take the initiatives and also preventive action on most matters.					
8	In our organization informal groups and networks are used to share the organizational information among themselves.					
C. Technological changes						
1	The change plans being properly communicated to the employees.					
2	The employees are participating in implementing the change.					

3	Proper training is provided to the employees for implementing the change.					
4	There is improvement in the skills of employees due to organizational change.					
5	Due to change in the decision-making process employees are satisfied.					
6	Employees are participating and learning through training provided by the organization.					
7	Management is positively participating in the change process and boosting the morale of the employees.					

D. Organizational leadership

1	I have complete faith in my supervisor					
2	My supervisor helps me to find meaning in my work					
3	My supervisor enables others to think about old problem in new ways					
4	My supervisor helps others to develop themselves.					
5	My supervisor tells others what to do if they want to be rewarded for their work.					
6	My supervisor believes that most employees in the general population are lazy.					
7	My supervisor stays out of the way as I do my work					

NB: the below Question will be answered by supervisor, director and manager only

E. Employee Performance

1	How do you rate quality of your performance					
2	How do you rate your productivity on the job					
3	How do you rate the performance of your peers at their jobs compared with yourself doing the same kind of work?					
4	How do you rate the performance of yourself at their jobs compared with your peers doing the same kind of work?					

Thank You Very much for your time!

Annex -2-

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	df1
1	.833 ^a	.695	.692	.24815	.695	322.835	1
2	.839 ^b	.705	.700	.24488	.010	4.813	1
3	.852 ^c	.726	.720	.23659	.022	11.056	1
4	.857 ^d	.734	.726	.23400	.008	4.114	1

Model Summary

Model	Change Statistics	
	df2	Sig. F Change
1	142	.000
2	141	.030
3	140	.001
4	139	.044

a. Predictors: (Constant), TCT VAV

b. Predictors: (Constant), TCT VAV, OLT VAV

c. Predictors: (Constant), TCT VAV, OLT VAV, OST VAV

d. Predictors: (Constant), TCT VAV, OLT VAV, OST VAV, OCT VAV

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.879	1	19.879	322.835	.000 ^b

	Residual	8.744	142	.062		
	Total	28.623	143			
2	Regression	20.168	2	10.084	168.159	.000 ^c
	Residual	8.455	141	.060		
	Total	28.623	143			
3	Regression	20.787	3	6.929	123.787	.000 ^d
	Residual	7.836	140	.056		
	Total	28.623	143			
4	Regression	21.012	4	5.253	95.934	.000 ^e
	Residual	7.611	139	.055		
	Total	28.623	143			

a. Dependent Variable: EPT VAV

b. Predictors: (Constant), TCT VAV

c. Predictors: (Constant), TCT VAV, OLT VAV

d. Predictors: (Constant), TCT VAV, OLT VAV, OST VAV

e. Predictors: (Constant), TCT VAV, OLT VAV, OST VAV, OCT VAV

Coefficients^a

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	1.211	.181		6.694	.000
	TCT VAV	.748	.042	.833	17.968	.000
2	(Constant)	1.061	.191		5.552	.000

	TCT VAV	.725	.042	.808	17.118	.000
	OLT VAV	.103	.047	.104	2.194	.030
3	(Constant)	.995	.186		5.355	.000
	TCT VAV	.774	.043	.862	17.808	.000
	OLT VAV	.201	.054	.202	3.718	.000
	OST VAV	.172	.052	.192	3.325	.001
4	(Constant)	.988	.184		5.374	.000
	TCT VAV	.768	.043	.856	17.849	.000
	OLT VAV	.210	.054	.212	3.920	.000
	OST VAV	3.597	1.689	4.025	2.129	.035
	OCT VAV	3.427	1.689	3.830	2.028	.044

Coefficients^a

Model		95.0% Confidence Interval for B		Correlations			Collinearity Statistics
		Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance
1	(Constant)	.854	1.569				
	TCT VAV	.666	.830	.833	.833	.833	1.000
2	(Constant)	.683	1.439				
	TCT VAV	.642	.809	.833	.822	.784	.940
	OLT VAV	.010	.195	.301	.182	.100	.940
3	(Constant)	.628	1.362				
	TCT VAV	.688	.860	.833	.833	.788	.835
	OLT VAV	.094	.307	.301	.300	.164	.660
	OST VAV	.274	.070	.276	.271	.147	.586
4	(Constant)	.624	1.351				

TCT VAV	.683	.854	.833	.834	.781	.832
OLT VAV	.104	.316	.301	.316	.171	.655
OST VAV	6.936	.257	.276	.178	.093	.001
OCT VAV	.086	6.767	.279	.170	.089	.001

Coefficients

Collinearity Statistics

Model		VIF
1	(Constant)	
	TCT VAV	1.000
2	(Constant)	
	TCT VAV	1.064
	OLT VAV	1.064
3	(Constant)	
	TCT VAV	1.198
	OLT VAV	1.516
	OST VAV	1.707
4	(Constant)	
	TCT VAV	1.202
	OLT VAV	1.527
	OST VAV	1867.853
	OCT VAV	1864.138

a. Dependent Variable: EPT VAV

Excluded Variables

Model	Collinearity Statistics	
		Minimum Tolerance
1	OCT VAV	.834
	OST VAV	.835
	OLT VAV	.940
2	OCT VAV	.587
	OST VAV	.586
3	OCT VAV	.001

a. Dependent Variable: EPT VAV

b. Predictors in the Model: (Constant), TCT VAV

c. Predictors in the Model: (Constant), TCT VAV, OLT VAV

d. Predictors in the Model: (Constant), TCT VAV, OLT VAV, OST VAV

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions			
				(Constant)	TCT VAV	OLT VAV	OST VAV
1	1	1.993	1.000	.00	.00		
	2	.007	17.443	1.00	1.00		
2	1	2.972	1.000	.00	.00	.00	
	2	.021	11.823	.07	.11	.99	
	3	.007	21.364	.93	.89	.01	

3	1	3.948	1.000	.00	.00	.00	.00
	2	.029	11.593	.11	.07	.05	.46
	3	.017	15.288	.00	.06	.86	.42
	4	.006	25.709	.89	.87	.08	.12
4	1	4.933	1.000	.00	.00	.00	.00
	2	.042	10.806	.08	.05	.00	.00
	3	.019	16.292	.01	.08	.92	.00
	4	.006	28.586	.91	.87	.07	.00
	5	1.299E-5	616.281	.00	.00	.01	1.00

a. Dependent Variable: EPT VAV

Annex -3-

Correlations

		OCT VAV	OST VAV	TCT VAV	OLT VAV	EPT VAV
OCT VAV	Pearson Correlation	1	1.000**	.408**	.582**	.279**
	Sig. (2-tailed)		.000	.000	.000	.001
	N	144	144	144	144	144
OST VAV	Pearson Correlation	1.000**	1	.406**	.583**	.276**

	Sig. (2-tailed)	.000		.000	.000	.001
	N	144	144	144	144	144
TCT VAV	Pearson Correlation	.408**	.406**	1	.244**	.833**
	Sig. (2-tailed)	.000	.000		.003	.000
	N	144	144	144	144	144
OLT VAV	Pearson Correlation	.582**	.583**	.244**	1	.301**
	Sig. (2-tailed)	.000	.000	.003		.000
	N	144	144	144	144	144
EPT VAV	Pearson Correlation	.279**	.276**	.833**	.301**	1
	Sig. (2-tailed)	.001	.001	.000	.000	
	N	144	144	144	144	144

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

Annex -4-

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employees are satisfied with change in the organizational structure.	144	1.00	4.00	2.0833	.68449

A good structure can lead to organizational effectiveness by the employee performance.	144	1.00	4.00	2.1667	.64775
The structure of an organization increases employee's performance by bringing about increase in productivity.	144	1.00	4.00	2.1875	.70927
The policies and the organization structure in our organization have been clearly defined.	144	1.00	4.00	2.2708	.72149
Valid N (listwise)	144				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
A friendly atmosphere prevails among the people in our organization.	144	1.00	4.00	2.0764	.68019
In our organization when you are on a difficult assignment you can usually count on getting assistance from your boss and colleagues.	144	1.00	4.00	2.1667	.64775
Around here there is a feeling of pressure to continually improve our personal and group performance.	144	1.00	4.00	2.2083	.73736
In our organization people are proud of belonging to this organization.	144	1.00	4.00	2.2778	.73327

People in our organization are giving more ideas, information, feedback on customers, products, service etc.	144	1.00	4.00	2.1181	.59716
In our organization trusting and friendly relations are highly valued.	144	1.00	4.00	2.1319	.65041
In our organization people take the initiatives and also preventive action on most matters.	144	1.00	4.00	2.2708	.79525
In our organization informal groups and networks are used to share the organizational information among themselves.	144	1.00	4.00	2.1528	.75094
Valid N (listwise)	144				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
The change plans being properly communicated to the employees.	144	3.00	5.00	4.2361	.45782
The employees are participating in implementing the change.	144	3.00	5.00	4.6875	.50824
Proper training is provided to the employees for implementing the change.	144	3.00	5.00	4.4653	.79256
There is improvement in the skills of employees due to organizational change.	144	3.00	5.00	4.5486	.76487

Due to change in the decision-making process employees are satisfied.	144	3.00	5.00	4.2361	.48741
Employees are participating and learning through training provided by the organization.	144	3.00	5.00	4.0625	.60555
Management is positively participating in the change process and boosting the morale of the employees.	144	2.00	5.00	4.5972	.58321
Valid N (listwise)	144				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I have complete faith in my supervisor	144	1.00	5.00	2.2708	.75000
My supervisor helps me to find meaning in my work	144	1.00	5.00	2.3056	.67189
My supervisor enables others to think about old problem in new ways	144	1.00	5.00	2.4097	.77019
My supervisor helps others to develop themselves.	144	1.00	4.00	2.3611	.70573
My supervisor tells others what to do if they want to be rewarded for their work.	144	1.00	4.00	2.2500	.72421
My supervisor believes that most employees in the general population are lazy.	144	1.00	5.00	2.3958	.65011
My supervisor stays out of the way as I do my work	144	1.00	4.00	2.3889	.75827

Valid N (listwise)	144				
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Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
how do you rate quality of your employee performance before change	144	1.00	5.00	4.6597	.63865
How do you rate your employee productivity on the job before change	144	1.00	5.00	4.4097	.73297
How do you rate the performance of your peers at their jobs compared with yourself doing the same kind of work	144	1.00	5.00	4.4375	.66605
How do you rate the performance of yourself at their jobs compared with your peers doing the same kind of work	144	1.00	5.00	4.3056	.84686
Valid N (listwise)	144				