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The Determinants of Employee Readiness for Organizational Change the Case of Abay Bank Share Company Bahir Dar City Branches

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COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

MASTERS OF BUSINESS ADMINISTRATION (MBA) PROGRAM

**THE DETERMINANTS OF EMPLOYEE READINESS FOR
ORGANIZATIONAL CHANGE THE CASE OF ABAY BANK SHARE
COMPANY BAHIR DAR CITY BRANCHES**

BY

Tabot Feleke

June, 2021

Bahir Dar, Ethiopia

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BRANCHES

BY

Tabot Feleke

A THESIS SUBMITTED TO THE DEPARTMENT OF MANAGEMENT BAHIR DAR
UNIVERSITY IN PARTIAL FULFILLMENT FOR THE REQUIREMENTS OF
MASTERS OF BUSINESS ADMINISTRATION (MBA)

June, 2021

Bahir Dar, Ethiopia

DECLARATION

I, hereby, declare that this work entitled “**The Determinants of Employee Readiness for Organizational Change: The Case of Abay Bank Share Company Bahir Dar City Branches**” is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which has been accepted for the award of any other degree or diploma of the university or other institute of higher learning, except where due acknowledgment has been made in the text.

Tabot Feleke

Candidate Name

Signature

date

Advisor Approval

This Thesis has been submitted for examination with my approval as a University advisor.

Getnet Almaw (Assi. Professor)

Advisor Name

Signature

date

Bahir Dar University
College of Business and Economics
MBA Program
Statement of certification

This is to certify that the thesis prepared by Tabot Feleke entitled “**The Determinants of Employee Readiness for Organizational Change: The Case of Abay Bank Share Company Bahir Dar City Branches**” submitted in partial fulfillment of the requirements for the degree of Master of Business Administration in Management complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

Approval of Board of Examiners

_____ External Examiner	_____ Signature	_____ date
_____ Internal Examiner	_____ Signature	_____ date
_____ Chair Person	_____ Signature	_____ date

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Acronyms and Abbreviation

ADKAR	Awareness, Desire, Knowledge, Ability, and Reinforcement
ANOVA	Analysis of Variance
COVID	Corona Virus Disease
G.C	Gregorian Calendar
KMO	Kaiser-Meyer-Olkin
SC	Share Company
SPSS	Statistical Packages for Social Sciences
VIF	Variance Inflation Factor

ABSTRACT

The change is unavoidable in the life of an individual or organization. In today's business world, most of the organizations are facing a vibrant and changing business environment. Studies have revealed that a successful organizational change depends on well-motivated, inspired, and committed workforce. Consequently, this study focuses on the determinants of employee readiness for organizational change: the case of Abay bank share company Bahir Dar city branches. In this study, among 205 workers from 17 branches of Abay Bank in Bahir Dar City Branches, the study took 118 respondents based on a simple random sampling technique. The investigation was done taking five independent variables and one dependent variable. The essential hypothesis was developed to test the variables and SPSS were used for data analysis. Person correlation result showed that each variable, quality of communication ($r = .627$, $p = .000$), individual intelligence ($r = .566$, $p = .000$), trust in top management ($r = .668$, $p = .000$), participation in decision ($r = .359$, $p = .000$) and pay/wages/rewards ($r = .414$, $p = .001$) has a positive relationship with employee readiness to change. Multiple regression analysis results revealed that among the five tested hypothesis quality of communication ($\beta = 0.232$, $P < 0.05$), individual intelligence ($\beta = 0.220$, $P < 0.05$), trust in top management ($\beta = 0.251$, $P < 0.05$) and pay/wages/rewards ($\beta = .122$, $P < 0.05$) showed a positive significant effect on employee readiness, whereas participation in decision making ($\beta = -0.073$, $P = 0.257$) was found to be insignificant to predict the employee readiness of Abay Bank SC Bahir Dar city branches. Even though, participation in decision making is insignificant according to the result, the management body of Abay Bank shouldn't totally ignore this variable since it has significant effect in the previous research results.

Keywords: Individual Intelligence, Participation in Decision Making, Quality of Communication, Trust in Top Management and Pay/Wages/Rewards.

CHAPTER ONE:

INTRODUCTION

1.0. Introduction

This chapter presents the background of the research, the statement of the problem, objectives of the study, research questions and significance of the study. The chapter further presents scope and content of the study.

1.1. Backgrounds of the Study

Change is inevitable in the life of an individual or organization. In today's business world, most of the organizations are facing a dynamic and changing business environment. They should either change or die, there is no third alternative. Organizations that learn and cope with change will thrive and flourish and others who fail to do so will be wiped out (Chaudhary A., & Singh, 2012).

External and internal factors push organizations into change, and organizations need to either respond quickly in order to change successfully, or take proactive steps in advance of a given situation. In order to successfully lead an organization through major change, it is important for management to consider both the human and technical side of change (Armenakis A., & Bedeian G., 1999). Readiness for change and actions undertaken during the implementation of changes serve as a key construct for the success of a change effort. Managers should focus on creating readiness for change by reducing resistance and transforming employees into change agents, while at the same time crafting a change message that helps employees adopt behaviors that are essential for the change effort to be successful (Rebecca & Maren, 2017). According to Kotter (2003) the key challenge of change lies in gaining employees "willingness to commit to the change effort. To cope with new technological, competitive, and demographic forces, leaders in every sector must continue to seek new ways to help their organizations adapt to these conditions and fundamentally alter the way they do business. Administrations of these days should meet modern residents' assumption and diminish expenses of living. Having the steadily developing requirement for the advancement for framework with spending imperatives of governments, new

and keen methods of doing things should be found to address those assumptions, (Schmidheiny S. & Timberlake L., 1992).

The magnitude of change can be small or large but are concerned with improvement, variation, alteration or modification of something (Bennett, 2001). The source of change is both internal and external pressures associated with the expansion or need of businesses to respond to challenges. Internal change factors are concerned with organizational growth, while external factors are associated with issues like institutional and market volatility (Barnett and Carroll, 1995).

It is important to remember that humans have different individual life experiences, motivational levels, socio-demographic characteristics, knowledge, attitudes, support systems, values, and behavioral patterns (French and Bell 1999). Employees could respond in a different way to an organizational change. Some may benefit from the change, whereas others may seriously be disappointed. Still others may not even perceive the change. This thesis, therefore, presents the detailed description of research entitled “The Determinants of Employee Readiness for Organizational Change: The Case of Abay Bank Share Company Bahir Dar City Branches”.

Abay Bank SC was formed in July 2010 and registered as a public share holding company in accordance with the Banking Business Proclamation No 592/2008. The Bank obtained its license from National Bank of Ethiopia on July 14, 2010 and started its operation on November 4, 2010. Currently the Bank has more than 274 branches in the country and 17 branches in Bahir Dar city. More than 200 staffs are working in Bahir Dar city branches. Since, its establishment the Bank has been undertaken major changes. To be competitor in the banking industry Abay Bank is now implementing the system change, structural change and expansion of branches, consequently, the researcher performed focus on the ongoing changes and the employee’s readiness/reflection for the changes by using Factors.

1.2. Statement of the Problem

The readiness of individual members for change is central to any organization’s ability to successfully implement organizational changes (Armenakis & Harris, 2009). Change has been believed to be a phenomenon that individuals and organizations have to face inevitably on a daily basis. Change engages pursuing new circumstances as per the needs and capability of the organization under question. Faghihi & Allameh (2012) contend that today’s business world is in

a cutthroat competition. The way to survive is to reshape to the needs of a rapidly changing world. Resistance to change is a dead-end street for organizations. Customers not only demand excellent service but demand extra benefits along with it. If organizations do not supply it, their competitors will to survive and to be successful without any problem.

The change message and the strategies for communicating the message are critical to successfully bringing about the level of commitment needed by employees to implement and sustain an organizational change (Armenakis et al., 1999). To understand employee's readiness to change the influencing factors must be discovered and analyzed; only then can specifically change readiness interventions be effectively designed, implemented and evaluated.

In this regard, Abay Bank SC Bahir Dar city branches has been engaged with modern system changes and structural changes of which are supposed to help the bank to accomplish its growth and transformational role though the dynamic global changes of the bank. The employees stand on the factors influencing their readiness to the ongoing change recently implemented, structural and system changes were not clear and given the fact that, the change was implemented most recently, the researcher couldn't find any published and/or related research on analysis of change management practices and employees readiness to change at Abay Bank SC Bahir Dar City Branches. Hence, the purpose of this study was to investigating the relationships between readiness of employee for change and five possible influential factors: quality of communication, individual intelligence, trust in top management, participation in decision making and wages/pays/rewards which was hoped to significantly contribute to evaluate the effectiveness of the ongoing change, design of new change requirements at Abay Bank SC and complement the debate on the factors influencing employee's readiness to change.

1.3 Research Questions

Having in mind the above overviews employee readiness for organizational change, the central questions of the study were;

- ❖ To what extent quality of communication affects employee's readiness to change?
- ❖ To what extent individual intelligence affects employee's readiness to change?
- ❖ To what extent trust in top management affects employee's readiness to change?
- ❖ To what extent participation in decision making affects employee's readiness to change?
- ❖ To what extent pay/wages/rewards affect employee's readiness to change?

1.4. Objectives of the Study

1.4.1. General Objective

The main objective of the study was to identify the determinants that influence employee's readiness to change in Abay Bank SC Bahir Dar city branches.

1.4.2. Specific Objectives

This study has the following specific objectives: -

- To examine the effect of quality of communication on employee's readiness to change.
- To examine the effect of individual intelligence on employee's readiness to change.
- To examine the effect of trust in top management on employee's readiness to change.
- To examine the effect of participation on decision making on employee's readiness to change.
- To examine the effect of pay/wages/rewards on employee's readiness to change.

1.5. Research Hypothesis

Taking the implication of this study to Abay Bank SC in to account and based on the theoretical and conceptual framework the researcher tested the following hypothesis:

- ◆ *H1*. There is a significant positive relationship between quality of change communication and employee readiness for organizational change.
- ◆ *H2*. There is a significant positive relationship between individual intelligence and employee readiness for organizational change.
- ◆ *H3*. There is a significant positive relationship between trust in top management and employee readiness for organizational change.
- ◆ *H4*. There is a significant positive relationship between participation on decision making and employee readiness for organizational change.
- ◆ *H5*. There is a significant positive relationship between pays/wages/rewards and employee readiness for organizational change.

1.6. Significance of the Study

The result of this research study will have contribution in fining the knowledge interconnects in field of determinants of employee readiness for organizational change. More specifically, the

determinants of employee readiness to change are not exhaustively researched concept in Ethiopia. Therefore, the finding of the study will have both theoretical and practical allegations in examining problems associated with determinants of employee's readiness to change. The theoretical value implies in the study could provide latest information about the level of employee's readiness to change and the magnitude of how the change is accepted, internalized and perceived in the study case. Identifying the determinants of readiness to change is also another area of interest that needs to be studied so as to apprehend the contribution of determinants in banks. As a result, concerned management bodies, researchers and policy makers at large could be aware of the determinant that influences employees' readiness to change and specific determinants in banks. Secondly, the outcome would contribute in the existing stock of knowledge in the area of determinants of employee's readiness associated with banks. To the practical implications, on the other hand, the finding could help the management bodies and strategists to develop intervention mechanisms as to how determinants of employee's readiness to change affect employee's perception of readiness to change and make them accept change efforts. Particularly, the research output of this study will provide an opportunity to the Abyi Bank officials to evaluate the effectiveness of the changes implemented in the bank with regard to the employee's readiness.

1.7. Scope of the Study

The scope of the study was limited to the assessment of determinants of employee's readiness to change on Abay Bank SC Bahir Dar city branches in 2021 G.C. Therefore, due to the broad nature of employee's readiness to change factors, the research is not including all areas other than assessing the individual intelligence, participation on decision making, quality of communication, trust in top management, and pay/wages/rewards.

1.8. Limitation of the Study

The constraints in the implementation of the study were finance, time, lack of interest of the participant to fill the questionnaire, and the current COVID-19 situation. Among the constraints, the time available to collect data and study research was very short. In addition, COVID-19 situation has limited the study in Bahir Dar city only as a result the homogeneity of data will increase and decreases the study generalizability.

1.9. Organization of the Study

This research is organized in to five chapters; chapter one gives a brief introduction to the subject of the study, it includes background of the study, the statement of the problem; objectives of the study. The second chapter briefly presents the theoretical and empirical literatures on determinants of employee readiness for change and organizational changes. Then the third chapter deals about research methodology that describes the variables, population, sample, instruments and data collection. Chapter four consists of analysis techniques and presentation of the study results. The last chapter, chapter five, provides a conclusion and suggestions of the study and finally references and relevant annexes are provided.

CHAPTER TWO: REVIEW OF RELATED LITERATURES

2.0. Introduction

In this section I clarify further review of the literature provides a detailed summary of studies related to the determinants of employee's readiness to change. The chapter therefore covers the theoretical review and empirical past studies on factors affecting employee's readiness to change.

2.1. Conceptual Reviews

2.1.1. What is Change?

The term "change" refers to any variation in an organization's overall working environment. Change is the changing of a system's structure or process as a process. It doesn't matter if it's good or awful; the concept is merely descriptive. (2012 definition of a lovely professional university) Change might be little or enormous, as long as it is focused on improvement, variation, alteration, or modification of something (Bennett, 2001).

2.1.2. Change Management

According to Jeff (2007), change management is the practice of using tools and approaches to manage the people side of corporate change in order to accomplish the desired business goals while simultaneously integrating the change into the workplace's social infrastructure.

Change management is a work, a process, and a professional activity because of the basic consistency of change processes across businesses, industries, and structures in different nations, continents, and internationally. Organizational transformation is a socially constructed reality that has negotiated meaning as a result of power dynamics and supremacy struggles (Grant, 2005).

2.1.3. Important of Change

Change is endemic, according to Turner (1999) and Abrahamson (2000), and it has become a crucial determinant in preserving a company's competitive edge. They believe that the old bureaucratic management style is incapable of tackling the difficulties of a changing world. As a

result, today's dynamic corporate environment necessitates regular changes in both organizational operations and structure.

Change is an ever-present component of organizational existence, according to Burnes (2004), both at an operational and strategic level. As a result, there should be no mistake about how critical it is for any company to be able to recognize where it needs to go in the future and how to manage the changes that will be required to get there.

2.1.4. Resistance to Change

The appearance of employee resistance is one of the repercussions of change. Resistance is a condition that affects the change process by delaying or slowing it down, blocking or blocking it, and raising the plan's expenses (Ansoff 1990 in Bengat et al. 2015). The act of rejecting or battling with adjustments or transformations that affect the status quo is known as resistance to change.

2.1.5. Readiness to Organizational Change

Readiness is defined as a conviction, intention, attitude, and behavior about the degree to which change is required and the organizational capacity to successfully implement it (Armenakis et al., 1993; Rafferty and Simons, 2006; Susanto, 2008). According to Bernerth (2004), ready is a state of mind that displays a willingness or receptiveness to changing one's way of thinking during the transition process.

According to Bernerth (2004), readiness is a state of mind that displays a willingness or receptiveness to changing one's way of thinking during the transition process. Organizational change can be characterized as a transition from one stage to the next, or it may be characterized as the dismantling of old structures and the construction of new ones (Chonko, 2004).

Employees are likely to respond in one of two ways during organizational change: readiness or resistance. Employee willingness to embrace change is boosted by readiness elements, whereas resistance is thought to be a passive response. Resistance to change is defined by Chawla and Kelloway (2004, p. 485) as "an adherence to any beliefs or actions that hinder organizational change goals." For the success of organizational change, several researchers have placed individuals at the core of their studies (Judge et al., 1999). It has been seen over the last few decades that this is how to convince employees to accept effective and successful transformation programs (Armenakis et al., 1993; Bernerth, 2004; Holt et al., 2007; Cinite et al., 2009).

Internal and external forces connected with corporate expansion or the need to adapt to problems are the sources of change. Organizational growth is the focus of internal change factors, whereas institutional and market instability are the focus of external change factors (Barnett and Carroll, 1995).

2.2. Theoretical Review

2.2.1. Factors Affecting Change Readiness

Employee preparation for organizational change was studied using five elements, with both dependent and independent variables explained as follows.

2.2.1.1 Dependent Variable

Readiness to Change: Readiness is defined as a conviction, intention, attitude, and behavior about the degree to which change is required and the organizational capacity to successfully implement it (Armenakis et al., 1993). Some writers view readiness to change to be a multidimensional construct including cognitive, affective, and behavioral dimensions (Abdulrashid et al., 2003), while others regard it to be a one-dimensional construct (Abdulrashid et al., 2003). (Holt et al., 2007).

2.2.1.2 Independent Variables

Individual intelligence: Personal intelligence, according to Mayer's notion, is the ability to reason about personality and use personality and personal knowledge to improve one's thoughts, plans, and life experience (Mayer, 2008). Sternberg presented a three-part theory of intelligence, claiming that humans might have different levels of analytical, creative, and practical intelligence. He argued that traditional intelligence tests assess analytical intelligence, the ability to answer problems with a single right answer, but they do not well assess creativity (ability to adapt to new situations and create new ideas) or practicality Sternberg (1985).

Other things being equal, the theory goes on to say that while there are many ways to be successful without personal intelligence, persons who are skilled at using their personal intelligence have certain advantages over others who are less effective at utilizing their personal intelligence. Higher intellect individuals may make better decisions regarding themselves and others (Mayer, 2008).

Quality of Communication: it is an effective tool for motivating employees involved in change (Luecke, 2003) Whereas, Lozano (2013) focuses on the strategies those are employed by managers in communicating the organizational changes. This empirical contribution clearly helps to understand the process of communicating organizational change.

The challenge that constantly returns in all change projects is management's struggle to overcome employees' persistent attitude to avoid change. The answer not only lies in a participative leadership style of management, but also in communication with organizational members. Indeed, several authors claim that communication of change is the primary mechanism for creating readiness for change (Armenakis & Harris, 2002; Bernerth, 2004).

If the quality of communication is poor, people tend to develop more cynicism and the amount and quality of information that is provided can also influence how organizational members will react to change (Reichers et al., 1997).

Trust in Top Management: According to Korsgaard et al (2002) trust in management is the employee's inclination to follow and support the leader. In an organization, trust in management is important to ensure employees' cooperation. With trust in management, employees may recognize the management's good intentions and believe that they can enjoy the benefits gained from the organization. In an organization, trust in management is important to ensure employees' cooperation. Organizational change that may lead to crisis and risk for the employees requires the management to place importance on building a trust. With trust in management, employees may recognize the management's good intentions and believe that they can enjoy the benefits gained from the organization

Participation in Decision Making: Successful changes in organizations can be identified from the participation of leaders and employees (Buschmeyer et al., 2016). Employee participation in organizational change will make the transformation goals clearer and also beneficial to the change team by getting more information about employee perspective and their change-oriented skills (McKay et al., 2013). Employee participation is considered a key element in the successful implementation of new management strategies and plays an important role in determining the degree of job satisfaction (Ardichvili, Page et al., 2003). Furthermore, participation is a mental and emotional reflection that will lead to the fulfillment of individual and organizational goals, especially if supported by the organization's climate (Ardichvili, Page et al., 2003).

Wages/pays/rewards: employees develop positive attitudes and behaviors on the basis of expectations and benefits provided by organization. Alvi and Ahmed (1987) supported the view that in organization, employee can be satisfied by fulfilling their psychological and financial needs. Thus, this study applied employee financial predictor such that pay/wages/rewards to examine employee attitudes and behaviors to readiness for organizational change. Penley and Gould (1988) empirically supported the concept by analyzing the psychological and financial perspective of employees to understand their attitudes and behaviors towards the organization. In the literature, affective, moral, alienative and normative elements were used as psychological factors and instrumental or continuance components were used as financial predictors (Penley and Gould, 1988).

History of Change: Time and history are key context elements that affect organizational change processes, but time and history have largely been ignored in organizational change research (Pettigrew et al., 2001, Bordia, Restubog, Jimmieson, & Irmer, 2007). Few studies have looked at an organization's change history as a predictor of change preparedness. In brief, several research has found that a history of change failed is inversely connected with the motivation or effort expended to make those changes.

Appropriateness: Employees must feel that, in addition to recognizing that a gap exists, the specific organizational change being proposed would effectively resolve the gap if they are to support change. This second sentiment is labeled appropriateness. This sentiment is also consistent with social accounts theory (Bies, 1987) and is used to describe whether the proposed or implemented change is/was the correct one for the present situation.

Management Support: Leaders are motivated to adapt to change by management support (Holt et al., 2007), but transformation requires resources and commitment (Armenakis & Harris, 2002). People could then see the change through the entire institution. Managers play a critical role in enhancing employee change readiness (Neves, 2009). Furthermore, management support and a few other factors are critical, such as senior leaders' encouragement to adopt the change, support from a decision maker or top management to emphasize how critical the change is, senior leaders' commitment to adapt, and clarification of management's hint that the organization will undergo change, the support from a decision maker or the top management to strongly

stress how crucial the change is, the commitment from the senior leaders to adapt and to clarify the hint from the management that organization is going to have the change (Holt et al., 2007). In addition, Bernerth (2004) is of the view that the most important factor is the reality that no one stands alone as a part of an organization. In fact, employees get along cognitively and behaviorally with their colleagues.

Way of Thinking: The two types of thinking that people have are intuitive and rational. The capacity to swiftly perceive a situation or feeling without having to learn or discover a cognitive explanation is referred to as intuitive or intuition. Individuals with intuitive decision-making styles make decisions based on their gut instinct or inner feelings (McShane and Glinow, 2009). They can make swift conclusions even when the amount of information provided is limited. Individuals with a rational mindset make decisions based on logical and methodical study of facts in order to maximize the desired outcomes (McShane and Glinow, 2009).

Organization Commitment: Employees who feel committed (loyal, involved, and identified) to their organization are believed to have a higher level of readiness in the organization under consideration. The organizational commitment model, according to Allen and Meyer in Balcescu (2013), has three dimensions: affective commitment, normative commitment, and ongoing commitment. Employees' emotional attachment to the organization is referred to as affective commitment, and it is linked to corporate values. The moral obligation of an employee to remain in the organization is referred to as normative commitment. Employee attachments generated by costs incurred when they depart the organization are referred to as ongoing commitment.

2.2.2. Models of Organizational Change

Many approaches and models have been developed regarding organizational change. Here three well-known and more appropriate models to the study are explained:

2.2.2.1. Kotter's Eight Step Model of Change Management

The study by John Kotter (1996) on the success and failure of company change programs was quite helpful. "The most general lesson to be learnt from the more successful situations is that the change process goes through a succession of phases that take a long time to complete; skipping steps just provides the sense of speed and never yields satisfactory outcomes," he says. "Making significant errors in any of the phases can have a devastating impact, impeding momentum and

erasing hard-won achievements," says the article (Kotter, 1996). He has established eight steps change managers should give greater emphasis and follow to have a successful change. In each stage Kotter identified key principles relating to people's response and approach to change, in which people see, feel and then change. The stages developed by kotter are the following:

Establish sense of urgency: Kotter, (1996) indicates that over half the companies he has observed have never been able to create enough urgency to prompt action. "Without motivation, people won't help and the effort goes nowhere executives underestimate how hard it can be to drive people out of their comfort zones".

Form a powerful guiding coalition: Change attempts, according to Kotter (1996), generally begin with just one or two people and should gradually expand to involve more and more people who believe the changes are necessary. In this phase, it's critical to assemble a large enough initial core of believers. In terms of the positions they play in the company, their reputations, the skills they offer, and the relationships they have, this initial group should be rather powerful. These people should be more committed and emotional in order to progress the change initiative ahead.

Create a vision: According to John Kotter, developing clear vision can help to break resistant to change. Successful transformation rests on "a picture of the future that is relatively easy to communicate and appeals to customers, stockholders, and employees. As John Kotter, (1996) put it "if managers can't communicate the vision to someone in five minutes or less and get a reaction that signifies both understanding and interest, managers are not yet done with this phase of the transformation process".

Communicate the Vision: According to Kotter (1996), the leadership should assess how much vision communication is required and then magnify that effort by ten. Do not restrict yourself to a single management meeting, a President's address, or a few news articles. If people are going to view the effort as essential, leaders must be seen "walking the talk" – another kind of communication. Actions, as well as words, are effective transmitters of new ways. The basic principle is simple and clear: take advantage of every available communication channel and opportunity. Employees should be involved in the planning and implementation of the change; sensitive areas of organizational change management should be handled through face-to-face communications; and managers should communicate with their people face-to-face. If the vision is clearly presented, it can help the transformation process by increasing employee commitment and involvement, as well as creating a sense of shared purpose among organizational members.

The failure of transformational efforts is due to a lack of vision communication to the implementers.

Empower others to act on vision: As a result, members of the organization shift their areas of interest. Allocate funds from the budget to the new initiative. Change the way you structure your job to place employees where the effort is needed. Allow vital employees to focus on the new effort by relieving them of previous duties. In other words, remove any barriers to implementing the change. Nothing is more frustrating than believing in a change but having the time, money, assistance, or support to make it happen. Organizations may not be able to eliminate all barriers, but the most significant ones must be addressed.

Plan for a short term wins: Since real transformation takes time, the loss of momentum and the onset of disappointment are real factors. Most people won't go on a long march for change unless they begin to see compelling evidence that their efforts are bearing fruit. In successful transformation, leaders actively plan and achieve some short term gains which people will be able to see and celebrate. This provides proof to organization members that their efforts are working, and adds to the motivation to keep the effort going. "When it becomes clear to people that major change will take a long time, urgency levels can drop. Commitments to produce short-term wins help keep the urgency level up and force detailed analytical thinking that can clarify or revise visions".

Consolidate improvements and sustain the momentum for change: As Kotter said it, "Do not declare victory too soon". Until changes sink deeply into the enterprise culture – a process that can take five to ten years - new approaches are fragile and subject to regression. Again, a premature declaration of victory kills momentum, allowing the powerful forces of tradition to regain ground. Leaders of successful efforts use the feeling of victory as the motivation to delve more deeply into their organization: to explore changes in the basic culture, to expose the systems relationships of the organization which need tuning, to move people committed to the new ways into key roles. Leaders of change must go into the process believing that their efforts will take years.

Institutionalize the new approaches: Change stays, according to Kotter (1996), when it becomes "the way we do things around here." New behaviors are subject to degradation as soon as the pressure for change is withdrawn unless they are planted in social norms and shared values." There are two variables that are very important in accomplishing this. The first is an attempt to

demonstrate how the new techniques, actions, and attitudes have contributed to the company's improvement. The second goal is to ensure that the next generation of business executives believe in and represent the new methods of doing things.

2.2.2.2. The Force -Field Model

One of corner stone models to help understand organizational change was developed by social scientist and physicist (Kurt Lewin 1950). What do you do, according to Kurt Lewin (1950), if you have a giant cube of ice but realize you desire a cone of ice? To begin, you must first melt the ice to make it flexible (unfreeze). Then you must shape the iced water into the desired shape (change). Finally, the new shape must be solidified (refreeze). By looking at change as process with distinct stages, you can prepare yourself for what is coming and make a plan to manage the transition – looking before you leap, so to speak. To begin any successful change process, you must first start by understanding why the change must take place. As Lewin put it, "Motivation for change must be generated before change can occur.

Unfreeze: This first step of change is preparing the organization to agree that change is required, which involves breaking the current status quo before constructing a new way of working. The development of a convincing message showing why the current method of doing things cannot continue is critical to this. When you can point to decreasing sales numbers, dismal financial outcomes, disturbing customer satisfaction surveys, or the like, this is the easiest to frame: These illustrates that things must change in a way that everyone can understand. To prepare the organization successfully, you need to start at its core – you need to challenge the beliefs, values, attitudes, and behaviors that currently define it. Using the analogy of a building, you must examine and be prepared to change the existing foundations as they might not support add-on story's; unless this is done, the whole building may risk collapse. This first part of the change process is usually the most difficult and stressful. When you start cutting down the "way things are done", you put everyone and everything off balance. You may evoke strong reactions in people, and that's exactly what needs to done. By forcing the organization to re-examine its core, you effectively create a (controlled) crisis, which in turn can build a strong motivation to seek out a new equilibrium. Without this motivation, you won't get the buy-in and participation necessary to effect any meaningful change (KurtLewin, 1950).

Change: After the uncertainty created in the unfreeze stage, the change stage is where people begin to resolve their uncertainty and look for new ways to do things. People start to believe and

act in ways that support the new direction. The transition from unfreeze to change does not happen overnight: People take time to embrace the new direction and participate proactively in the change. A related change model, the Change Curve, focuses on the specific issue of personal transitions in a changing environment and is useful for understanding this specific aspect in more detail. In order to accept the change and contribute to making the change successful, people need to understand how the changes will benefit them. Not everyone will fall in line just because the change is necessary and will benefit the company. This is a common assumption and pitfall that should be avoided (KurtLewin, 1950).

Refreeze: When the changes are taking shape and people have embraced the new ways of working, the organization is ready to refreeze. The outward signs of the refreeze are a stable organization chart, consistent job descriptions, and so on. The refreeze stage also needs to help people and the organization internalize or institutionalize the changes. This means making sure that the changes are used all the time; and that they are incorporated into everyday business. With a new sense of stability, employees feel confident and comfortable with the new ways of working (KurtLewin, 1950).

2.2.2.3. ADKAR Model of Change

Individuals in the organization must eventually do their jobs differently for a project or initiative to succeed. ADKAR provides a framework for understanding how individuals, managers, and project teams can use ADKAR to: guide organizational change management, diagnose gaps and root causes of resistance, and develop corrective actions (Prosci Webinars, 2019).

Awareness: Change begins with understanding of: what is the nature of the change, why is the change needed, and what is the risk of not changing?

Desire: Change involves personal decisions of: to engage and participate, and personal choice.

Knowledge: Change requires knowing how to: understand change, training on new processes and tools, and learning new skills.

Ability: Change requires action in the right direction: The demonstrated capability to implement the change and achievement of the desired change in performance or behavior.

Reinforcement: Change must be reinforced to be sustained: Actions that increase the likelihood that a change will be continued and recognition and rewards that sustain the change.

As sociological perspectives of organization change theory developers: they take organization as human interaction centers. As a result, change manager should focus on employing and arrangement of human psychology, personality, work organization and society as a whole (Collins, 1998).

Even though, transformation is the dominant change occurring in contemporary business organizations. The organizational changes occurring today can be categorized with developmental, transitional and transformational (Anderson, Linda, Anderson, & Dean, 2001).

1. Developmental: - by refining organizational enactment; developing expertise, and learning for increasing sales volume enhancing organizational current task.
2. Transitional: - with deliberate, stepped and managed tasks shifting of organizational current state to the new state.
3. Transformational: - is the fundamental shift from old state to the new state through changing organizational philosophy and employee conduct and attitude.

2.3. Empirical Review

Studies revealed that successful organizational change depends on well-motivated, inspired and committed workforce. Usually, organizations give more attention for the technological element and neglect the people aspect, thus the most important change agent (Bovey & Hede, 2001; George & Jones, 2001)

Employee emotional intelligence was found to be positively associated to their attitude toward change as well as their ability to aid the change process (Vakola and Nikolaou, 2005; Chrusciel, 2006). According to Bordia et al. (2011), an organization's experience with inadequate change management generates a schema that captures the core of that experience. Their study results indicated that, previous history of poor change management lead to pessimism about successful implementation of future changes in the organization as well as undermined confidence in the ability of managers to implement change. The latest studies also indicated that underestimating the powerful role of the human factor utilized to galvanize in the organizational change process is a major reason why many organizational changes fail (Armenakis et al., 1999).

In this regard, several researches have been conducted on employee's readiness to change. Among them, I have selected more relevant studies that are directly related with the research topic. Many researchers have made individuals the centre of analysis for the success of organizational change (Judge *et al.*, 1999). Over the past few decades, it has been observed that this is how to get employee to embrace effective and successful change programs (Armenakis *et al.*, 1993; Bernerth, 2004; Holt *et al.*, 2007; Cinite *et al.*, 2009) Many predictors like change agent role, proper process, need for change, capability of organization, participation, culture, belief, environment, and commitment have been found to be related to employee readiness (Eby *et al.*, 2000; Rafferty and Simons, 2006).

Grigorenko and Sternberg (2001) discovered that analytical, practical, and creative intelligence were all related to self-reported everyday adaptive functioning to some extent. Employee emotional intelligence was found to be positively associated to their attitude toward change as well as their ability to assist the change process (Vakola and Nikolaou, 2005; Chrusciel, 2006). Nevo and Chawrski (1997) looked into the relationship between non-academic aspects of intelligence (tacit knowledge and practical intelligence): practical intelligence and tacit knowledge was found to explain a significant proportion of professional success in immigration.

Study by Reichers *et al.*, (1997) on participation of employees on the change decision making asserts that employees must believe that their opinions have been heard and given respect and careful consideration. Employee participation is believed to promote commitment and performance, minimize resistance to change, and improve acceptance of even unfavorable outcomes if employees are encouraged to participate and their perspective is consistently and sincerely solicited (Wanberg and Banas, 2000). Employee participation in the change effort also has a positive impact on trust in management and perceptions of supervisory support for improvement (Weber and Weber, 2001).

Detailed information regarding a change has been demonstrated to decrease resistance to change in studies that directly assessed the effect of providing information. (Wanberg and Banas, 2000) If the quality of communication is poor, people tend to develop more cynicism and the amount and quality of information that is provided can also influence how organizational members will react to change. (Reichers *et al.*, 1997)

Trust in top management and trust in peers is found to be critical in implementing strategic decisions and an essential determinant of employees' openness toward change which also mentioned them as an important factor influencing employee readiness to change (Eby et al., 2000; Rafferty and Simons, 2006).

It was found that emotional attachment, feeling of pride, pay/wages/rewards, promotion, job satisfaction, job involvement, and social relationships in the workplace had a statistically significant impact on readiness for organizational change (Shah N., 2009). According to Shah N., (2009), among the employee commitment to the organization scale elements, the pay/wages/rewards construct had the highest impact on employees' readiness for organizational change, and standardized beta scores for the model showed that job satisfaction and pay/wages/rewards were the best predictors of readiness for organizational change.

Particularly, concerning determinants of employee's readiness towards organizational change in private banking sector of Ethiopia few researches have been done. Hereof, Shikur (2019) has addressed to examine the determinants of readiness for organizational change with the aid of cross-sectional survey and explanatory research design. In his study from 21 branches of Awash bank in the north west district, 326 workers considered as a population of the study. The study took 180 respondents based on simple random sampling technique. Investigating the effect of management support, self-efficacy, appropriateness and personal valence predictors on readiness for organizational change the statistical result confirmed that management support dimension is better than other determinant factors. Appropriateness is the second important predictor of readiness for organizational change. And personal valence is the third determinant factor on employees' readiness for organizational change. The statistical result also confirmed that self-efficacy is not a predictor of readiness for organizational change.

Likewise, the study conducted on Dashen Bank Bahir Dar district with the sample of 209 employees show that trust in top management, quality of communication, individual intelligence, and participating in decision making are significant antecedent of employee readiness for organizational change (Biniyam, 2018).

A study conducted on Commercial Bank of Ethiopia Bahir Dar city branches has further supported the abovementioned findings on the importance of employee's readiness for organization change. In the study the researcher took sample of 232 employees and the result

shown that all the explanatory variables had a significant and positive relationship with employees' readiness towards the implementation of performance management system, of which ability, knowledge awareness and reinforcement had a strong correlation with the change readiness (Bekele, 2018).

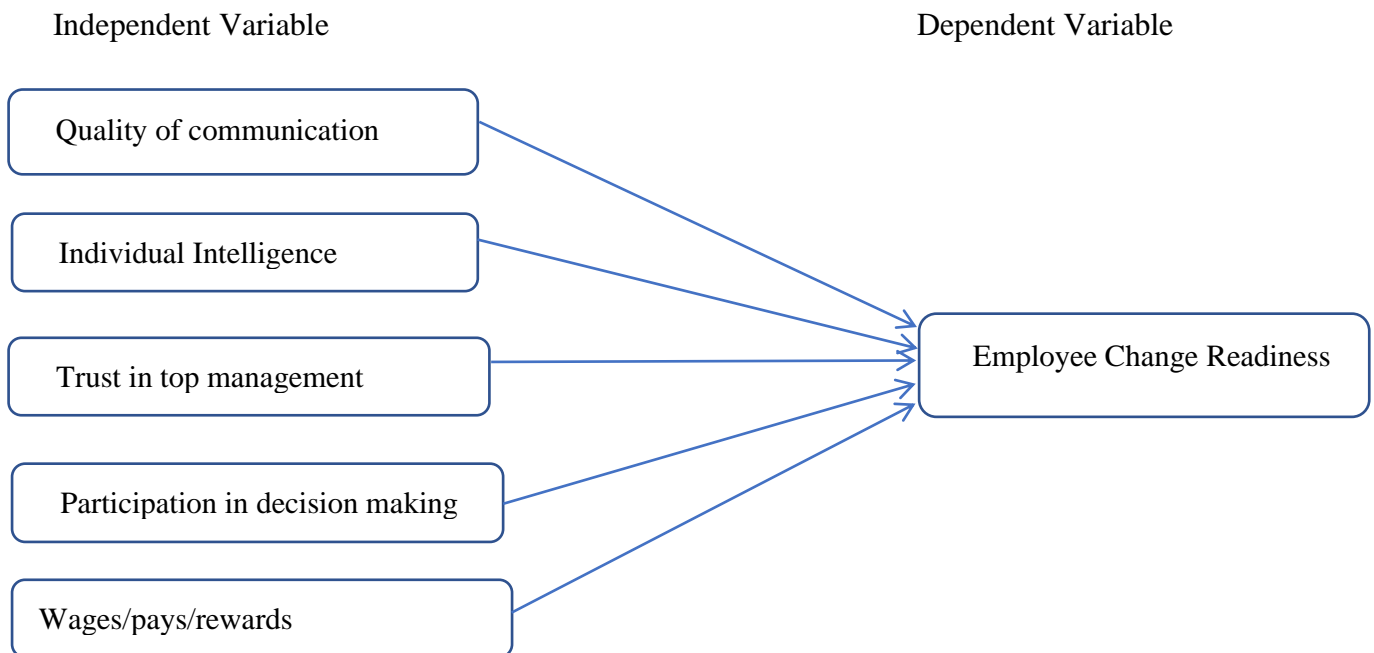
In summary literature reviews revealed the importance of employee's readiness for organizational change. Thus, studying determinants of employee's readiness with widen scope of variables for the case of changes at Abay Bank SC, Bahir Dar city branches was paramount.

2.4. Conceptual Framework of the Study

Based on several literatures there were many elements influencing readiness of employees for organizational change. But determinants that are used by the researcher are summarized as quality of communication, individual intelligence, trust in top management, participation in decision making and pay/wages/rewards.

Based on the above empirical drawings the researcher has developed the following conceptual framework in which the study based.

Fig1. Conceptual Frame Work



Source: developed by the author cited from Devi Soumyaja, et al, (2005)

CHAPTER THREE:

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents research approach, research design, sources of data, data collection tools, population and sampling, measurement of variables, measurement of independent variables, measurement of dependent variable, data analysis, validity and reliability, and ethical consideration.

3.1. Area of the Study

This study was aimed to determine the determinants of employee readiness for organizational change at Abay Bank SC in 2021G.C. academic year. It's located at Bahir Dar City in Amhara region, Ethiopia, and the study included seventeen branches of Abay Bank found in Bahir Dar city.

3.2. Research Approach

This study examined determinants of employee readiness and their effect on organization changes in Abay Bank SC Bahir Dar city branches, which were related to the employee attitudes and behaviors towards their organizational changes. The study followed quantitative research approach and cross sectional survey in order to answer the basic research questions promised by study. The justification attributed behind the selection of quantitative approach is that the basic research questions raised in the study were mainly of quantitative ones in nature which demand statistical tools like descriptive statistics, correlation and regression.

3.3. Research Design

Kerlinger (1986) defines research design as the plan and structure of the investigation that allows the researcher to obtain answers to research questions. It was used to examine the existing determinants of employee readiness and an organizational change readiness of Abay Bank SC Cross sectional survey design was selected appropriate for the quantitative data collected *via* survey questionnaire from employees of Abay Bank SC Bahir Dar city branches.

3.4. Population of the Study

The target population of the study was 205 permanent employees of Abay Bank SC working in 17 branches of Bahir Dar city.

3.5. Sampling Technique and Sample Size

3.5.1. Sampling Technique

A sampling technique involves the process of selecting a sample from a large population (Cooper, D. R., *et al.* 2006). In this research, the researcher used stratified random sampling. In stratified sampling, the population is divided into groups (in this case branches of Abay bank) based on some characteristic. Then from each group (branch), a probability sample (often a simple random sample) is selected. By definition, stratified sampling is used when there is some sort of homogeneity within the group (strata) but each group has some degree of heterogeneity.

3.5.2. Sample Size

For the sample size determination of this study a simplified formula used to calculate sample sizes because of the similarity and homogeneity of the target population was taken.

$$\text{Sample } 205 \quad n = \frac{N}{1+N(e)^2}$$

Where N = population size

n = sample size

e = level of error = 0.05

Source: **Yemane, T. (1967)**

$$n = \frac{205}{1+205(0.05)^2} = 136$$

The sample size is a smaller set of the larger population. The study examined determinants of employee readiness for organizational change, to all branch offices in the case of Abay Bank SC Bahir Dar city branches. So by using formula of Yemane the sample size was computed to be 136. The Kaiser-Meyer-Olkin (KMO) test is a measure of how suited your data is for Factor

Analysis and the test measures sampling adequacy for each variable in the model. So KMO measure of sampling adequacy is 0.822 and it indicates the sampling was adequate.

3.5.3. Sources of Data

The research data was gathered data from primary source; the primary data was collected using questionnaires from employees of Abay Bank SC. Abay Bank SC Bahir Dar city branches have currently 205 employees including those working at the district head office at Bahir Dar. Secondary data relevant for this research were collected from the internet, official documents and other relevant sources.

3.5.4. Data Collection Instruments

Structured questionnaires were used to collect data. Several statements describing possible responses are prepared based on the respective research questions. The questionnaire was divided into two sections. Section one dealt with the demographic data of respondents. Section two dealt with factors of employee readiness to change in Abay Bank SC Bahir Dar city branches. The questionnaire was prepared in the form of 5-point Likert scale with possible responses ranged from strongly disagree, disagree, neutral, agree, and strongly agree.

3.6. Validity and Reliability of Research Instruments

3.6.1. Data Collection Instruments Validity

All the variables considered for the study were well established in literature and the researcher adopted existing measures for the study. The instruments used to measure the variables were taken from the standardized change readiness assessment tool developed by Armenakis, Bernerth, Pitts, and Walker (2007) and David Colton, Ph.D, (2010) which were previously tested and proved valid. Likert scales with a five-point response format (1 = strongly disagree, 2= disagree, 3 = neutral, 4=agree, 5 = strongly agree) were used for all the items in the questionnaire. These items were taken from already existing scales and have already proven their reliability, validity and practical relevance.

3.6.2. Reliability of Data Collection Instruments

Reliability is the degree to which a variable or a set of variables is consistent in what is intended to measure (Hair et al., 2006). Cronbach's alpha is a coefficient of reliability. It is a measure of

internal consistency, that is, how closely related a set of items are as a group. The alpha value ranges from 0 to 1 and the general rule of thumb is that a Cronbach's alpha of 0.7 and above is good, 0.8 and above is better and 0.9 and above is best.

In this study, the internal consistency for all items of the instrument was tested using Cronbach's alpha method and the researcher used the above mentioned literature into consideration and tested the reliability of the items which were developed for respondents. The value of Cronbach's alpha for both dependent and independent variables are shown below in Table 3.1.

Table 3.1 – Reliability Test of the Variables

Variables	Number of Items	Cronbach's alpha
Readiness to Change	9	0.824
Quality of Communication	6	0.852
Individual Intelligence	7	0.761
Trust in Top Management	7	0.914
Participation in Decision Making	4	0.836
Pay/wages/Rewards	7	0.804

Source: Field survey, 2021

Readiness to change- a total of nine items were designed to measure the level of employees readiness to change using a five-point Likert scale and the Cronbach's alpha for this variable was (0.824) which was very good.

Quality of Communication- a total of six items were designed to measure the quality of communication about change using a five-point likert scale and the Cronbach's alpha for this variable was (0.852) which was very good.

Individual Intelligence- a total of seven items were designed to measure the individual intelligence of the employees regarding the change using a five-point likert scale and the Cronbach's alpha for this variable was (0.761) which was acceptable.

Trust in Top Management- a total of seven items were designed to measure the level of employees trust on the top management on the change using a five-point likert scale and the Cronbach's alpha for this variable was (0.914) which was very good.

Participation in Decision Making- a total of four items were designed to measure the involvement of employees on the decisions regarding the change using a five-point likert scale and the Cronbach's alpha for this variable was (0.836) which was very good.

Pay/wages/Rewards- a total of seven items were designed to measure the level of employees readiness regarding the change using a five-point likert scale and the Cronbach's alpha for this variable was (0.804) which was very good.

3.7. Procedure of Data Collection

Before collecting the full scale data, initially, a pilot study was conducted to check internal consistency. Therefore; pilot test had been conducted on 15 employees, in order to know the reliability of the measures of both independent and dependent variables. The aggregate Cronbach's Alpha value of all the items was 0.873 which exceeds the beginning value of 0.70; this in turn confirms that questionnaire has a capacity to measure the variables properly. Finally, I showed this result to my advisor and agreed to continue collecting the full data.

3.8. Data Analysis and Presentation

Research findings were analyzed to enable the researcher to understand what the findings from the data collected meant and this was done with the help of the statistical packages for social sciences (SPSS) version 23 for descriptive statistics, correlation, regressions and ANOVA were used to know the significant relationship between determinants of employee readiness and organizational change. A multiple regression model was applied to determine the relationships between the dependent and independent variables.

3.9. Ethical Consideration

In this study the researcher intentionally considered ethical issues in seeking permission, avoiding deceptions, maintaining confidentiality, respecting the privacy, and protecting the anonymity of respondents that encountered during the study. Besides to this, the researcher informs the purpose of the study to the respondents and was ensure voluntary participation, as it

is only for academic purpose with full confidentiality. The cover letter of the questionnaire includes the purpose of the study and about confidentiality and necessary instructions for respondents. Finally, sources used for this research project were acknowledged properly.

CHAPTER FOUR:

DATA PRESENTATION AND ANALYSIS

4.0. Introduction

This chapter presents the detail analysis and interpretation of the data gathered by questionnaire and instrument. Descriptive statistics such as frequencies and percentages were used to summarize basic features of the quantitative data collected and finally inferential statistics is used to analyze relationships between independent and dependent variables. Generally, it is organized as follows. The first section is the descriptive statistics which summarizes the main features of the study variable using, frequency and percentage. The second section is the correlation analysis which shows the degree of association between the study variables and this section also contains taste of assumptions for the model. The third sections of the chapter contain regression results report output of the regression models.

4.1. Response Rate

Questionnaires were distributed for 136 participants from the total questionnaires 128 were returned (10 of them were unfilled more than 50% and I discarded from the sample), finally 118 of them were valid and used for analysis yielding (86.76%) of sample size. The table below shows the response rate of respondents.

Table: 4.1 Response rates of the respondents

Items	Response rate	
	Quantity	Percent
Sample size	136	100%
Collected	118	86.76%
Remain uncollected	18	13.24%

Source: Field survey 2021

4.2. Demographic Characteristics of Respondents

The individual demographic variables considered for the studies were; sex, age, marital status, year of service, educational status and Job Category. The demographic characteristics of the 118 sample respondents are presented in terms of frequency and percentage in table 4.2.

Table: 4.2 Demographic Characteristics of Participants

Item	Demographic	Category	Frequencies	Percentage
1	Sex	Female	26	22.0
		Male	92	78.0
2	Age	<=25 year	19	16.1
		26-35 year	88	74.6
		36-45 year	11	9.3
3	Marital status	single	62	52.5
		married	56	47.5
4	Educational status	Diploma	1	0.8
		Degree	97	82.2
		Master And above	20	16.9
5	Year of service	less than 1 year	15	12.7
		1-5 years	69	58.5
		6-10 years	31	26.3
		over 10 years	3	2.5
6	Category of job	Accountant	21	17.8
		Customer Service	56	47.5
		Credit Officer	15	12.7
		Auditor	9	7.6
		Casher	8	6.8
		Other	9	7.6

Source: Field survey 2021

As shown from the table the first item sex distribution of the sample, 92 (78.0%) of the total respondents are male and 26 (22.0%) are female. which implies the proportion of male

employees is larger than that of female employees in the sampled branches of Abay Bank SC Bahir Dar city branches.

The age of respondents shows that, 19 (16.1%) of the respondents are in the range of under 25 years, 88 (74.6%) of the respondents are in the range of 26-35 years, 11 (9.3%) are in the range of 36-45 years and no respondent was found above 46 years, as shown from item number 2 of the table 4.2. This indicates that majority of employees working at Abay Bank SC in Bahir Dar city branches are between the ages of 26-35 years.

The marital status of the respondents shows that 62(52.5%) of the total participants are single, 56(47.5%) of the respondents are married and there is no divorce respondent. The result indicates that single employee's in Abay Bank Bahir Dar city branches are slightly greater than married ones.

The educational status of the respondents shows that 1(0.8%) are diploma holders, 97(82.2%) of the participants are degree holders and 20(16.9%) of the respondents are Masters and above holders. From this result the majority of the respondents are degree holders in Abay Bank SC Bahir Dar city branches.

The years of service of the respondents shows that 15(12.7%) of the respondents have less than one-year service, 69(58.5%) of the respondents are with the range of 1-5 years, 31(26.3%) of the respondents are 6-10 years and 3(2.5%) of the respondents are more than 10 years of service. This shows that majority of the respondents are within the range of 1-5 years of service in Abay Bank SC Bahir Dar city branches.

The last item of the demographic information is the job category of respondents which shows that 21(17.8%) of the respondents are Accountant, 56(47.5%) are Customer Service Officers, 15(12.7%) of the respondents are credit officer, 9(7.6%) of the respondents are Internal Auditor, 8(6.8%) of the respondents are Cashier and 9(7.6%) of the respondents are Others (Engineer, lawyer, Digital Banker, Teller). This result indicates that participants represent several job categories and most of the employees are customer service officer in Abay Bank SC Bahir Dar City branches.

4.3 Mean and Standard Deviation of Responses by Respondents

In this section the descriptive analysis is performed and determinants of employee's readiness of the organizational change are evaluated and analyzed based on the response of each item by comparing the mean and standard deviation score of each variable. The degree of agreement or disagreement of the respondent for each statement are also analyzed by summarizing the five point likert scale response using the scale from 1 to 5 (Where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree).

The figures for standard deviation indicate the degree to which responses varied from each other; the higher the figure for standard deviation, the more variation in the responses as well as the lower the standard deviation indicates the lower the variation. The higher the mean score also shows, the more the respondent agreed with the statement and the lower the mean score the less that respondent agreed with the statement. **The mean and standard deviation score will be interpreted according to (Zaidaton & Bagheri, 2009).**

Table: 4.3. The Mean and Standard Deviation of Variables

Item	Mean	Std. Deviation
Readiness to change	3.6535	.70050
Quality of Communication	3.1257	.88405
Individual Intelligence	3.7094	.64185
Trust in Top Management	3.2312	.95145
Participation For Decision Making	2.4788	.87741
Pay/Wages/Rewards	3.2228	.84351
Valid N (listwise)		

Source: Field survey 2021

The result of the descriptive statistics from Table 4.3 indicates that mean score of employees readiness to change, quality of communication, individual intelligence, trust in top management, participation for decision making and Pay/Wages/Rewards are (3.65, 3.13, 3.71, 3.23, 2.48, 3.22) respectively. According to Field (2009) the mean score below 2.5 was considered as low, the mean score from 2.5 up to 2.99 was considered as moderate and the mean score above 3.00 was considered as high. Accordingly, present study revealed that readiness to change (3.65), quality

of communication (3.13), individual intelligence (3.71), trust in top management (3.23) and Pay/Wages/Rewards (3.22) have high mean score, the result indicates that employees of Abay Bank SC Bahir Dar City branches believe that their level of readiness to change was high during the implementation of change. And by Participation for decision making (2.48) level of readiness to change was found to be moderate. The standard deviation which indicates the degree to which responses varied from each other was readiness to change (.700), quality of communication (.884), individual intelligence (.645), trust in top management (.951), participation in decision making (.877) and pay/wages/rewards (.844).

4.4. Analysis of Association between the Dependent and Independent Variables

Pearson correlation(r) analysis is used to find out whether the dependent variable employee readiness have association with each independent variable which includes quality of communication, individual intelligence, trust in top management, Participation for decision making and Pay/Wages/Reward. Correlation is the measure of the linear relationship between two or more variables. A correlation coefficient has a value ranging from -1 to 1. Values that are closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated whereas values closer to 0 indicates that there is little or no linear relationship.

4.4.1 Pearson's Product Moment Correlation Coefficient

Correlation and multiple linear regressions were conducted to see the relationship and predicted value of the five dimensions on readiness for organizational change (the dependent variable). Table 4.4 below summarizes the correlation statistics of the variables; quality of Communication, Individual intelligence, trusts in top management, Participation in decision making, pay/wages/rewards and readiness for organizational change.

Table: 4.4 Correlation analysis between dependent and independent variables Correlations

		Readiness to change	Quality of Communication	Individual Intelligence	Trust in Top Mgt	Participation For Decision Making	Pay/Wages/Rewards
Readiness to change	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	118					
Quality of Communication	Pearson Correlation	.627**	1				
	Sig. (2-tailed)	.000					
	N	118	118				
Individual Intelligence	Pearson Correlation	.566**	.496**	1			
	Sig. (2-tailed)	.000	.000				
	N	118	118	118			
Trust in Top Management	Pearson Correlation	.668**	.657**	.602**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	118	118	118	118		
Participation For Decision Making	Pearson Correlation	.359**	.453**	.301**	.553**	1	
	Sig. (2-tailed)	.000	.000	.001	.000		
	N	118	118	118	118	118	
Pay/Wages/Rewards	Pearson Correlation	.414**	.355**	.281**	.436**	.465**	1
	Sig. (2-tailed)	.000	.000	.002	.000	.000	
	N	118	118	118	118	118	118

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

Source: Field survey, 2021

The Pearson's r correlation between the five predictor variables (quality of communication, individual intelligence, trust in top management, participation in decision making and pay/wages/rewards) with readiness for organizational change was conducted. In order to interpret the results of the correlation, Alwadaei, (2010) was used as a reference. According to Alwadaei, (2010); Correlation coefficient (r) ranging from 0.10 to 0.29 has low degree of correlation ,

Correlation coefficient (r) ranging from 0.30 to 0.49 has moderate degree of correlation and Correlation coefficient (r) ranging from 0.50 to 1.00 high degree of correlation.

The above correlation table 4.4 shows the strength of the association between the variables involved. Inter-correlations coefficients (r) were calculated by using the Pearson's Product Moment. The result shows that; quality of communication and readiness for organizational change has high positive relationship with, $r = .627$, $p = .000$, $n = 118$, Individual intelligence and readiness for organizational change with $r = .566$, $p = .000$, $n = 118$ has high positive relationship, trusts in top management and readiness for organizational change has a positive high relationship with, $r = .668$, $p = .000$, $n = 118$, Participation in decision making and readiness for organizational change has a positive moderate relationship with, $r = .359$, $p = .000$, $n = 118$ and finally pay/wages/rewards and readiness for organizational change has a positive moderate relationship with, $r = .414$, $p = .000$, $n = 118$.

4.5. Assumptions of Multiple Regression Analysis

For the purpose of examining the effect of independent variable (Communication, Individual intelligence, trusts in top management, Participation in decision making and pay/wages/rewards) organization change readiness of Abay Bank, through multiple linear regression, some prior assumptions for Normality, Linearity, Homoscedasticity and Multi-Colinearity tests considered as discussed as follows.

4.5.1 Normality Test

In statistical method, normality of data distribution can be measured by Kurtosis and Skewness test and Kolmogorov and Shapiro method (Field, 2006; Tabachnick and Fidell, 2007; Hair *et al.*, 2006). High levels of skewness (symmetry) and kurtosis (peakedness) of regression/ANOVA model residuals (which may be saved in SPSS) are not desirable and can undermine these analyses. There are no official rules about cut-off criteria to decide just how large skew or kurtosis values must be to indicate non-normality. Yet, Genet Aman (2016) states that, Skewness and kurtosis should be within the +2 to -2 range when the data are normally distributed. Regarding to this information, most items in this study are between 1 to -1 and some items are between +2 to -2 which indicates that the data was normally distributed.

This definition is used so that the standard normal distribution has a kurtosis and Skewness of zero. In addition, with the definition positive kurtosis indicates a "heavy-tailed" distribution and negative kurtosis indicates a "light tailed" distribution. "Negative skew refers to a longer or fatter tail on the left side of the distribution, while positive skew refers to a longer or fatter tail on the right. Based on the information in table 4.5 below showed that the coefficient of skewness and kurtosis is not far from zero or between them the zero value is indicated. Thus, the result assured that the distribution is normal for this study.

Table: 4.5 Skewness and kurtosis

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Readiness to change	118	3.6535	.70050	-.410	.223	-.669	.442
Quality of Communication	118	3.1257	.88405	-.298	.223	-1.110	.442
Individual Intelligence	118	3.7094	.64185	-.419	.223	-.220	.442
Trust in Top Management	118	3.2312	.95145	-.519	.223	-.467	.442
Participation For Decision M	118	2.4788	.87741	-.036	.223	-.717	.442
Pay/Wages/Rewards	118	3.2228	.84351	-.283	.223	-.501	.442
Valid N (listwise)	118						

Source: Field survey 2021

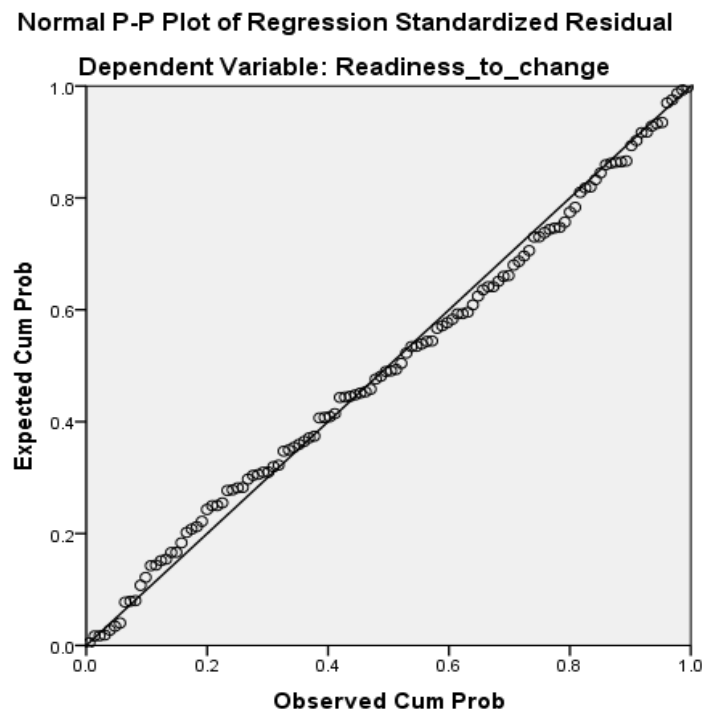
4.5.2 Linearity Test

Linearity means the correlation between variables which is represented by a straight line. In data analysis, it is important to know the level of relationship of variables. In statistics, linearity can be measured by Pearson’s correlations or a scatter plot (Field, 2006; Tabachnick and Fidell, 2007; Hair *et al.*, 2006). If the relationship between independent variables and the dependent

variable is not linear, the results of the regression analysis will under-estimate the true relationship.

Regarding this information, linearity test was checked and the researcher found out all variables in the study has linear relationship. The P-P plots of regression show no large difference in the spread of the residual as you look from left to right on figure below. This result suggests the relationship between dependent and independent variables that the researcher is trying to predict is linear.

Fig- 2: Normal point of plot of Regression Standardized Residual.



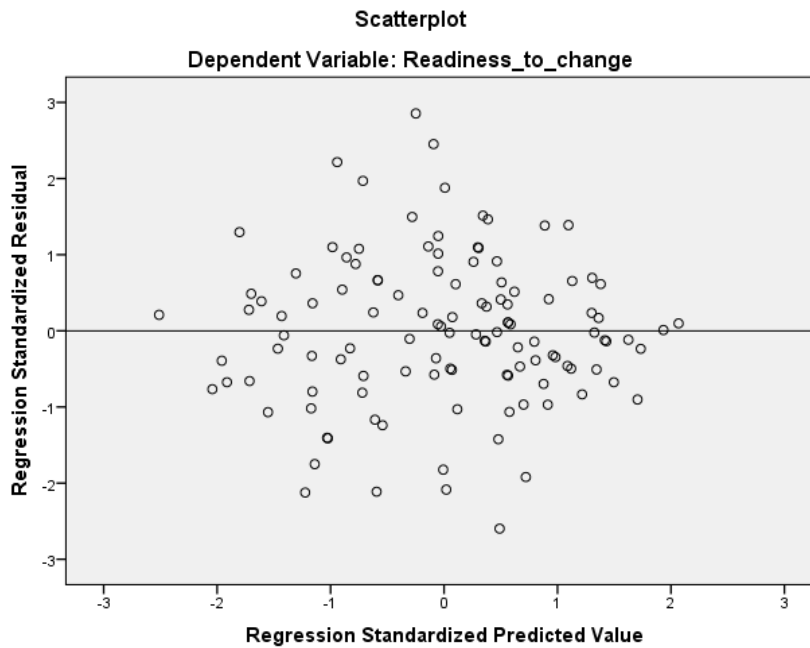
Source: Field survey, 2021

4.5.3. Homoscedasticity Test

Homoscedasticity estimates the variance of dependent variables with independent variables, 2006). Homoscedasticity can be measured by graphical and statistical methods (Hair *et al.*, 2006; Field, 2006). Simply put, homoscedasticity means that the scatter is the same for everyone

(Stephanie, 2015). A scatter plot between residuals and expected or independent variables could be used to test the assumption. The points must be about the same distance from the line in order for it to exist in a set of data. If the data is disseminated across the regression line, the regression line will not be the same for all predictor/independent variable values. A residual scatter plot is a figure that shows one axis for predicted scores and one axis for errors of prediction. . The assumption is met when the scatter plot takes the (approximate) shape of a rectangular and scores is concentrated in the center (about the 0 point) and distributed in a rectangular pattern. More simply, scores will be randomly scattered about a horizontal line. In contrast, any systematic pattern or clustering of scores is considered a violation. The figure below shows the assumption of homoscedasticity is met.

Fig- 3: Scatter Plot



Source: Field survey 2021

4.5.4. Multicollinearity Test

Multicollinearity refers to when your predictor variables are highly correlated with each other. Multicollinearity occurs when several independent variables correlate at high levels with one another, or when one independent variable is a near linear combination of other independent variables. We can check multi-co linearity two ways: correlation coefficients and variance inflation factor (VIF) values. The more variables correlate the less able researchers can separate the effects of variables (Keith, 2006). A rule of thumb of collinearity VIFs is 3.3 or lower to suggest no Multi-co linearity in the model (Kock, 2013). In examining the correlation matrix of independent variables the results in table 4.6 below revealed that no tolerance value found below 0.1 and all-variable inflation factors (VIF) values are below 3.3. There for the researcher can conclude that, this result met multi-co linearity test.

Table: 4.6 Coefficients Multicollinearity Test

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	Quality of Communication	.538	1.858
	Individual Intelligence	.616	1.624
	Trust in Top Management	.393	2.543
	Participation For Decision Making	.620	1.614
	Pay/Wages/Rewards	.734	1.362

a. Dependent Variable: Readiness to change

Source: Field Survey, 2021

4.6. Model Summary

Table: 4.7 Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.744 ^a	.554	.534	.47818	1.946

a. Predictors: (Constant), Pay/Wages/Rewards, Individual Intelligence, Participation For Decision M, Communication, Trust in Top Management

b. Dependent Variable: Readiness to change

Source: Field Survey, 2021

To assess the overall regression model fit in supporting the research hypotheses is done by; first, examining the adjusted R squared (R^2) to see the percentage of total variance of the dependent variables explained by the regression model and second the value of Durbin-Watson. It is found that quality of Communication, individual intelligence, trust in top management, participation in decision making and pay/wages/rewards explain a significant of the variance in the value of readiness for organizational change, $p < .05$, $R^2 = .554$, $R^2_{adjusted} = .534$). The R^2 tells us how much the variability in the outcome (readiness for organizational change) is accounted by the five readiness for organizational change determinants. The model explains 53.4% of the variability on readiness for organizational change is explained by the five predictors (quality of Communication, individual intelligence, trust in top management, participation in decision making and pay/wages/rewards). The rest 46.6 % is by explained by other variables not included in this study according to the result. The last column of the model summary table, Durbin-Watson test statistics, helps to let know whether the assumption of independent errors is acceptable. As a conservative rule values less than 1 or greater than 3 should definitely raise alarm bells (Field, 2009). The closer to 2; the value is the better and for these data the value is 1.946, which is close to 2 that the assumption is met.

4.7 ANOVA (Analysis of Variance)

Table: 4.8 ANOVA (Analysis of Variance)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.802	5	6.360	27.816	.000 ^b
	Residual	25.610	112	.229		
	Total	57.412	117			

a. Dependent Variable: Readiness to change

b. Predictors: (Constant), Pay/Wages/Rewards, Individual Intelligence, Participation For Decision M., Communication, Trust in Top Management.

Source: Field Survey, 2021

An analysis of variance (ANOVA) shows whether the regression model is significantly better at explaining the readiness of Abay Bank employee (dependent variable) than using the mean as the best predictor. The ANOVA gives a significant result ($F = 27.816$ $p/\text{sig} = .000$), thereby indicating quality of Communication, individual intelligence, trust in top management, participation in decision making and pay/wages/rewards can significantly influence Abay Bank SC Bahir Dar City branches employee readiness. Therefore, the multiple linear regression model is appropriate to this research to predict group variables.

4.8. Regression model for Coefficients^a

Table: 4.9 Coefficients

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.087	.284		3.822	.000
	Quality of Communication	.232	.068	.292	3.399	.001
	Individual Intelligence	.220	.088	.202	2.512	.013
	Trust in Top Management	.251	.074	.341	3.391	.001
	Participation For Decision M.	-.073	.064	-.091	-1.140	.257
	Pay/Wages/Rewards	.122	.061	.147	1.996	.048

a. Dependent Variable: Readiness to change

Source- Field Survey, 2021

The individual contribution of variables to the regression model can be found in the Coefficients table as can be seen in the above table. Based on the result from the table, the effect level of independent variables in the prediction of the dependent variable is presented. Thus, the strength of each independent variable influence on the dependent variable can be investigated via unstandardized Beta coefficient. Hence, the regression coefficient explains the average amount of change in dependent variable that caused by a unit of change in the independent variable.

The first predictor, with beta value of 0.232 ($\beta = 0.232$, $P < 0.05$) indicates that if there is a one-unit increase in quality of communication there will be 23.2% increase in readiness to change, others independent variables being constant.

To the second variable the beta value .220 ($\beta = 0.220$, $P < 0.05$) indicates that if there is a one-unit increase in individual intelligence there will be 22.0% increase in readiness to change assuming all other variables constant.

To the third variable the beta value .251 ($\beta = 0.251$, $P < 0.05$) indicates that if there is a one-unit increase in trust in top management there will be 25.1% increase in readiness to change assuming all other variables constant.

The fourth variable participation in decision making with beta value -0.073 ($\beta = -0.073$, $P = 0.257$) indicates that participation in decision making are insignificant to predict the employee readiness to change since p value > 0.05 .

Finally, fifth variable pay/wages/rewards with beta value of $.122$ ($\beta = .122$, $P < 0.05$) can be interpreted as, if there is a one-unit increase in pay/wages/rewards there will be a 12.2 percent increase in readiness to change, other variables being constant.

4.9. The General Model

The general model or the equation that proposed for this study was

$$Y = a + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5$$

Where;

Y= Employees readiness for organizational change

a= Constant

x_1 = Value of quality of Communication

β_1 = Coefficient value of quality of Communication

x_2 = Value of Individual intelligence

β_2 = Coefficient value of Individual intelligence

x_3 = Value of trust in top management

β_3 = Coefficient value of trust in top management

x_4 = Value of pay/wages/rewards

β_4 = Coefficient value of pay/wages/rewards

x_5 = Value of Participation in decision making

β_5 = Coefficient value of Participation decision making

The contribution of the determinants on employees' readiness was determined by beta coefficient for comparison purpose. The analysis in table 4.8 proved that the effect quality of communication ($\beta = 0.232$, $P < 0.05$), individual intelligence ($\beta = 0.220$, $P < 0.05$), trust on top management ($\beta = 0.251$, $P < 0.05$), and pay/wages/rewards ($\beta = .122$, $P < 0.05$), found to be significant determinants of employees' readiness for change. On the other hand, the variable, participation in decision making ($\beta = -0.172$, $t = -2.617$, $p < 0.009$) has no significant

contribution for employees' readiness since it scores ($\beta = -0.073$, $P=0.257$). This fact clearly showed that in these case areas (Abay Bank SC Bahir Dar city branches) the importance of participation in decision making for employee readiness is insignificant even if it has a share of contribution for the relationship between dependent and independent variables. Therefore, the model for this research found to be;

$Y = a + \beta_1x_1 + \beta_2x_2 + \beta_3x_3$, then

$Y = 1.087 + 0.232X_1 + 0.220X_2 + 0.251X_3+0.122X_4$

Where;

Y= Employees readiness for organizational change

a= Constant

x₁= Value of quality of Communication

β_1 = Coefficient value of quality of Communication

x₂= Value of Individual intelligence

β_2 = Coefficient value of Individual intelligence

x₃= Value of trust in top management

β_3 = Coefficient value of trust in top management

x₄= Value of pay/wages/rewards

β_4 = Coefficient value of pay/wages/rewards

4.10. Hypothesis Testing

Based on the un-standardized coefficient of beta and p-value, the hypotheses of the study were tested and the results of the study are presented below.

H1: There is a significant positive relationship between quality of communication and employee readiness for organizational change.

The result shows quality of communication has a positive significant effect on employee readiness for organizational change ($\beta = 0.232$, $P= 0.001$ which is significant at p- value of less than 0.05).

H2: There is a significant positive relationship between Individual intelligence and employee readiness for organizational change.

The result shows Individual intelligence has a positive significant effect on employee readiness for organizational change ($\beta = 0.220$, $P= 0.013$ which is significant at p- value of less than 0.05).

H3: There is a significant positive relationship between trust in top management and employee readiness for organizational change.

The result shows trust in top management has a positive significant effect on employee readiness for organizational change ($\beta = 0.251$, $P= 0.001$ which is significant at p- value of less than 0.05).

H4: There is a significant positive relationship between Participation on decision making and employee readiness for organizational change.

The result shows Participation on decision making does not affect employee readiness for organizational change, at 0.05% significantly.

H5: There is a significant positive relationship between pays/wages/rewards and employee readiness for organizational change.

The result shows pays/wages/rewards has a positive significant effect on employee readiness for organizational change ($\beta = 0.122$, $P= 0.048$ which is significant at p- value of less than 0.05).As a result, **H4** is rejected.

Table 4.10 Summary of Hypothesis

H No	Hypothesis	Beta value	P- value	Result
H1	There is a significant positive relationship between quality of communication and employee readiness for organizational change.	.232	.001	Accepted
H2	There is a significant positive relationship between Individual intelligence and employee readiness for organizational change.	.220	.013	Accepted
H3	There is a significant positive relationship between trust in top management and employee readiness for organizational change.	.251	.001	Accepted
H4	There is a significant positive relationship between Participation on decision making and employee readiness for organizational change.	-.073	.257	Rejected
H4	There is a significant positive relationship between pays/wages/rewards and employee readiness for organizational change.	.122	.048	Accepted

Source; Field Survey, 2021

4.11. Discussion of Results

This discussion is very important to provide more clarification on the above results. The objective of research is to know the effect of determinants of employee readiness for organizational change in Abay Bank SC Bahir Dar City branches by analyzing the relationship of every construct in the conceptual framework. Demographic factors such as; sex, age, marital status, year of service, educational status and category of job of participants have been assessed so as to know the general characteristics of the respondents. Based on the results of this research, the researcher was found 78.0% male and 22.0% of the female as respondents. In terms of marital status, there is a slight difference between married and single respondents which is 47.5% and 52.5% respectively. In terms of age, the majority of respondents were in between 26-35 years' old which was accounted 74.6%. About educational level of respondents, the majority of the respondents were the first-degree holder which was accounted 82.2%, in terms of work experiences, the majority of respondents had between 1-5 years' experience which was accounted 58.5%. And finally most of Abay Bank SC Bahir Dar city branches employee were found under customer service job category which was about 47.5% of the sample.

The other important issue that needed to be researched was to find the perceived level of each determinants of readiness for change among employees of Abay Bank SC Bahir Dar city branches. According to interpretation set by Field (2009), the results of mean score of determinants in the range of less than 2.5 considered as low, between 2.5 to 2.99 considered as medium as and greater than 3 evaluated as high. Quality Communication, individual intelligence, trust in top management, participation in decision making and pay/wages/rewards mean scores were 3.13, 3.71, 3.23, 2.48, and 3.22 respectively. The study has proved that Quality Communication, individual intelligence, trust in top management, and pay/wages/rewards have high level of perception of determinants for change with high mean values. On the other hand, the determinant participation in decision making scored a medium level of perception rate for change by employees of Abay Bank SC Bahir Dar city branches.

Based on the Pearson correlation test, correlation results of the five determinants are positively correlated with employees' readiness of organizational change in Abay Bank SC Bahir Dar city branches. When we see the correlation of each determinant's with employee readiness of change, there exists a 62.7% positive relationship between quality communication and employees' readiness of organizational change; there exists a 56.6% positive relationship between individual

intelligence and employees' readiness of organizational change; there exists a 66.8% positive relationship between trust in top management and employees' readiness of organizational change; there exists 35.9% positive relationship between participation in decision making and employees' readiness of organizational change and also there exists 41.4% positive relationship between pay/wages/rewards and employees' readiness of organizational change in the case of Abay Bank SC, Bahir Dar City Branches.

The individual contribution of variables to the regression model can be found in the Coefficients table, the effect level of independent variables in the prediction of the dependent variable is presented. Thus, the strength of each independent variable influence on the dependent variable can be investigated via unstandardized Beta coefficient. Hence, the regression coefficient explain the average amount of change in dependent variable that caused by a unit of change in the independent variable.

The first hypothesis states that '*quality of communication has a positive and significant effect on employees' readiness for organizational change.*' The statistical result revealed quality of communication has a positive *beta* coefficient value ($b=.232, p=.001$). Quality of communication has significance value of below at the significance level of $p<.05$. Therefore, with this result the proposed hypothesis is failed to reject.

The second hypothesis states that, Individual *intelligence has a positive and significant effect on employees' readiness for organizational change*'. The statistical result revealed that Individual intelligence has a positive *beta* coefficient value ($b=.220, p=.013$). Individual intelligence has significance value of below at the significance level of $p<.05$. Therefore, with this result the proposed hypothesis is failed to reject.

The third hypothesis states that '*trust in top management has a positive and significant effect on employees' readiness for organizational change.*' The statistical result revealed that trust in top management has a positive *beta* coefficient value ($b=.251, p=.001$). Trust in top management has significance value below at the significance level of $p<.05$. Therefore, with this result the proposed hypothesis is failed to reject.

The fourth hypothesis states that '*Participation on decision making has a positive and significant effect on employees' readiness for organizational change.*' The statistical result revealed that Participation on decision making has a negative *beta* coefficient value ($b=-.073,$

$p=.257$). This significance value is above the cut-off value $p<.05$. Therefore, with this result the proposed hypothesis is rejected.

The fifth hypothesis states that 'pays/wages/rewards *have a positive and significant effect on employees' readiness for organizational change.*' The statistical result revealed pays/wages/rewards has a positive *beta* coefficient value ($b=.122$, $p=.048$). Pays/wages/rewards has significance value of below at the significance level of $p<.05$. Therefore, with this result the proposed hypothesis is failed to reject.

Finally, regression model analysis was performed and as the result reveals that the five independent variables (Quality of Communication, individual intelligence, trust in top management, participation in decision making and pay/wages/rewards) have contributed or explained 53.4 % (adjusted R square = 0.53) on the employees' readiness of change.

The above multiple linear regression statistical results indicate that, each readiness for change determinant dimensions' associations and their predictive value on readiness for organizational change. Trust on top management takes the largest share in predicting readiness for organizational change followed by quality communication, individual intelligence and pay/wages/rewards respectively; however, participation in decision making didn't predict readiness for organizational change significantly.

CHAPTER FIVE: SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.0. Introduction

This part of the study deals with summary of the major findings, conclusion drawn on the bases of the findings and recommendations which are assumed to be useful to enhance the employees' readiness to change in Abay Bank SC, Bair Dar city branches and presented for all concerned bodies.

5.1. Summary of Main Findings

The main objective of this study was to investigate determinants of employee readiness for organizational change in Abay Bank SC, Bahir Dar city branches. To carry out this study; theoretical and empirical review of scholarly articles was undertaken, a conceptual frame work was developed, descriptive, correlation and regression analysis were employed to respond to the basic questions developed for this study.

To answer the basic research questions of this research, the study was conducted on 17 branches Abay Bank SC, with in Bahir Dar city. From the total number of the target population to get a representative sample, a specific sampling technique was considered and the researcher used a stratified sampling as well as simple random sampling technique to select employees participated in filling questioners. From the total population 136 sample respondents were selected and 18(13.3%) have not responded.

The analysis was done using SPSS (Version 23) to compute descriptive and inferential statistics such as frequency, percentage, mean scores, standard deviations, and correlation and regression analyses. Finally, the research came up with the following major findings.

The finding showed that from the mean score of the five determinant's quality of Communication, individual intelligence, trust in top management, and pay/wages/rewards has large mean score (M=3.13, M=3.71, M=3.23, and M=3.22 respectively) which is greater than 3 and participation in decision making has moderate mean score (M=2.48).

In association with the analysis section, the relationship between the independent and dependent variables was tested using Pearson's Product Moment Correlation Coefficient. The result shows

that; Communication and readiness for organizational change has a strong positive relationship with, ($r = .627, p = .000$), Individual intelligence and readiness for organizational change with ($r = .566, p = .000$), has a strong positive relationship, trusts in top management and readiness for organizational change has a positive close relationship with, ($r = .668, p = .000$), Participation in decision making and readiness for organizational change has a positive moderate relationship with, ($r = .359, p = .000$), and finally pay/wages/rewards and readiness for organizational change has a positive moderate relationship with, ($r = .414, p = .000$).

The independent variables on the dependent variables were evaluated and hypothesis was tested using multiple regression analysis. The results showed that the quality of communication employees received during the change implemented had a substantial influence on the degrees of employee's readiness of Abay Bank SC Bahir Dar city branches, therefore the hypothesis is accepted. Individual intelligence also has a significant positive effect on employee readiness of Abay Bank as a result this hypothesis is also accepted. The result by regression analysis found that there was a significant positive influence of employees trust in their top management at Abay Bank Bahir Dar city branches on their readiness to change, therefore the hypothesis is accepted. The fourth determinant, participation in decision making was insignificant to predict the employee readiness of Abay Bank SC Bahir Dar city branches. Finally, pay/wages/rewards found to have a positive significant effect on employee readiness of the bank and thus accepted.

5.2. Conclusion

The study was set out to explore the effect of five factors on employees' readiness for organizational change in Abay Bank SC Bahir Dar city branches. Such as employee's readiness to change as a dependent and quality of communication, individual intelligence, trust in top management, participation on decision making and pay/wages/rewards as independent variables. Each survey tool was measured using a five-point Likert-type scale (i.e., strongly disagree to strongly agree). Theoretical literature and recent empirical findings on this subject and specifically in the banking sector context were supportive. Investigating the effect of these five predictors on readiness for organizational change is the general objective of the study and the statistical result confirmed that trust in top management is better determinant followed the quality of communication. Individual intelligence and pay/wages/rewards were found to be the

next significant factors that affect employee readiness. The statistical result also confirmed that participation in decision making is not a significant predictor of readiness for organizational change in this study.

5.3. Recommendations

Based on the findings and conclusions of the study, the researcher would like to give the following recommendations to the concerned bodies of Abay Bank SC Bahir Dar city Branches.

To improve the worker's readiness for an organizational change the bank should try to provide training and awareness creation programs for the proposed change, so that they can perceive any change in the organization is an opportunity for their career.

To gain the full trust of employees on their managers, minimize the possible resistance by the employee's, and to retain the existing trust by employee's managers must be committed enough and have a complete content knowledge on the changes being implemented. The top management should be trustful to employee about the change to be introduced and initiate change efforts.

Abay Bank SC Bahir Dar branches employee have positive perception of change readiness and this should be encouraged so, the employees have to paid well according to their experience and skill to bring good feeling about the change, in addition the management bodies has to communicate well and timely about change to make ready the employees for change.

The findings of regression analysis showed quality communication, individual intelligence; trust in top management and pay/wages/rewards predicted change readiness, therefore the management of Abay Bank SC Bahir Dar city branches should make aware of predictors before change initiatives are implemented.

Finally, even though, participation in decision making, is insignificant according to the result, the management body of Abay Bank shouldn't totally ignore this variable since it has significant effect in the previous research results.

5.4. Suggestions for Future Research

This study was undertaken by considering the relationship between determinants of employee's readiness particularly (quality of communication, individual intelligence, trust in top management, participation in decision making and pay/wages/rewards) and employee's readiness to change. However, to generate achievable policy strategies and development targets concerning employee's readiness, there are other additional variables and mediating variables that have a role in the readiness of employees, and therefore future researchers should consider these variables. Furthermore, this study was limited to Abay Bank SC Bahir Dar city branches; it will be good for future researchers to focus on other districts and branches of the bank other than Bahir Bar city.

In addition, it will be better for future researchers to focus on Banks other than Abay Bank SC to generate stable and achievable policy for Banks with regard to worker's readiness on organizational change.

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Appendixes

Appendix I – An English Version of Survey Questionnaire



BAHIR DAR UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
REGULAR MBA PROGRAM
SURVEY QUESTIONNAIRE

I am Tabot Feleke, post graduate student in Bahir Dar University. Currently, I am doing my thesis entitled: “The Determinants of Employee Readiness for Organizational Change: The Case of Abay Bank SC Bahir Dar City Branches” for the partial fulfillment of Masters of Business Administration. The study is purely for academic purpose and report in aggregate wise with high confidentiality and thus will not affect you in any case. So, your genuine, frank and timely response is vital for successfulness of the study. Therefore, I kindly request you to respond to each items of the question very carefully and I thank you in advance for your kind cooperation.

For more information, please contact me

Email: tabfeleke16@gmail.com

Section I – Demographic Information

Please complete the following biographical information by ticking (√) from the alternative that is the most applicable answer to you regarding each following item.

1. Sex: Male Female

2. In which age group are you?

Under 25 years 26–35 years 36–45 years 46 and above

3. Marital status: single married divorce

4. Educational level: Diploma Degree Master &Above

5. Years of service/working period:

Less than 1 year 1–5 years 6–10 years Over 10 years

6. Please indicate your job category_____

Section II– Determinants of Employee’s readiness to change Instructions:

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

Statements	1 (strongly disagree)	2 (disagree)	3 (neutral)	4 (agree)	5 (strongly agree)
Change and change readiness					
1. I know what the vision of the change is					
2. I was aware of the reasons why change was needed					
3. I think the change was well-planned by the organization					
4. The scope of the change was appropriate and achievable					
5. I felt I can handle the change easily					

Statements	1 (strongly disagree)	2 (disagree)	3 (neutral)	4 (agree)	5 (strongly agree)
6.I feel the change builds a sustainable growth platform					
7.With the implementation of the change, I believe there is something benefited me					
8. I feel the implemented change needs improvement					
9. This organization needs a new change					
Communication					
10. There was intensive communication adopted to create awareness and understanding of the change vision throughout the organization					
11. The change was communicated effectively within the department					
12. The communications I had received about the change have been useful					
13. The communications I had received about the change have been well-timed					
14. I understood how I can provide feedback on the change					
15. Some failure in internal communication has sometimes led to the failure of implementation of change					
Individual intelligence					
16. I have the necessary skills and					

Statements	1 (strongly disagree)	2 (disagree)	3 (neutral)	4 (agree)	5 (strongly agree)
knowledge to make this change work					
17. The organization provides appropriate training for those who need it					
18. The staff at the organization have the skills required for this change and they handled it					
19. I am confident in learning and developing new skills relevant to my job.					
20. I feel the change build operational and employee-related capability					
21. I have the skills that are needed to make the change work.					
22. When the change implemented, I can learn everything that is required by the adoption of the change					
Trust in top management					
23. The senior managers are committed to the change					
24. There is visible leadership of the change by the managers					
25. Management has sent a clear signal that the organization will change.					
26. The managers have been supporting the staff during the change					
27. Managers Provide Positive Work Environment for employees					

Statements	1 (strongly disagree)	2 (disagree)	3 (neutral)	4 (agree)	5 (strongly agree)
28. I had the opportunity to discuss the change with my line manager					
29. Our senior leaders have encouraged all of us to embrace the change.					
Participation in decision making					
30. The organization's top decision-makers invited employees to participate in the change decision-making process.					
31. I have been invited to contribute my opinion to the change implemented					
32. I have been given some responsibility for the change development process					
33 I have been invited to participate in the decision of implementing the change					
Pay/wages/rewards					
34. Because of the change, my work reward is proper given my training and education					
35. Because of the change, my work reward is proper given my effort that I input					
36. Because of the change, my work reward is proper given my work experience					
37. Because of the change, my work reward is proper given my work responsibilities					

Statements	1 (strongly disagree)	2 (disagree)	3 (neutral)	4 (agree)	5 (strongly agree)
38. Because of the change the procedures used to determine my pay raise are fair and consistent					
39. Because of the change, if I get another job different from this one in other organization and paying the same amount, I would take it					
40. Being the worker of this organization, I am happy.					
Thanks for Your Cooperation and Time!					

Appendix II- An Amharic Version of Survey Questionnaire



**ባሕር ዳር ዩኒቨርሲቲ
ቢዝነስና ኢኮኖሚክስ ኮሌጅ
ማኔጅመንት ትምህርት ክፍል
መደበኛ MBA መርሃግብር**

መጠይቅ

እኔ ታቦት ፈለቀ በባህርዳር ዩኒቨርሲቲ የድህረ ምረቃ ተማሪ ነኝ። በአሁኑ ወቅት “ለድርጅታዊ ለውጥ የሰራተኞች ዝግጁነት ቁርጥ ውሳኔዎች-የአባይ ባንክ አ.ማ የባህር ዳር ከተማ ቅርንጫፎች ጉዳይ” በሚል ርዕስ የእኔን ተሲስ (ፅሑፍ) እያደረግሁ ነው። ጥናቱ ለአካዳሚክ ዓላማ ብቻ እና በጥቅሉ በከፍተኛ ሚስጥራዊነት የተዘገበ ስለሆነ በማንኛውም ሁኔታ ላይ ተጽዕኖ አያሳድርበዎትም። ስለዚህ ፣ ትክክለኛ ፣ ግልፅ እና ወቅታዊ ምላሽ ለጥናቱ ስኬታማነት በጣም አስፈላጊ ነው። ስለሆነም ለእያንዳንዱ ጥያቄዎች በጥንቃቄ እንድትመልሱ በአክብሮት እጠይቃለሁ እናም ለደግ ትብብራችሁ አስቀድሜ አመሰግናለሁ። ለበለጠ መረጃ ይህን አድራሻ ይጠቀሙ

ኢሜል: tabfeleke16@gmail.com

በቅድሚያ መጠይቁን ሊሞሉ ፈቃደኛ ስለሆኑ ክልብ አመሰግናለሁ።

ክፍል 1. አጠቃላይ መረጃን በተመለከተ

እባክን በዚህ ክፍል ለተዘረዘሩት ጥያቄዎች ከምርጫዎቹ ፊት ለፊት ባሉ ሳጥኖች የ(✓) ምልክት በማስቀመጥ ትክክለኛ ነዉ ያሉትን መልስ ይምረጡ።

1. ምታ: ወንድ ሴት

2. የዕድሜ ክልል?

ከ 25 በታች ከ 26-35 ከ 36-45 46 እና ከዚያ በላይ

3. የጋብቻ ሁኔታ: ያላገባ/ች ያገባ/ች የፈታ/ች

4. የትምህርት ደረጃ: ዲፕሎማ ዲግሪ ሁለተኛ ዲግሪ እና ከዚያ በላይ

5. የአገልግሎት ዘመን:

ከ 1 ዓመት በታች 1-5 ዓመት 6-10 ዓመት ከ10 ዓመት በላይ

6. የእርስዎ የስራ መደብ _____

ክፍል 2. በለውጡ ዙሪያ የሰራተኛው ዝግጁነት

እባኩን በዚህ ክፍል ለተዘረዘሩት ጥያቄዎች ከጥያቄዎቹ ፊት ለፊት ባለው ሰንጠረዥ የ(✓) ምልክት በማስቀመጥ ትክክለኛ ነው ያሉትን መልስ ይምረጡ። ምላሽ የሚሰጡት በባንኩ እየተደረጉ ያሉ ለውጦችን መሰረት በማድረግ ነው። 1. በጭራሽ አልስማማም 2. አልስማማም 3. በመጠኑ እስማማለሁ 4. እስማማለሁ 5. በጣም እስማማለሁ።

መግለጫዎች	1 (በጭራሽ አልስማማም)	2 (አልስማማም)	3 (በመጠኑ እስማማለሁ)	4 (እስማማለሁ)	5 (በጣም እስማማለሁ)
ለውጥ እና ለለውጡ የነበረዎት ዝግጁነት					
1. የለውጡ ራዕይ ምን እንደሆነ አወቃለሁ።					
2. ለውጥ ያስፈለገበትን ምክንያቶች አውቅ ነበር።					
3. ለውጡ በድርጅቱ በደንብ የታቀደ ነው ብዬ አምናለሁ።					
4. የለውጡ ወሰን ተገቢና ሊደረስበት የሚችል ነው።					
5. ለውጡን በቀላሉ መቋቋም እንደምችል ይሰማኝ ነበር።					

መግለጫዎች	1 (በጭራሽ አልስማማም)	2 (አልስማማም)	3 (በመጠኑ እስማማለሁ)	4 (እስማማለሁ)	5 (በጣም እስማማለሁ)
6. ለውጡ ዘላቂ የእድገት መድረክ እንደሚገነባ ይሰማኛል።					
7. በለውጡ አተገባበር የጠቀመኝ ነገር አለ ብዬ አምናለሁ።					
8. የተተገበረው ለውጥ መሻሻል እንደሚያስፈልገው ይሰማኛል።					
9. ይህ ድርጅት አዲስ ለውጥ ያስፈልገዋል።					
ተግባቦት					
10. ለመላው የድርጅቱ ሰራተኞች ስለለውጥ ራዕይ ግንዛቤ ለመፍጠር የተጠናከረ ግንኙነት ነበር።					
11. የለውጡ ሃሳብ በየክፍሉ ውስጥ ወይም ተደርጓል ፤ ውጤታማ በሆነ መልኩ መረጃ ተላልፏል።					
12. ስለ ለውጡ ያደረጋቸው ወይም ያደረጉት ጠቃሚ ነበሩ።					
13. ስለ ለውጡ የተቀበልኳቸው መረጃዎች ግዜያቸውን የጠበቁ ነበሩ።					
14. በለውጡ ላይ እንዴት አስተያየት መስጠት እንደምችል ተረድቻለሁ/ግንዛቤዬ ነበረኝ።					
15. በውስጣዊ ግንኙነት ውስጥ ያሉ ብልሽቶች አንዳንድ ጊዜ ለለውጥ አተገባበር ውድቀት ምክንያት ይሆናሉ።					
የግለሰብ ብልህነት/ብቃት					

መግለጫዎች	1 (በጭራሽ አልስማማም)	2 (አልስማማም)	3 (በመጠኑ እስማማለሁ)	4 (እስማማለሁ)	5 (በጣም እስማማለሁ)
16. ይህ ለውጥ እንዲሳካ አስፈላጊው ችሎታ እና እውቀት አለኝ።					
17. ድርጅቱ ስልጠና ለሚፈልጉ የድርጅቱ ሰራተኞች ተገቢውን ሥልጠና ይሰጣል።					
18. የድርጅቱ ሰራተኞች ለዚህ ለውጥ የሚያስፈልጉ ክህሎቶች አሏቸው፤ ለዉጡንም በተገቢው ሁኔታ እየተወጡት ነዉ።					
19. ከሥራዬ ጋር ተዛማጅነት ያላቸውን አዳዲስ ክህሎቶችን በመማር እና በማዳበር ላይ እምነት አለኝ።					
20. ለውጡ የሠራተኛዎቼ አቅም መሰረት ያደረገና ሊተገበር የሚችል ነዉ።					
21. ለውጡ እንዲሠራ ለማድረግ የሚያስፈልጉ ክህሎቶች አሉኝ ።					
22. ከለውጡ አተገባበር ጋር በተያያዘ የሚፈለጉትን ክህሎቶች ለመማር ዝግጁ ነኝ።					
በበላይ አስተዳዳሪ ላይ ያለ እምነት					
23. ከፍተኛ ሥራ አስኪያጆቹ ለለውጡ ቁርጠኛ ናቸው።					
24. በአስተዳዳሪዎች ግልፅ የሆነ የለውጥ አመራር አለ።					
25. አመራሩ ድርጅቱ ለውጥ እንደሚተገብር በግልጽ አሳውቋል					

መግለጫዎች	1 (በጭራሽ አልስማማም)	2 (አልስማማም)	3 (በመጠኑ እስማማለሁ)	4 (እስማማለሁ)	5 (በጣም እስማማለሁ)
::					
26. በለውጡ ወቅት አስተዳዳሪዎቹ ለሠራተኞቹ ድጋፍ ሲያደርጉ ቆይተዋል።					
27. በስራ አስፈጻሚዎችና በሥራ ክፍሎች መካከል ያለው የሁለትዮሽ ተግባቦት ጥሩ ነው።					
28. በለውጡ ዙሪያ ከቅርብ አለቃዬ ጋር ለመወያየት እድሉ ነበረኝ።					
29. ከፍተኛ አመራሮቻችን ሁላችንም ለውጡን እንድንቀበል አበረታተውናል ።					
በውሳኔ አሰጣጥ ላይ ያለ ተሳትፎ					
30. የድርጅቱ ከፍተኛ ውሳኔ ሰጪዎች ሰራተኞችን በለውጥ ውሳኔ አሰጣጥ ሂደት ውስጥ እንዲሳተፉ ጋብዘዋል ።					
31. ለተተገበረው ለውጥ ሀሳቤን እንዳበረክት ተጋብዥለሁ።					
32. በትግበራ ወቅት ለለውጥ ልማት ሂደት የሚመለከተኝ ኃላፊነት ተሰጥቶኛል።					
33 ለውጡን በመተግበር ውሳኔ ላይ እንድሳተፍ ተጋብዥለሁ።					
ክፍያ / ደመወዝ / ሽልማቶች					
34. በለውጡ ምክንያት ከስልጠናዬ እና ከትምህርት ዝግጅቴ					

መግለጫዎች	1 (በጭራሽ አልስማማም)	2 (አልስማማም)	3 (በመጠኑ እስማማለሁ)	4 (እስማማለሁ)	5 (በጣም እስማማለሁ)
አንጻር የተመደብኩበት የስራ መደብ ትክክል ነው።					
35. በለውጡ ምክንያት እኔ ለባንኩ ካበረከትኩት አስተዋጽዖና ካደረኩት ጥረት አንጻር የተመደብኩበት የስራ መደብ ትክክል ነው።					
36. በለውጡ ምክንያት ካለኝ የስራ ልምድ አንጻር የተመደብኩበት የስራ መደብ ትክክል ነው።					
37. በለውጡ ምክንያት ከሰራዎቼዉ የሥራ ኃላፊነቶች አንጻር የተመደብኩበት የስራ መደብ ትክክል ነው።					
38. በለውጡ ምክንያት የደመወዝ ጭማሪዬን ለመወሰን ጥቅም ላይ የዋሉት መመሪያዎች ፍትሃዊ እና ወጥ ናቸው።					
39. በለውጡ ምክንያት ከዚህ ሌላ መስሪያ ቤት የተለየ ሥራ ካገኘሁና ተመሳሳይ መጠን ከከፈሉኝ ስራዬን ለመልቀቅ ዝግጁ ነኝ።					
40. የዚህ ድርጅት ሰራተኛ በመሆኔ ደስተኛ ነኝ ።					

ስለ ትብብርዎ እና ጊዜዎ አመሰግናለሁ!