



**THE ROLE OF LEADERSHIP IN ORGANIZATIONAL
CHANGE MANAGEMENT IN THE CASE OF DASHEN BANK**

BY:

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SCHOOL OF GRADUATE STUDIES

Declaration

The project entitled “The Role of Leadership in Organizational Change Management in the Case of Dashen Bank” was written by me, Mr. Dessie Baylie, and was supervised by the School of Graduate Studies. I prepared, collected, analysed, and finished this project in accordance with all scholarly ethical standards. All academic information used in the thesis has been acknowledged through citations. All of the original sources have been correctly acknowledged and referenced. Additionally, I affirm that I have followed all rules governing academic honesty and integrity and that I have not created or manipulated any ideas or data sources in my work. This project is being submitted in partial fulfilment of Addis Ababa University's Master of Business Leadership Requirement. Additionally, I hereby declare that this project has not been submitted to any other school, anywhere, to receive a diploma, certificate, or academic degree.

I am aware that any breach of those regulations will result in disciplinary action by the university as well as legal consequences for the sources that were improperly cited or from whose sufficient permission was not obtained when required.

Declared by:

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Date: _____



Statement of Certification

This is to certify that this study, “The Role of Leadership in Organizational Change Management in the Case of Dashen Bank”, undertaken by Dessie Baylie for the partial fulfillment of Masters of Business Leadership at Addis Ababa University, is an original work and not submitted earlier for any degree either at this University or any other University, and has been supervised in accordance with university policies, and the student has my permission to submit it for evaluation.

Research Advisor: **Solomon Markos (PhD)**

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Date _____



The Role of Leadership in Organizational Change Management in the Case of Dashen Bank

By: Dessie Baylie

Approval Sheet

As members of the Board of Examining for the Final MBL Project Defence, we certify that we have read and assessed the study prepared by Dessie Baylie entitled "The Role of Leadership in Organizational Change Management in the Case of Dashen Bank", and we recommend that the project be accepted as satisfying the requirement for the Degree of Master of Art in Business Leadership.

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List of Abbreviations

AMEX: American Express

ATM: Automatic Teller Machine

BA: Bachelor of Arts

CLC: Cognitive Leadership Competency

DSL: Democratic Leadership Style

FLC: Functional Leadership Competency

GLM: General Linear Model

MA: Master of Arts

MSc: Master of Science

OCM: Organizational Change Management

OECD: Organization for Economic Co-operation and Development

Ph.D.: Doctor of Philosophy

POS: Point of Sale

SLC: Social Leadership Competency

SPSS: Statistical Package for Social Science

TLS: Transformational Leadership Style

VIF: Variance Inflation Factor

VLS: Visionary Leadership Style

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Abstract

Because of the dynamic business environment, the leaders' prime role and effort becomes to enable their organization constantly to adapt towards managing changes. Thus, the general objective of this study was to assess the role of leadership in organizational change Management in the case of Dashen Bank. An explanatory research design was adopted. The target population of the study comprised six selected departments of Dashen Bank at Head Quarter. These departments are Change Management Department, Research and Development Department, Human Resource Department, Digital Banking Department, International Banking Service Department, and Corporate Banking Department., while primary data was collected through Likert-scaled questionnaires. As a method of sampling, a stratified random sampling design was applied and questionnaires were distributed to the sample population using a lottery method. Out of the distributed questionnaires, 98.06%) questionnaires have been returned and used for data analyses. The findings of descriptive statistics have revealed that the mean score of leadership style variables, that is, transformational, and democratic tended to disagreement level whereas Visionary leadership style was in agreement level; and the mean score of leadership competency variables Cognitive and functional are in disagreement level while social competency is in an agreement level. All independent variables have significant correlation with the dependent variable, where relatively democratic leadership style had a higher relationship with organizational change management. Similarly, the result of multiple regressions showed that, predictor variables including leadership styles and leadership competency have positive and significant effects on organizational change management of the bank. Finally, recommendations were drawn to the bank to practice transformational and democratic leadership styles and to improve cognitive and functional leadership competencies to manage organizational change management effectively.

Keywords: Leadership Styles, Leadership Competency, Organizational Change Management

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In modern society, past events, routines and processes are becoming obsolete at an alarming rate. Percentage due to the emergence of new trends in an individual's daily life. This adjustment is old to new is a process that can simply be described as change. in business there It is the emergence of a modern trend with the overarching goal of achieving greatness. Beat your competitors and conquer the market. These changing business conditions require proper management for prosperity.

Change in a company has many facets, but both are processes, so there is a beginning. point. People are needed to effectively embrace and implement change. Of The “right people” have a huge impact on enabling change. (Collins, 2001).

Human resources are important elements for organizational change and at the same time, it is the major challenge to adopt the change (Smith, 2005). Leaders are the “Champions of Change” because it is the top executive who keeps on the successful process of change by maintaining the operational reliability of the organization (Nadler, 1998). Therefore, the important element for a successful change in any organization is “Leadership”.

Many scholars and researchers have also concluded that “The Role of a Leader” is noteworthy while managing or addressing the changing issues. So, it is the leader who brings effective change to an organization (Kennedy J. , 2000). Many leadership-related theories and styles have been presented by several scholars on how to handle different organizational situations. Different authors also mentioned some important characteristics that the leader must possess to address the components of organizational change successfully. Furthermore, some designate the importance of organizational change differently and accept it for long-term business survival and success.

Admitting the fact, as change is the demand of the time, for its sustainable success; a leader endeavors to play a key role. The final responsibility of change management rests on managerial people regardless of engaging in any form of change from shifting organizational boundaries to altering the firm's structure or revising the administrative course of action (Kanter, et al, 1992).

However; driving change so as it can grant results, is not perceived as an easily implementable goal, on the surface of several traced internal and external barriers which reduce internal staff '& external stakeholders' readiness to put-in into change practice. Despite the outside barriers that may challenge leadership; it is possible to reduce the probable impacts if organizational staff and stakeholders volunteer to queue at the back of a leadership (Thomas. U. 2010). However, in special cases; the internally subordinated staff; most probably resist accepting the new atmosphere in the tendency of keeping their adapted atmosphere instead of desiring a new fortune (Paul, 1996). Also, unless otherwise, the leaders do their role in defeating the internal staff's resistance; they cannot confer the targeted goal as expected; only in initiating the program; since those who operate the change program frontally are the internal staff. (Stavros M., 2016).

2.1. Background of the Company

Banking in Ethiopia is a public-private enterprise and is dominated the public owned commercial banks namely Commercial Bank of Ethiopia and Development Bank of Ethiopia. The banking sector in Ethiopia was opened for private investors since the 90s. A number of private banks have since established and have been a significant engine for the growing economy. The following is a comprehensive list of commercial banks in Ethiopia.

Dashen Bank was established on September 20, 1995. The first founding members were 11 businessmen and professionals that agreed to combine their financial resources and expertise to form this new private bank. Today, Dashen is a leading operator in the domestic banking market.

It operates through a network of more than 800 plus Branches, nine dedicated Forex Bureaus, 400 plus ATMs and 1,300 plus Point-of-Sale (POS) terminals spread across the length and breadth of the nation. Wherever business takes customers around the world, Dashen Bank is already there. The Bank also works in partnership with leading brands in the electronic payments industry (AMEX, VISA, MasterCard & UnionPay) and prominent money transfer operators (Western Union, MoneyGram, Express Money, Dahabshiil, EzRemit, Kahh, Transfast, Ria and World Remit).

Dashen Bank is the first bank in Ethiopia to provide a full-fledged payment card service as a principal plus member of AMEX, VISA, MasterCard and Union Pay (as the first African Bank to sign such agreement). The Bank issues AMEX branded debit cards that give clients the added convenience of round-the-clock banking through Automated Teller Machines (ATMs) and

conduct purchases at a growing number of merchant locations via point-of-sale terminals (POS). Dashen is exclusively acquires and issues American Express cards in Ethiopia. Dashen provides Salary Card for staff of institutions who opt to relieve themselves of the hassle related to handling salary payment. The Bank also provides Sharik Card to all Sharik account holder to operate accounts 24/7 on ATM and merchant POS and An-Nissa Card to all women's having An-nissa account to operate accounts 24/7 on ATM and merchant POS.

It is Dashen Banks' Omni channel banking service which offers digital payment capability and access to aggregated digital products and services from Retailers, the Entertainment Industry, Airtime Dealers, Bill Payment Points, Airlines, social media Players and third-party service providers. The service is available on both smart phones and ordinary mobile sets using USSD. The USSD gateway for Dashen Bank's mobile money services is *996#. (DashenBank, 2023).

1.3. Statement of the Problem

In the age of competitiveness, companies are exposed to a dynamic and fast-changing environment, including technological trends, rapid social change, increasing demand, globalization, and economic change. Change is critical to an organization's success and competitive advantage. (Hatch, 1997).

The role of leadership is very crucial in this competitive era where businesses face changing trends. Therefore, most organizations today need strategic leadership that can anticipate the changes needed and creates a very suitable atmosphere in which staff can understand and successfully embrace these changes. (Bass B. M., 1990).

Today, companies are undergoing organizational changes due to the competitive environment they face. Thinking about new ideas, new possibilities, and innovations is easy, but doing them can be challenging. Therefore, to manage change efficiently and smoothly, organizations need to recognize the critical role of leadership in this path. (Deimler, 2011).

Even though some studies have been conducted on the role of leadership in managing organizational change worldwide, limited studies are available in Ethiopia that investigate the role of leadership in managing organizational change. (Asalifew, 2018) conducted a thesis on the role of leadership in organizational change Management aiming to assess the role of leadership in organizational change in the case of the Ethiopian Roads Authority. In his study, the role of Leadership competencies for Effective Change Management was not examined and only focused

on the role of leadership styles in organizational change. On the other hand, (Biniam, 2021) in his thesis studied the Roles of Leadership in Change Management in Addis Ababa City Housing Development Corporation to suggest Housing Development Corporations' leadership and the gap in practicing expected roles to manage change toward a positive outcome. However, his study did not cover leadership styles and Leadership competencies for Effective Change Management to manage Organizational change.

After reviewing a range of literature and interviewing some Dashen Bank personnels at a leader level in the International Banking, Digital Banking, and Change and Innovative Departments, there are some critical problems in implementing the planned incremental changes intended by the bank to shift from conventional banking to digitalized banking system. For instance, the Bank failed to Accomplish its vision "To be best-in-class Bank in Africa in 2023"; which was included in their five-year strategic plan due completed in June 2023.

Therefore, this study was expected to fill such research gaps to assess the role of leadership in managing organizational change in the case of Dashen Bank so as to recommend some practical solutions.

1.4. Basic Research Questions

1. What are the change management practices at Dashen Bank?
2. What is the role of leadership styles in effective change management?
3. What is the relationship between leadership competencies and effective change management?

1.5. Objectives of the Study

1.5.1. General Objective

The general objective of the study was to assess the role of leadership in organizational change Management in the case of Dashen Bank.

1.5.2. Specific Objectives

Given the above general objective, this project is expected to address the following specific objectives:

1. To assess the change management practices of Dashen Bank.
2. To assess the role of Leadership in managing organizational change in Dashen Bank.

3. To assess the relationship between leadership competencies and effective change management.

1.6. Constructs of Organizational Change Management

Based on the view of Cooper and Markus (1995), change management in the context that all the human and social resources managers need to facilitate transitions and minimize organizational resistance can be considered to encompass cultural modification techniques in the new environment. In the empirically validated best practice model developed by Clarke and Garside (1997), change management activities includes recognizing the scale of change required, taking responsibility and providing appropriate resources. The Anheuser Busch Companies (Sumner 1999), for example, establish top management support, ensure leadership from a business perspective, and activate the role of the veteran in the effort. Owens Corning (Bancroft, et al. 1998) ensures that management is committed to the company's plans to exceed customer expectations, meet growth goals, and maintain industry leadership. People – refers to the social and cultural aspects of change. Battco's experience (Stefanou 1999) shows that some managers are reluctant to share information with each other for fear of losing control of their work, and that there is a lack of trust among people. For example, DuPont & Co. (Stevens 1998) has a deliberate employee transition process aimed at alleviating fears of possible layoffs. Communication which dresses issues related to internal and external communication (Caldwell 1998).

The leadership styles (Transformational, Democratic and Visionary) can be measured by Look at how their team is performing (goal progress) A good leader not only achieves their own goals, but also ensures their team members are achieving theirs, monitor team morale and consider productivity (task completion) that makes full use of human resources and, identifies and develops new talent. Transformational leadership recognizes the output of people and rewards them for noteworthy contributions; releases human potential and models love; always leads people out in new directions where leadership can align internal structures and systems to reinforce all-embracing values and goals. (Abdulmejid, 2021)

The leadership competencies (cognitive, Functional and social) can be best Measured change management is about evaluating a leader's performance in three areas where all great leaders need to excel: A commitment to clarity of thought, communication, people's judgment and personal integrity. (Uber, 2016).

1.7. Significance of the Study

The findings help the studied corporation to assess its so far change managing practices and to take remedial action on attributes that affect the change performance guiding leaders in the future to ignite the vision and adjust the previous ways of leading in this new thought.

The finding of this paper has tried to show the leadership practice and behavior for leading change programs at the corporation and a good understanding of the practice in the firm will help similar change managing organizations to prepare in better taking experience.

Furthermore, it would add to existing narrow empirical studies in the subject matter giving an insight to academicians who are interested to identify leadership roles in managing change.

1.8. Scope of the Study

The scope of the study was assessing the role of leadership in managing organizational change in the case of Dashen Bank.

The study was also delimited conceptually, geographically methodologically as well as temporally. Conceptually, the study was limited to concepts of leadership styles democratic, visionary, and transformational; these styles are selected with the assumption that these leadership styles have a positive relationship with change. A change without a clear vision or new ideas can lead to a lower level of success and the performance of an organization will not increase (UzmaRasool Khan, et al, 2016). and leadership competency.

Geographically, the study was delimited to assess the role of leadership in managing organizational change in the case of Dashen Bank at Head Quarter; this was due to time and financial constraints.

Methodologically, the study employed an explanatory research design. To conduct the study, primary data were used. To collect the data, self-administrated survey questionnaires were employed.

Temporally, the time frame of this study covered from March to June 2023.

1.9. Limitation of the Study

To the successful completion of the project, the researcher faced problems like lack of up-to-date and sufficient reference material, and to some extent lack of getting full support from and

willingness of participants. Using a single data type and data collection method is another limitation of this study.

1.10. Organization of the Paper

The project paper is divided into five chapters. Chapter One presents the introduction part, which contains the background of the study, a statement of the problem, research questions, and objectives of the study, the research method adopted, the scope, and limitations of the study, the Significance of the research paper, and organization of the paper. Chapter two presents a related literature review regarding leadership and change management. Chapter three presents the research methodology, which contains five basic headings: first, introduce the research approach; second the research design used in the study, third, sampling design, population, and size, fourth, data type, source, and instrument of data collection, fifth, methods of data analysis. The research results and discussion will be presented in the fourth chapter. The findings, conclusion, and recommendations will be presented in chapter five.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Review

This chapter presents the theoretical and empirical related literature reviews alongside conceptual frameworks as well as concepts about leadership and change management. The selected theories and concepts presented in this study are on the consent of the researcher's up on the relevance and applicability in understanding and analyzing the role of leadership in change management in the project study.

2.2. Leadership

Leadership/Leadership is a person who is accountable and has the authority to make decisions and also the authority to carry them out or another set of authoritative processes over the process of organizational activities that could impact other processes which include businesses teams in an organization who can even do extra activities to improve to be improved from their perspective. A leader's choice is not only based on individual characteristics but also on different observed factors. (Bolden, 2010)

Organizational leadership is not magic that only some people retain. It does not mean that the boss only gives instructions and has your boss observe how well the order is accomplished by the assistants. Organizational change management is the core and ramparts of corporate interests by recognizing employee needs and company goals and working together to achieve the intended organizational vision and the accomplishment of the mission. (Banutu-Gomez, 2016).

2.2.1. Leadership Styles

Leadership style is defined as an adopted set of traits and behaviors of a person when interacting with individuals and groups in the context of a company. It is an art of management aimed at integrating organizational or personal interests and influences to achieve specific goals (Mitonga-Monga J. & Coetzee M., 2012). Leadership/Leader's style is a type of interaction they use to get people to work towards a common organizational objective or goal with a specific purpose that should be primarily considered as an emotional rather than rational organizational practice, which is exclusive. (Harris, 2007).

2.2.1.1. Democratic Leadership Style

Democratic leadership, also called participatory leadership, is a type of leadership in which members of a group play an active role in decision-making. This leadership style is related to performance and people (Bhargavi, S., & Yaseen, A., 2016).

A hallmark of democratic leadership is the premise that the leader retains final decision-making authority and that team members are free to share ideas and opinions. Democratic leadership is believed to make group members more productive. Democratic leadership comes into its own in situations like this. Democratic leadership thrives in an environment where people are well-informed and willing to share knowledge. It is also important to allow enough time for individuals to participate, plan and determine the best course of action. (Sadia A., & Aman A., 2018).

Democratic leadership encourages employees to participate in decision-making within the organization (Nwokocha, I., & Iheriohanma, E., 2015). A democratic leader fosters collaboration in decision-making between the leader and the team. Arguments and tributes are presented critically, fostering a sense of responsibility within the community. Leaders talk to subordinates until they give general or specific instructions to act ((Bhargavi, S., & Yaseen, A., 2016). Supervisors encourage subordinates to take initiative and participate. Bosses even advise subordinates on how to proceed with their work.

2.2.1.2. Visionary Leadership Style

A visionary leadership style is a set main an enterprise or a team of corporations somewhere. The leadership method is nothing if the chief and his subordinates do not know where to go. Therefore, leaders must have a clear vision. Looking to light up the phrase imaginative and prescient could have many extraordinary snapshots and angles. (Goleman, 2006).

A vision is an imaginative and prescient image of a probable and preferred future for an agency. It is the ability to peer matters clearly and use them accurately for organizational improvement and sustainability. Therefore, vision is a picture of the impending with implicit or expressed factors as to why human beings have to try to form that forthcoming (Kotter J. P., 1996). Kotter explains that vision is the ability of a leader to look into the future even as encouraging teams to align with that vision and attain preferred desires associated with that destiny.

Companies are constructed on groups and it takes devoted teamwork to make a distinction. These people and groups want a clear picture of the destiny that motivates and evokes them to be an

effective part of the attempt in the direction of the destiny they aspire to. It might be critical. It is the chief's vision that ensures that the moves and decisions of the organizational crew shape the real picture of the preferred future (Kotter J. p., 1996).

Goleman describes this style as an exciting, long-term goal that drives the department and company forward, creating an atmosphere where team members can build their knowledge and skills, knowing they have a mission to enable progress and development. produce. In this style, leaders are naturally inspired by current and future directions and have visions and missions that people agree with. The journey is far-reaching and deterministic, although the short-term focus may be sacrificed for the greater good. These styles and others are adapting to the post-pandemic world. Not only do people look to leaders for confidence and trust, but they also look for inspiration, motivation, and a humanitarian touch. We believe visionary leadership is one of the prerequisites for cultivating this mindset in people as we move our business forward (Goleman, 2006).

2.2.1.3. Transformational Leadership Style

Transformational management focuses on both follower boom and organizational development. Managers with transformative management patterns are cognizant of the boom and improvement of human beings' value structures thought stages, and morals as the basis of their talent. In keeping with Bass, transformative leadership intends to convert humans and agencies. Its manner changing their hearts and minds, expanding their imaginative and prescient, perception, and expertise, clarifying why, aligning their movements with their values and ideas, and creating a distinction., it's far enduring, self-reliant, and provoking (Bass B. M., 1990).

Transformative leaders empower employees to understand challenges in new methods and provide guidance and encouragement. It conveys imagination and is prescient, encourages motion, and enables identity. Transformational leaders can create and speak an imaginative and prescient for their corporation, and their management fashion affects individual-degree factors which include motivation and organizational-level variables along with war mediation between organizations and teams. Or has an immediate effect on character and organizational effects including employee satisfaction and performance. Organizational power is associated with higher levels of transformative management. (Podsakoff, Philip M., et al., 1990).

Transformational leadership specializes in addressing simple and higher desires at the same time as inspiring employees to generate new thoughts and make the place of work a better area to work. (Ghasabeh et al., 2015). Transformational leadership has four dimensions. These are idealized influence, individualized consideration, intellectual simulations, and motivational inspirations. Over the last 30 years, many changes were made to transformational leadership theory. Today, these forms of leaders are defined by researchers as leaders who impact their followers on the fee of not unusual interests and encourage them to sacrifice their pastimes (George, Banks et al., 2016). Notwithstanding criticisms of the usage of transformative leadership, (van Knippenberg, & Sitkin, 2013) classify the effect of management fashion into four sub-dimensions (Daniela Gutermann, 2015).

Idealized Influence

The ideal leadership style emphasizes influence On the Basic Purpose of Idealized Influence Create and reinforce a shared vision Relationship with Followers (Muhammed Asim; et al, 2022). Idealized influence says leaders act as role models for subordinates recognized, admired, and trusted (Phaneuf, et al., 2016).

Individual Consideration

Individual consideration for leadership Style focuses on understanding specific content Meet and inspiring employee needs Followers to create a learning environment Mobilize support at the enterprise level Organizational goals (Ghasabeh, et al., 2015). Individual consideration is the effort of one person Taking into account and leading the individual needs, to give them orientation as consultants, or trainers. Some researchers recommended the General application of transforms Operational Leadership (Anderson & Sun, 2015).

Intellectual Simulation

Intellectual stimulation is just that. Leaders can create an environment of innovation. Solving problems of intellectually stimulating leadership style Encourage employees to share their experiences and knowledge to develop more creative thinking and justified (Jin, S., et al., 2016).

Inspirational Motivation

Motivation is a person's ability A Leader in Persuasive Communication is A mission with a compelling future vision Finally, to increase effort and spirit, Employees who dare to face difficulties. Inspirational and Motivating Leadership Styles Focus on motivating people A better

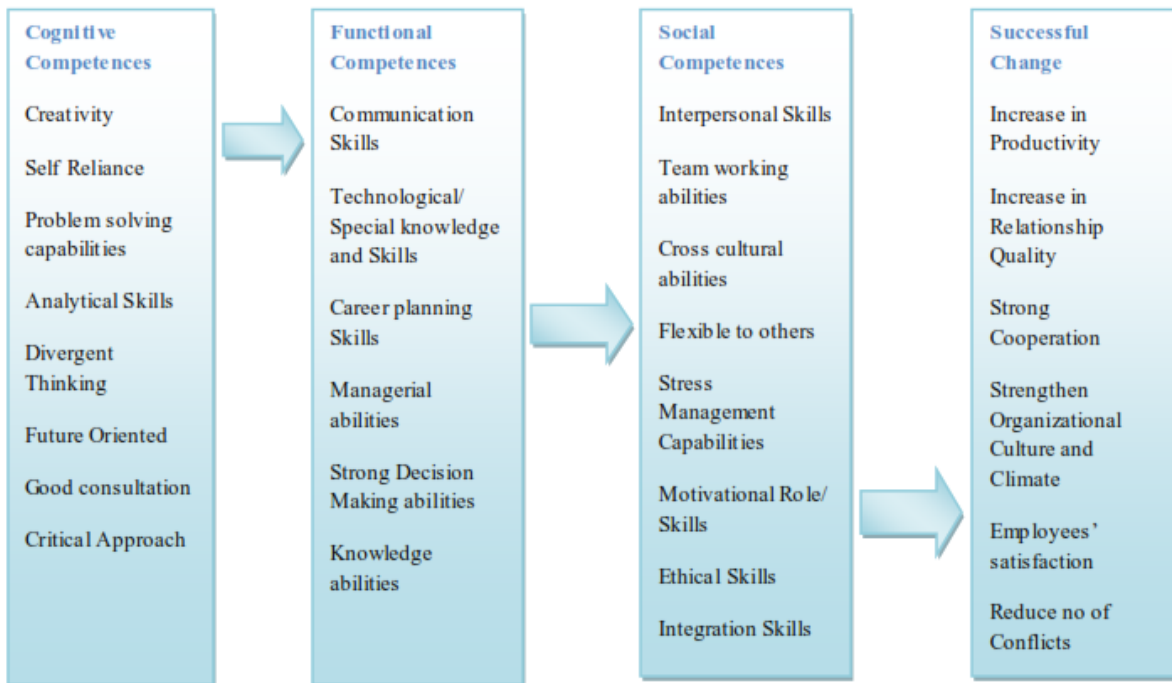
level of desired potential. these four Dimensions mark effective leaders. A knowledge-based economy based on the production management of intellectual capital within the company (Muhammed Asim; et al, 2022).

2.2.2. Leadership Competencies

Today, most organizations agree that effective leadership is one of the most important factors in overall organizational performance and change. An intelligent leader is someone who has a wealth of experience, skills, and knowledge that enable them to effectively and efficiently perform everyday life tasks. Effective change always requires effective leadership (Kennedy J. C., 2000). While posing the issue of organizational change, Brookfield emphasizes the importance of culture, citing several factors that can hinder change management efforts, such as a culture of secrecy, a culture of individualism, and a culture of silence. (Kitchen, P.J. and Daly, F., 2002). Competent leadership can address and overcome such problems. According to (Pagon. M., Banutai. B. & Bizjak, 2008); competence is the ability to manage knowledge and other skills and abilities.

Several leadership competencies are essential for effective and successful leadership (Bennis, 1987). Different competencies are highly effective for leaders and lead to successful organizational change. Virtanen highlights several leadership competencies and relates them to successful organizational change in his leadership competencies model (Virtanen, 2000). The table above highlights the role of leadership and its ability to successfully transform an organization. The table also defines key skills and competencies that help organizations change. According to various authors, leadership competencies are strongly associated with successful organizational change: Leadership competencies are strongly associated with organizational success and change (Pagon. M., Banutai. B. & Bizjak, 2008).

Leadership Competences for Effective Change Management



(Pagon. M., Banutai. B. & Bizjak, 2008)

Literature shows that initiating and coordinating change always requires strong leadership skills. This also applies to the fact that all change processes usually encounter some resistance. Effective leaders can overcome resistance and make change successful. Recognizing, dealing with, and overcoming resistance is not always a slow and easy process. People resist change, especially the most fundamental ones, and only leaders can overcome them. Problem-solving requires strong leadership, just as doctors need to solve medical problems (Heifetz, 1997).

Gradual changes are introduced in small quantities and often do not require a formal start. These are usually easy to process and adopt, employees cannot fight them off, they are usually temporary, and people working in an organization are usually familiar with these kinds of changes. Temporal change is harder to accept and encounters more resistance. This requires more than just leadership skills. Radical change requires personal acceptance, and it is the manager's job to make people aware of the need for change and motivate them to abandon the old in favor of new ways of working (Reardon, 1998). Effective leaders have a clear, linear vision of the future, and successful change requires a clear vision of the future. Without vision, successful change is very difficult. Kotter argues that it is very important for leaders to communicate their vision (Kotter J. P., 1996).

The table above also mentions that logical leaders communicate their vision by focusing on innovation and explaining it.

The leader/leadership role is also very important in developing and managing organizational change by creating the right atmosphere within the organization to embrace change. Organizational culture also plays a role in the development of change in any organization, and it is leaders who bring new strategies to develop or manage culture. You can strategize (Appelbaum, 1998). An organization's culture embraces its beliefs and values and can transform an organization from conservative to innovative. These may be unwritten rules, disciplines, and external guidance, and leadership roles may be of guidance, advice, or assistance. According to the author, the most important leadership role for cultural management and development is supportive (Appelbaum, 1998).

Despite differing definitions and understandings, competencies can be understood as: Cognitive, functional, and social skills and abilities (including any resources available to the individual) Do different jobs in different fields, acquire the necessary knowledge, and achieve good things results. Each competency is based on a combination of interrelated cognitive and practical competencies. skills, knowledge, motivation, orientation values, beliefs, emotions, and other social and Five Components of behavior that can be applied as a whole to efficient activity (OECD & Banutai, 2008).

2.3. Change

Change as a process was first conceptualized by Lewin. He divided change as a process into three phases. (1) Unfreezing is warming about willingness to change means understanding that change is necessary and being ready to leave your present comfort zone for future benefits. (2) Moving, at this stage people need to move forward to adopt a new, modified set-up. This phase of the change process is what people fear the most because it forces them to leave their current comfort zones. (3) Refreezing: eventually, the change will be accepted as the new normal for the organization and the change will become part of the daily process. Lewin also states that while common sense may tend to increase powerful forces to effect change, in many cases this may result in an equal and opposite increase in resistance, with the net effect being No change, more tension than before. Lewin believed that this process of change consisted of three steps which is one of the earliest models of planned change that came from Kurt Lewin. Behavior at the current level. This step

changes the behavior of organizations, departments, and individuals. to a new level that includes intervening in the system to develop new patterns of behavior values and attitudes due to changes in organizational structures and processes (Lewin, 1947).

A change can be any action or series of actions with the direction of doing something new or changing something. Change always requires commitment and direction. Change is not always positive, but there are ways to strengthen your commitment to certain types of change (Duck, 1993).

In general, the word change refers to transforming something by changing it, making something different, making it better, or adding some value to an existing thing or abandoning it in favor of something else. Change is usually planned and there are some reactions to the change. Respondents first consider what needs to be changed and what needs to be discarded. Most authors believe that respondents are more focused on what they need to give up than what they need to get. Different types of resources are used to bring about changes according to nature and the environment. Changes are always made for good reasons, and the subject of interest is always the result of effort. (Haferkamp, Hans, and Neil J. Smelser, 1992).

2.3.1. Organizational Change Management

Organizational change means that the organization is transforming and/or undergoing transformation. It can define their success stories and all kinds of experiences and failures (Hage, 1999). Organizational change is the collection of different behaviors that result in changes in direction and processes that affect how an organization works (Hage, 1999). The need for organizational change begins when management becomes dissatisfied with the status quo. Organizational change can be planned or unplanned, but in both cases, organizational change can be very significant and critical to managing change. Planned changes are related to management, who are making a conscious effort to make things happen. Planned change requires strong commitment and a systematic approach, and the key to planned change is based on a leader's vision and stated goals. Changes can affect strategies, tasks, or factions within an organization.

There are different types of changes depending on the type of organization and its environment. Some organizations make small changes (incremental changes), while others make major organizational changes that require large-scale changes and are difficult to manage, usually known

as business changes (radical changes). (Abdullah, et al, 2016). Unfreezing is about changing employee attitudes and behavior and the work environment. This is a very important type of change. For any type of change, it is important to create a need for change among all stakeholders. The role of leadership is also very important in thawing, as it requires a well-structured way to implement change by managing the behaviors and attitudes of those you work with. It also requires a strong commitment from all to work together towards a shared, proclaimed vision. Change management is a critical area of focus for the healthy growth of any business and is essential for an organization's survival in today's business world. Change management has focused on people, identities, and patterns of human interaction. Change management is a core competency of his leader in 21st-century business. Therefore, as visionary change agents, leaders needed to be more skilled and motivated. Discontinuous change has the greatest impact on leadership skills (A. Nadler, Robert B. Shaw, A. Elise Watton, 1995). Relocation is the next step in identifying, planning, and implementing appropriate strategies by the top management of the organization. It is also determined at this stage that any organization must strive for incremental or radical change. A leader's vision is also very important in strategic planning and execution. All strategies are formed in the Movement Phase. The next step is to refreeze the changing landscape to help leaders stabilize and integrate change into the status quo. Leaders need to understand how to refreeze changes. This is because if the freeze is incomplete or improperly handled, the changes are invalidated and the previous behavior resumes. Refreezing always fosters the possibility of further change.

Leadership skills are critical to organizational change, as dealing with management resistance, confusion, exploration, and commitment is paramount. There are some predictable behaviors associated with stages of change, and effective leaders always efficiently recognize these changes and respond appropriately to keep their teams engaged.

Change leaders who are consistently associated with planned change deal constructively with human emotions (Abdullah, et al, 2016). In short, organizational change is a deliberate effort by organizational leaders/executives/managers to lead the organization toward improvement. The process of change can include many reasons or motivations, such as technological, social, or economic factors, as well as external or internal pressures for change. In addition, the

organizational leader's vision and innovative ideas can also be the reason for the organizational change process.

2.3.2. Importance of Organizational Change

Here are some reasons why you might need to implement an organizational change: The common truth of the phenomenon leads us to believe that these courses of action are always brainstorming decisions of the manager and can never be the final best decision. Unless sufficiently revised by iteration (Robyn Thomas, Leisa D. Sargent, Cynthia Hardy, 2011). Furthermore, organizations are not disconnected but connected internally and externally to the closed and open systems that are critical to business success. These conditions will change more frequently in the details of this century, and organizations will face volatility in business conditions. (Howard, 2007). This means that the volatility acceleration is surprisingly higher than when it happened. Internally closed systems, such as staff demographic diversity, can arise when recruiting newcomers from unwieldy backgrounds. About external open systems, the environment is also called "PESTLE". Political, economic, social, technological, legal, and ecological changes directly affect business security, marketing transactions, product demand, productivity rates, trade restrictions, and disaster areas of organizations (Fred, 2011).

Therefore, in the 'SWOT' analysis, environmental conditions are the main reason for the importance of undertaking efforts to assert internal adjustments to peripheral dimensions. Evaluating management systems in planning requires new synchronous methods that enable organizations to adapt to the ever-changing environment in which they manage tangible and intangible resources to protect against unwanted coincidences (Voiculet, 2010). In this regard, the leader of all organizations. You need to be familiar with the information that is circulating daily and adjust to new events.

2.4. The Role of Leadership on Organizational Change Success

In this competitive era where companies face changing trends, the role of leaders is crucial. Therefore, most organizations today need strategic leadership who can anticipate the changes needed and create an atmosphere that is very conducive for employees to understand and successfully implement these changes (Bass B. M., 1990). Surviving long term without the strategic role of a leader.

Leadership is a key component of successful transformation in any organization. Leaders are role models for all leaders in their communities. There are different styles of leadership described by theorists, and each style affects change management (Lowder, 2009) discusses leadership models for change management and transformative leadership focuses on organizational development. and conclude that serving leadership is responsible for follower development. In today's dynamic business environment, a transformative leadership model is best suited for developing the best follow-up and change management. Change management is a core competency of his leader in 21st-century business. So, as visionaries and change agents, managers had to be overly competent and ambitious. Discontinuous change has the greatest impact on leadership skills (A. Nadler, Robert B. Shaw, A. Elise Watton, 1995) Leadership style and top-level employee trust are strongly and positively correlated with behavior in implementing innovation while addressing individual differences and departmental affiliations. We need to help them develop the skills that will help them cope with change. Successful change leaders must pay attention to the initiation, implementation, and maintenance of any change initiative (Dr. Emmanuel & Elizabeth Kamau, 2015).

Effective organizational change is impossible without strong leadership. To effectively manage change, you need a change leader who can lead a team that has the courage to successfully drive change in existing systems. Since change is a transformative process, change agents (managers and leaders) need to elicit supportive responses to change from stakeholders (Kotter J. P., 1996).

2.5. Empirical Review

A study in Jinnah University for Women, Karachi, Pakistan, entitled “The Role of Leadership on Organizational Change” aimed to explore the role of leadership in organizational change, with a focus on the role of Democratic Visionary and Transformational Leadership Styles on effective change management. The results showed that visionary leadership proved to be very effective in bringing Organizational change successfully, and the democratic style has a strong and positive impact on tends to adopt the change to effectively respond the current or future trends, technological, economic, and, social changes, and to gain a competitive edge. (UzmaRasool Khan, et al, 2016).

Organizations in the 21st century face massive and discontinuous change, making change leadership more challenging and complex than ever (Noel M. Tichy & David O. Ulrich, 2011).

This explains why, in today's world, Change's leadership has become the focus of management's attention. The change includes a fundamental change in an organization's business and its future direction. The human leader is the most important tool for change (Noer, 1997). Moreover, it is the behavior of leadership that makes changing situations more effective (Higgs, 2007). Maha. M Al-Khaffaf conducted a study by Capital Bank titled "Applying Change Management Critical Success Factors in Bank of Jordan and Capital Bank" (Al-Khaffaf, 2012). He compares these factors bank by bank between the two banks and develops a new change model. As a result, the following seven key success factors were agreed upon by both banks.

Resources, Management Support, Quality, Employee Satisfaction, Training, Technology, Processes, and Systems. Also, the study showed no statistically significant variation among the surveyed banks in terms of change management components. While Ali Abaas conducted a study titled "Impact of Managerial Leadership Styles on Changing Decision-Making Process:

An Applied Study in Jordanian National Electricity Company entitled "The impact of transformational leadership on organizational change management: Case study Jordan Ahli Bank" (2012), the study aimed to investigate the impact range of managerial leadership styles (Autocratic, Democratic, and Loose) on the decision-making process, and the resistance range of subjects to the decisions and their implementation, the results showed that there is a different leadership style existed in that company, and the democratic style have a strong and positive impact on the decision-making process, while the loose leadership style has less impact, but the autocratic style has a negative impact. (Al-Qura'an, 2015).

Paul Chou (2014), conducted a study titled "The Effect of Transformational Leadership on Follower's Affective Commitment to Change ", the study aimed to explore the mechanism through which transformational leadership influences employees' affective commitment to change at farmers' associations in Taiwan. The results indicated that transformational leadership not only directly affects employees' affective commitment to change, but also indirectly affects employees' affective commitment to change via perceived organizational support and affective commitment to the organization (Chou, 2014).

Muhammad Hussain Uddin (2013) conducted a study under the title "Role of Transformational Leadership in Organizational Change: mediating Role of Trust", to examine the relationship the author collected the data via questionnaires from the banking sector of Pakistan. The results indicated that there was a significant relationship between transformational leadership with

organizational change and trust was playing the mediating role. Research shows the importance of leadership and trust in top management for effective change. They are strongly (positively) correlated with change implementation behavior, prospector oversight, management level, and departmental commitment (Michaelis, 2009).

Emanuel Banutai on the other hand conducted a study under the title “Leadership Competencies for Successful Change Management”, to examine the relationship between leadership competencies and successful change management in Ljubljana, Slovenia. The results indicated that there was a significant relationship between there is a significant negative correlation between traditional and new cultural values. The more the traditional values are present, the less the new cultural values and a significant negative correlation exists between new cultural values and fear and resistance to change exist in the institution under study. Planning and decision-making skills were associated with traditional values and with fear and resistance to change.

Traditional values are positively associated with planning and decision-making skills and beliefs Powerful others and coincidences, in agreeableness and sociability. you are negative Combined with multicultural skills, understanding, innovation, and organizational change, With a sense of accomplishment, beauty and appreciation for a world of equality.

Fear and resistance to change are positively associated with planning and decision-making skill, belief in chance, extroversion, and a highly regulated environment. They are negatively associated with multicultural skills, emotional intelligence, and self-control Organizational understanding, innovation, and change, training and evaluation Sense of accomplishment. New cultural values are positively associated with multicultural and social skills. comprehension, innovation, and organizational change, numerical and logic skills, rank first.

Biniyam Endale (2021) conducted a study under the title “The Roles of Leadership in Change Management in Addis Ababa City Houses Development Corporation: in the case of four selected branch offices” to suggest for Housing Development Corporation’s leadership on the gap of practicing expected roles to manage change towards a positive outcome. The result showed that their role is not practiced properly to manage change initiatives, due to people’s indifferences and extenuative factors (Biniam, 2021).

Asalifew Amedin (2018) conducted a study entitled “The Role of Leadership in Organizational Change: The Case of Ethiopian Road Authority.” The objective of the study was to assess the Role of Leadership in Organizational Change in the Ethiopian Road Authority. The result of the study

was that the organizational change management at ERA faced unclear leadership direction and improper change communication. These can be the causes of ineffective organizational change implementations and system pervasiveness that led to poor organization poor activity to manage change effectively (Asalifew, 2018).

2.6. Hypothesis

- H1: There is a positive relationship between leadership styles and effective change management.
- H2: There is a positive relationship between leadership competency and effective change management.

2.7. Conceptual Framework

A conceptual framework is a basis for expressing or describing how certain variables are related to each other, and why are they connected to each other once defining the problem statement and hypothesis (UzmaRasool Khan, et al, 2016). The researcher identified the two Leadership variables important to directly influence the organizational change process. In this research project report the dependent variable is organizational change, which is the variable of primary interest and the independent variables are: Leadership style and Leadership Competencies.

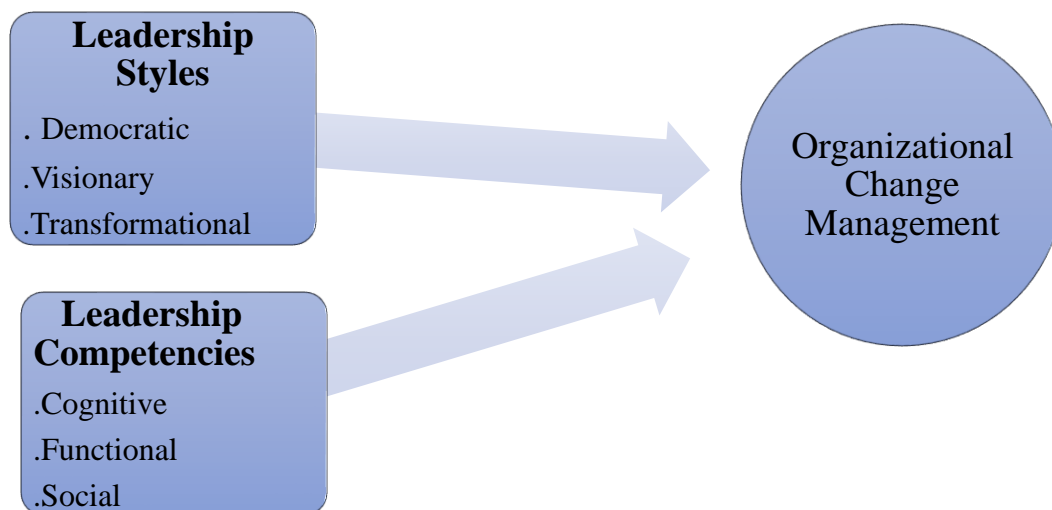


Figure 2.11: Conceptual Framework

Source: (Jacobs, G., Van Witteloostuijn, A., & Christe-Zeyse, J., 2013)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Research Design and Approach

This project work adopted an explanatory method of research design. Explanatory research can also be described as a 'causal model' that explores patterns and trends in existing data that have never been explored before. For this reason, it is often regarded as a type of causal relationship study. (George, 2023). This research design is selected over others because It is very flexible and often replicable, with high internal validity and helps fill in the gaps in existing analyses, and provides information on the reasons behind phenomena.

3.2. Data Types, Sources, and Methods of Data Collection

The study used mainly primary data in its construction. Primary data was mainly collected through close-ended survey questionnaires. As a method, the data was collected in person and as a procedure, questionnaires that contain the independent variables were distributed separately from questionnaires that state the dependent variable on different days to prevent or minimize respondents' bias (Kabir, 2016).

3.3. Target Population, Sampling Design, and sample size

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate. (Sekaran, 2003). The target population of the study comprised six selected departments of Dashen Bank at Head Quarter. These departments are Change Management Department, Research and Development Department, Human Resource Department, Digital Banking Department, International Banking Service Department, and Corporate Banking Department. The reason that the researcher chooses these departments is the extent to which they are directly related to change.

Table 1. Target Population

No.	List of Departments	Number of Employees
1	Change Management Department	12
2	Research and Development Department	22
3	Human Resource Department	51
4	International Banking Service Department	78
5	Digital Banking Department	66
6	Corporate Banking Department	68
Total		297

Source: Dashen Banke Head Office (2023)

In this project, a probability proportionate stratified random sampling design was used. Stratified random sampling is a common technique used by researchers to obtain a sample population that best represents the overall population under study and to ensure that all subgroups of interest are represented. (Arnab, 2017). As it is a probability sampling design the target population can have an equal chance to be selected as a sample; therefore, it reduces the researcher’s bias in selecting the sample.

Three criteria were highly significant in determining sample size to get the required data from sample respondents. These factors included the degree of precision, confidence, or risk, in the attribute, whereas evaluated and the degree degradability the attributes were tasted; all of which help the researchers estimate the right sample size (George Miaoulis, R. Dean Michener, 1976). For purposes of administering questionnaires, the researcher used the following sample size determination formula to determine the sample size of the population in four banks. The formula was developed by (Yamane T. , 1973). It is calculated as follows:

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

Where **n** is the sample size,

N is the population size, and

e is the level of precision or sampling error = (0.05)

$$n = \frac{297}{1+297(0.05)^2} = 170$$

n=170; The number of samples is 170.

Table 2. Proportional Sample size from each Department

No.	List of Departments	Number of Employees	Number of Sample Size
1	Change Management Department	12	7
2	Research and Development Department	22	13
3	Human Resource Department	51	29
4	International Banking Service Department	78	45
5	Digital Banking Department	66	38
6	Corporate Banking Department	68	39
Total		297	170

Source: Dashen Bank Head Office (2023)

3.4. Data Analysis and Presentation

In this study, the researcher used inferential statistics of multiple linear regression method of analyzing the data gathered through self-administered close-ended questionnaires with the aid of the latest version of SPSS (Statistical Package for Social Science) or R which consists of descriptive statistics in terms of mean, percentage, tables, figures, mean, and standard deviation. In addition to this, the researcher concerned with the interpretation and the representation of justification.

$$Y = X_1\beta_1 + X_2\beta_2 + \epsilon$$

3.5. Ethical Consideration

Ethical concerns in research deal with voluntary participation, no harm to respondents, anonymity and confidentiality, identifying purpose and sponsor, and analysis and reporting. To help eliminate or control any ethical concerns the researchers made sure that participation was completely voluntary but this can sometimes lead to a low response rate which can in turn introduce response bias. To avoid possible harm such as embarrassment or feeling uncomfortable about questions to

respondents, the study did not include sensitive questions that could cause embarrassment or uncomfortable feelings (McNamara, 1994). Anonymity and confidentiality were exercised to protect a respondent's identity. A survey is anonymous when a respondent cannot be identified based on a response (Kothari, 2004). Participant identification was kept confidential and was only used in determining who had not responded for follow-up purposes. All prospective respondents were aware of the purpose of the survey. A cover letter was used to explain that the results of the study would be used in a project thesis as partial fulfillment for a Master's degree in Business Leadership. Since advancements in academic fields come through honesty and openness, the researcher assumed the responsibility to report problems and weaknesses experienced as well as the positive results of the study.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1. Introduction

In this chapter, the data collected from the respondents were analyzed and interpreted using quantitative analysis. This includes analyses, explanations, and conclusions of the demographic information of respondents and the descriptive and inferential statistics employed to test the hypothesis and to investigate the effect of independent variables on dependent the variable. To analyze the collected data in line with the overall objective of the research undertaking, statistical procedures were carried out using SPSS version 24. Among 170 questionnaires distributed to employees, a total of 165 were answered and retrieved, which is 97.04% of the total distributed questionnaires. After checking the retrieved questionnaires, the questionnaires were valid for statistical analysis. Ultimately, 97.06% of the total questionnaires distributed entered the analysis and the rest 2.94% were not analyzed.

4.2. Demographic Data of the Respondents

Table 3. *Demographic Data of the Respondents*

Demographic Variables		Frequency	Percent
Gender	Male	93	56.4
	Female	72	43.6
Total		165	100
Age	20-30	68	41.2
	31-40	79	47.9
	41-50	18	10.9
Total		165	100
Educational Background	Diploma	1	0.6
	BA/BSc	99	60
	MA/MSc	65	39.4
Total		165	100
	1-3	38	23

Experience with the Company	4-7	81	49.1
	8-11	41	24.8
	>11	5	3
Total		165	100

Source: Survey Result 2023

As presented in Table.3 above, the gender composition shows that both male and female employees of the bank participated in the study. Hence gender of the respondents 93(56.4%) were male, female respondents also participated which accounts for 72(43.6%). This indicates that there is a fair and nearly proportional gender distribution in the bank. The age of the respondents 79(47.9%) of them are between 31 and 40 years; 68(41.2%) of them are between 31 - 40 years, and 18(10.9%) of them are between the age of 41-50 years. From this, we can infer that most of the respondents are between the age of 20-40 which is believed to be highly committed and found to be an energetic age group. The educational level of respondents shows that 99(60%) of respondents are Bachelor’s Degree holders; 65(39.4%) of them are Master’s Degree holders and 1(0.6%) of the respondents are Diploma holders. Therefore, the majority of the Employees of the bank are degree holder, however, the gap between the degree holders and MA holders are high. 81(49.1%) of them have an experience of 4-7 years; 41(24.8%) of them have experience 8-11 years with the bank; 38(23%) of them have an experience of 1-3 years; and 5(3%) of the respondents have an experience more than 11 years. From this, it can be said that the bank has employees with a mixed experience level among them.

4.3. Descriptive Statistics of Scaled Type Questionnaires

To present the level of respondents’ agreement, mean and standard deviations are used. The responses of the respondents for the variables indicated below were measured on a five-point Likert scale with: 1= strongly disagree, 2= disagree, 3 = neutral, 4= agree and 5= strongly agree. However, while interpreting the results of mean and standard deviation the scales are reassigned as follows to make the interpretation easy and clear. The intervals for breaking the range in measuring each variable with a five-point scale are calculated as follows: -

$$\text{Agreement level} = \frac{\text{max}-\text{min}}{5-1} = \frac{5-1}{5} = 0.8$$

.1 - 1.8= Strongly Disagree, 1.81 – 2.6 = Disagree, 2.61 – 3.4= Neutral, 3.41 – 4.20= Agree and 4.21 – 5 = Strongly Agree ((Best, 1977).

Table 4. Descriptive Statistics of Transformational Leadership Style

Transformational Leadership	N	Mean	Std. Deviation
Leaders of our organization focus on the basic purpose to create a common vision and strengthen relationships with followers.	165	1.98	.862
In our organization, leaders' leadership style focuses on individualized consideration on understanding the specific requirements of employees.	165	1.67	.828
Leaders encourage employees to share their knowledge to develop more inventive thoughts and justification. (Intellectual Simulation)	165	3.05	1.180
Senior management has successfully performed their role and created a common vision and direction for transformational initiatives within the organization.	165	2.71	1.283
Management Shows Actions Fully Supporting Transformation Efforts	165	1.94	1.162
Valid N (listwise)	165		

Source: SPSS Output, Survey Result, 2023

As can be seen in Table 4, Leaders of Dashen Bank encourage employees to share their knowledge to develop more inventive thoughts and justification with a score mean of 3.05 with a standard deviation of 1.180, Senior management has successfully performed their role and created a common vision and direction for transformational initiatives within the organization. Mean of 2.71 with a standard deviation of 1.283; Leaders of our organization focus on the basic purpose to create a common vision and strengthen relationships with followers. This has a score mean of 1.94 and a standard deviation of 0.862; Management Shows Actions Fully Supporting Transformation Efforts with a scored mean of 1.94 with a standard deviation of 1.162, and leaders' leadership style in Dashen Bank focuses on individualized consideration on understanding the specific requirements of employees with a mean and standard deviation of 1.67 and 0.828 respectively. From this, we

can infer that most of the respondents disagreed that Transformational Leadership is not being properly implemented at Dashen Bank to effectively manage organizational change.

Table 5. Descriptive Statistics of Democratic Leadership Style

Democratic Leadership	N	Mean	Std. Deviation
Get advice from your manager on what to do and how to do it.	165	2.38	1.090
Managers encourage creativity and people are often heavily involved in systems and decision-making.	165	1.90	1.043
The leader facilitates group discussion.	165	2.42	1.082
There is frequent and cooperative communication between managers and other staff.	165	2.16	1.239
Senior management has identified and developed a change leadership team within the organization to manage the change process.	165	2.69	1.187
Valid N (listwise)	165		

Source: SPSS Output, Survey Result, 2023

According to the Table, the Senior management of Dashen Bank has identified and developed a change leadership team within the organization to manage the change process; with a score mean of 2.69 with a standard deviation of 1.187, Leaders of Dashen Bank facilitate group discussion. a scored a mean of 2.42 with a standard deviation of 1.082; employees of Dashen Bank get advice from their manager on what to do and how to do it which has a score mean of 2.38 and a standard deviation of 1.090; There is frequent and cooperative communication between managers and other staff with a scored mean of 2.16 with a standard deviation of 1.239, and Managers encourage creativity and people are often heavily involved in systems and decision-making. with a mean of 1.90 and a standard deviation of 1.043. This implies that most of the respondents disagreed that leaders of Dashen Bank implement Democratic Leadership, to effectively manage organizational change.

Table 6. Descriptive Statistics of Visionary Leadership Styles

Visionary Leadership	N	Mean	Std. Deviation
I have an idea to improve our group.	165	4.01	.985
I have a vision of what makes our organization stronger.	165	3.12	1.248
I understand the steps necessary to improve my organization.	165	3.55	1.123
I have a clear vision of what needs to be done within the organization to achieve higher standards of excellence.	165	3.47	.979
I have a clear idea of what this organization should look like in the future.	165	3.72	.941
Valid N (listwise)	165		

Source: SPSS Output, Survey Result, 2023

Table 6, shows that the respondents have an idea to improve our group; with a score mean of 4.01 with a standard deviation of 0.985, have a clear idea of what this organization should look like in the future a scored a mean of 3.72 with a standard deviation of 0.941; understand the steps necessary to improve my organization which has a score mean of 3.55 and a standard deviation of 1.123; have a clear vision of what needs to be done within the organization to achieve higher standards of excellence with a scored mean of 3.47 with a standard deviation of 0.979, have a vision of what makes our organization stronger with a mean of 3.12 and a standard deviation of 1.248. This implies that most of the respondents agreed that leaders of Dashen Bank implement Visionary Leadership, to effectively manage organizational change.

Table 7. Descriptive Statistics Cognitive Leadership Competency

Cognitive Leadership Competency	N	Mean	Std. Deviation
Leaders of the organization have problem-solving capabilities and are self-reliant to support change.	165	2.44	1.201

Leaders in our organization have good consultation abilities and are future-oriented.	165	2.45	1.038
In our organization, leaders are creative with divergent thinking and critical approach.	165	2.68	1.325
Valid N (listwise)	165		

Source: SPSS Output, Survey Result, 2023

Table 7 illustrates that leaders of Dashen Bank are creative with divergent thinking and critical approach; with a score mean of 2.68 with a standard deviation of 1.325; Leaders in Dashen Bank have good consultation abilities and a future-oriented score of a mean of 2.45 with a standard deviation of 1.038, and Leaders of the Dashen Bank have problem-solving capabilities and are self-reliant to support change with a mean of 2.44 and a standard deviation of 1.201. This implies that most of the respondents disagreed with the leaders' Cognitive Competency of Dashen Bank, to effectively manage organizational change.

Table 8. Descriptive Statistics Functional Leadership Competency

Variable related to Functional Leadership Competency	N	Mean	Std. Deviation
Leaders in our organization have good communication skills with special knowledge.	165	2.52	1.276
Leaders of our organization have the managerial ability to make strong decisions.	165	2.55	1.085
Valid N (listwise)	165		

Source: SPSS Output, Survey Result, 2023

As it is shown in Table 8 above, Leaders in Dashen Bank have organization has the managerial ability to make strong decisions at a score of a mean of 2.55 with a standard deviation of 1.085 and have good communication skills with special knowledge with a mean of 2.52 and a standard deviation of 1.276. This implies that most of the respondents disagreed with the leaders' Functional Competency of Dashen Bank, to effectively manage organizational change.

Table 9. Descriptive Statistics of Social Leadership Competency

Variable related to Social Leadership Competency	N	Mean	Std. Deviation
In our organization, managers have interpersonal skills and team-working abilities.	165	3.61	1.125
Leaders in our organization have cross-cultural skills to bring successful change.	165	3.19	1.272
Leaders in our organization are flexible to others and have stress management capabilities.	165	3.57	1.201
In our organization, Leaders are ethical and play a motivational role in the course of change management.	165	3.62	1.139
Leaders in our organization have an integration skill to integrate strategy into vision.	165	3.33	1.432
Valid N (listwise)	165		

Source: SPSS Output, Survey Result, 2023

According to Table 9, the Leaders of Dashen Bank are ethical and play a motivational role in the course of change management; with a score mean of 3.62 with a standard deviation of 1.139; the managers have interpersonal skills and team-working abilities with a mean of 3.61 and standard deviation of 1.125; Leaders of Dashen Bank are flexible to others and have stress management capabilities which have a score mean of 3.57 and a standard deviation of 1.201; Leaders in Dashen Bank have cross-cultural skills to bring successful change with a scored mean of 3.47 with a standard deviation of 0.979; they also have a vision of what makes our organization stronger with a mean of 3.19 and a standard deviation of 1.272. This implies that most of the respondents agreed that leaders of Dashen Bank Social Leadership Competency, to manage organizational change.

Table 10. Aggregated Mean of the Independent Variables

Variables Related to Leadership	N	Mean	Std. Deviation
Transformational Leadership Styles	165	11.35	5.315
Democratic Leadership Styles	165	11.55	5.641
Visionary Leadership Styles	165	17.87	5.276
Aggregated Mean of Leadership Styles	165	40.77	16.232
Cognitive Leadership Competency	165	7.57	3.564
Functional Leadership Competency	165	5.07	2.361
Social Leadership Competency	165	17.32	6.169
Aggregated Mean of Leadership Competency	165	29.96	12.094

Source: SPSS Output, Survey Result, 2023

According to Table 10, the Visionary Leadership style has the highest aggregated mean score of 17.87 and a standard deviation of 5.276 compared to Democratic and Transformational Leadership Styles with a mean of 11.55 and 11.35 respectively. From this instance, we can infer that the Company is doing very well in visionary leadership styles. Regarding Leadership competency, Social Leadership Competency has the highest aggregate mean score of 17.32 with a standard deviation of 6.169 compared to Cognitive and Functional Leadership competency having an aggregate score of 7.57 and 5.07 respectively. Hence, the Leaders of the company have acquired a high level of Social Leadership Competency. On the other hand from the major independent variables under study, leadership styles have a higher aggregated mean score than Leadership Competency, which is 40.77. From this, we can understand that the company is doing well in Leadership styles than Leadership competencies.

Table 11. Descriptive Statistics Organizational Change Management

Variables Related to Organizational Change Management	N	Mean	Std. Deviation
This organization increased productivity as a result of a change	165	2.60	1.193

In our organization, there is an increased relationship quality.	165	2.99	1.176
Employees in our organization developed strong cooperation.	165	3.43	1.170
In our organization, there is strong organizational culture and climate.	165	3.33	1.101
There is employee satisfaction as a result of this change	165	2.10	.939
In our organization, the number of conflicts is reduced due to change.	165	2.53	1.223
Employees of our organization have acquired diversified Knowledge.	165	2.22	.959
Valid N (listwise)	165		

Source: SPSS Output, Survey Result, 2023

According to Table 11, Employees of Dashen Bank developed strong cooperation.; with a score mean of 3.43 with a standard deviation of 1.170; In the organization, there is strong organizational culture and climate with a mean of 3.33 and standard deviation of 1.101; in the organization, there is an increased relationship quality which have a score mean of 2.99 and a standard deviation of 1.176; Dashen Bank increased productivity as a result of a change with a mean of 2.6 and standard deviation of 1.193; the number of conflicts in the organization is reduced due to change with a scored mean of 2.53 with a standard deviation of 1.223; employees of the organization have acquired diversified Knowledge with a mean of 2.22 and standard deviation 0.959; and there is employee's satisfaction as a result of this change have a mean of 2.10 and standard deviation of 0.939. From this we can observe that most of the respondents disagreed about change management practices in Dashen Bank.

4.4. Correlation Analysis

Like the demographic factors, the scale-typed questionnaire was entered into the SPSS software version 24 to process correlation analysis. Based on the questionnaires which were filled by the employees of Dashen Banks in head office, the following correlation analysis was made.

Table 12. Correlations between Leadership and Organizational Change Management

Correlations								
		TLS	DLS	VLS	CLC	FLC	SLC	OCM
Spearman's rho	TLS	1.000	.702**	-.065	-.111	-	-.179*	.289**
	DLS	.702**	1.000	.258**	-.103	.334**	.250**	.674**
	VLS	-.065	.258**	1.000	.050	.364**	.579**	.463**
	CLC	-.111	-.103	.050	1.000	.382**	.213**	.213**
	FLC	-	.006	.364**	.382**	1.000	.694**	.525**
	SLC	.334**	.250**	.579**	.213**	.694**	1.000	.667**
	OCM	.289**	.674**	.463**	.213**	.525**	.667**	1.000
**. Correlation is significant at the 0.01 level (2-tailed).								
*. Correlation is significant at the 0.05 level (2-tailed).								

Source: SPSS Output, Survey Result, 2023

Since all variables are interval, the relationship between the independent variables i.e., Leadership styles (Transformational, democratic, and Visionary) and Leadership Competency (Cognitive, Functional and Social), and the dependent variable i.e., Organizational Change Management was investigated using correlation Spearman's Correlation coefficient over Pearson Correlation (Momentive, 2023). The results the of correlation analysis the table shows that all the independent variables were positively and significantly correlated with the dependent variable.

4.4. Multiple Regression Analysis

The multiple regression analysis was conducted using the hierarchical regression method. It is conducted to investigate the influence of the independent variable on the dependent variable and identify the relative significant influence; i.e., independent variable (Leadership Styles and Leadership Competency) to the dependent variable; i.e., Organizational Change Management in Dashen Bank. The proposed hypotheses were tested using multiple regression analysis.

Assumption of Regression Analysis

Multi-Co Linearity

One should check for the problem of multi-co linearity which is present if there are moderate correlations between some of the independent variables. The study checks this with the Variance Inflation Factor (VIF) which calculates the influence of correlations among independent variables on the precision of regression estimates. The VIF factor should not exceed 10, and should ideally be close to one (Myers, 1990). Tolerance is an indicator of how much of the variability of the specified independent variable is not explained by the other independent variables in the model and is calculated using the formula $1-R^2$ for each variable. If this value is very small (less than 0.20), it indicates that the multiple correlations with other variables are high, suggesting the possibility of multi-co linearity (Menard, 2000).

Table 13. Collinearity Statistics

Model	Collinearity Statistics	
	Tolerance	VIF
Transformational Leadership	.268	3.732
Democratic Leadership	.272	3.674
Visionary Leadership	.472	2.118
Cognitive Competency	.909	1.101
Functional Competency	.389	2.573
Social Competency	.270	3.705

Dependent Variable: Organizational Change Management

Source: SPSS Output, Survey Result, 2023

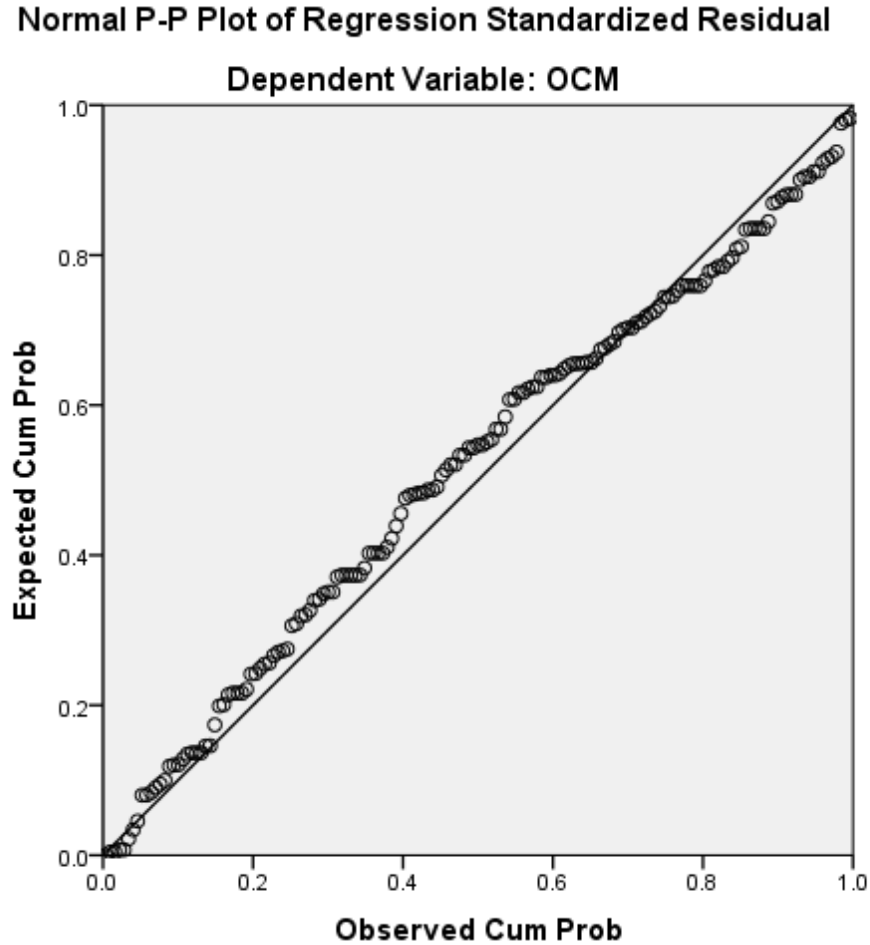
As it can be seen from Table 13; the result of the co-linearity statistics analysis shows variance inflation factors (VIF) total value of 16.03 and a variance individual tolerance each value greater than 0.1. Thus, the values indicate that for this analysis there is no multi-co linearity problem.

Linearity

Linearity is a deviation (or no deviation) from a straight line. Test for nonlinearity is necessary because of correlation, regression and other members of the general linear model (GLM) assume linearity. The study checks for patterns in scatter plots of Leadership against organizational change. If they have linear relation and whether the assumption has been met or not. The Linear Curve graph in Figure 1 below indicated that Leadership and change management have a linear relationship. In regression as a rule of thumb, an indicator of possible nonlinearity is when the

standard deviations of the residual exceed the standard deviations of the dependent variable. (Rindskopf, 2012)

Figure 1. Normal P-P plot of Regression

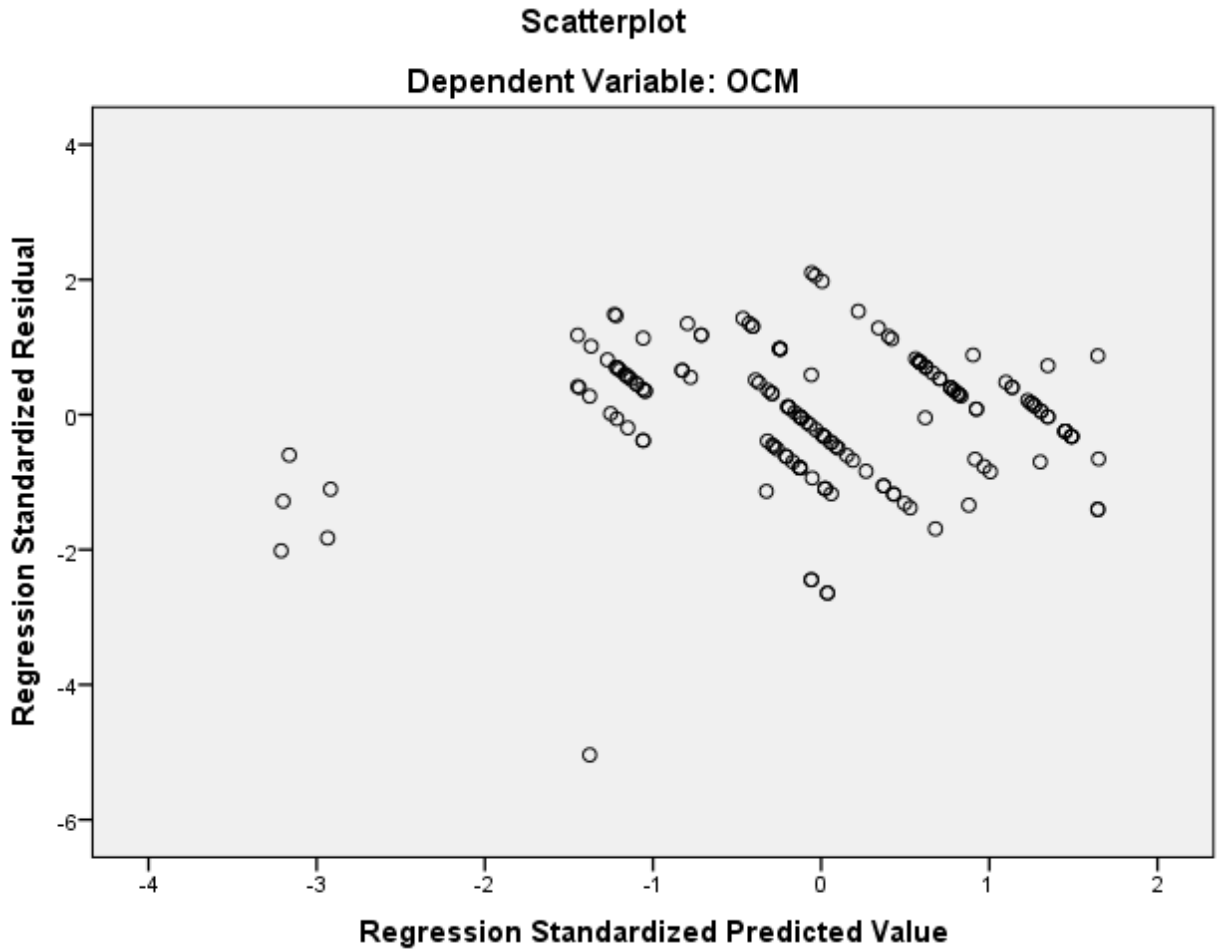


Source: SPSS Output, 2023

Homoscedasticity

There should be homoscedasticity before running multiple regression analysis, this means that the residuals (the differences between the values of the observed and predicted dependent variable) are normally distributed and that the residuals have constant variance (Burns, R.B. & Burns, R.A., 2008). If the assumption of homoscedasticity is violated (i.e., there is heteroscedasticity). The graph has demonstrated the homoscedasticity of the study.

Figure 2. Scatter Plot of Leadership and Organizational Change Management



Source: SPSS Output, 2023

Normality

For the sample size above 30 is usually sufficient to ignore the assumption regarding normal distribution (Weinberg, S. L., & Abramowitz, S. K., 2008). Since sample size of the study exceeds by far the suggested number hence it assumes normality.

Figure 3. Normal Distribution Curve

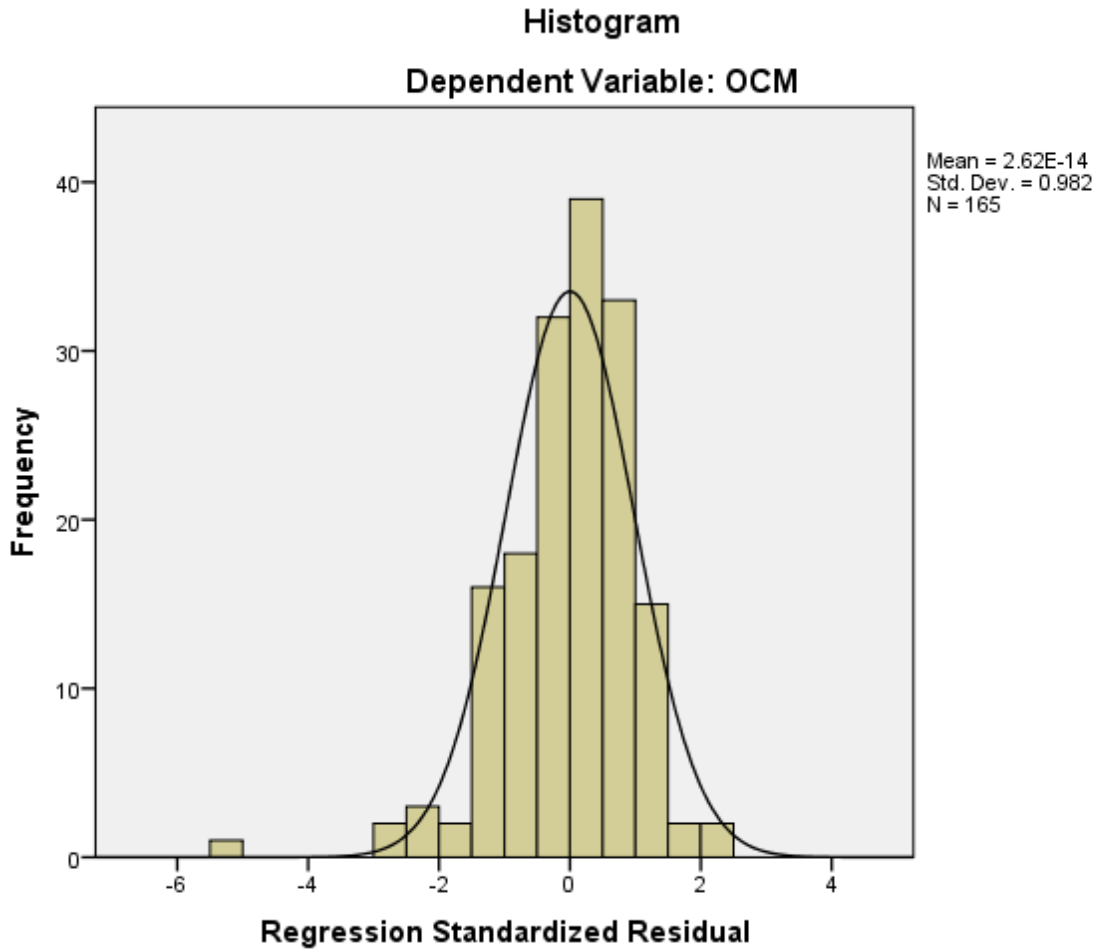


Table 14. Multiple Regression Analysis Result of Leadership and Organizational Change Management

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.903 ^a	.815	.808	.18828

a. Predictors (constant), SLC, CLC, TLS, VLS, FLC, DLS

b. dependent variable: Organizational Change Management

Source: SPSS Output, Survey Result, 2023

As shown in above table 14, in Dashen Bank the adjusted R square 0.808 indicates 80.8 percent of the variance in Organizational Change Management is attributed to the six independent variables entered into the regression and the remaining 19.2 percent of the variance in

Organizational Change may be explained by other factors such as innovative approach and other leadership styles and so on.

Table 15. Coefficients of Leadership Dimensions

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.443	.145		3.050	.003
	TLS	.079	.064	.082	1.245	.215
	DLS	.313	.042	.486	7.407	.000
	VLS	.040	.044	.045	.910	.364
	CLC	.043	.018	.088	2.454	.015
	FLC	.080	.019	.233	4.250	.000
	SLC	.292	.045	.430	6.530	.000

Dependent variable: Organizational Change Management

Source: SPSS Output, Survey Result, 2023

The above coefficients table illustrates the influence of Leadership on Organizational Change Management in Dashen Bank Using this multiple regression coefficient results, the proposed hypotheses for this study were tested as follows.

H1: There is a positive relationship between leadership styles and effective change management.

The result of the multiple regression analysis in table 15 above clearly indicates that in Dashen Bank Leadership styles (Transformational, Democratic, and Visionary). Besides, the value of beta in Dashen Bank ($\beta = .082, .486$ and $.045$) for Transformational, Democratic and Visionary Leadership respectively shows that the positive influence of Leadership styles on Organizational Change Management. This implies that a one percent increase in in Leadership styles results in 8.1%, 48.6% and 4.5% percent increase in Organizational Change Management of Dashen Bank.

H2: There is a positive relationship between leadership competency and effective change management

The coefficient of Leadership Competencies in the multiple regressions on table 15 illustrates that in the Dashen banks Leadership Competency has significant influence on Organizational Change Management. Besides, the value of beta in ($\beta = .088, .233$ and $.430$) for Cognitive, Functional and

Social Competencies respectively point out that the positive influence of Leadership competency on Organizational Change Management. This implies that one percent increase in Leadership Competency (CLC, FLC, SLC), 8.8%, 23.3% and 43% increase in Organizational Change Management of Dashen Bank.

Table 16. Summary of Hypothesis Testing

No.	Hypothesis	Tool	Result
H1	There is a positive relationship between leadership styles and effective change management.	Regression	Accepted
H2	There is a positive relationship between leadership competency and effective change management	Regression	Accepted

Source: SPSS Output, Survey Result, 2023

CHAPTER FIVE

SUMMARY, CONCLUSION ANDRECOMMENDATION

In this chapter summary of major findings, conclusions of the research findings that have been analyzed and presented in the previous chapter are briefly presented. Furthermore, based on the findings of the study possible recommendations were made.

5.1. Summary Major Findings

- ✓ The majority of respondents disagree that leaders of Dashen Bank do not entertain transformational leadership styles which counts an average mean of 2.27 for the given variables indicating the specific leadership style.
- ✓ The majority of respondents disagreed that leaders of Dashen Bank exercise Democratic Leadership style with an average mean of 2.31 and average standard deviation of 1.1282.
- ✓ Most of the respondents agreed that they have clear vision and managers know what is to be done in the group with an average mean of visionary related variables 3.574.
- ✓ All of the respondents disagreed that leaders of Dashen bank a highest level of Cognitive Leadership Competency with an average mean of 2.523 from the given variables.
- ✓ Most of the respondents agreed that leaders in Dashen Bank have Social Leadership Competency with an average scored mean of 3.464 from the given social leadership competency related variables.
- ✓ Majority of the respondents are afraid to agree or disagree whether the leaders of Dashen Bank are capable of managing organizational change with an average mean of 2.743 which lies in a neutral agreement in the Likert scale.
- ✓ All of the given independent variables have significant correlation with the dependent variable. Hence, TLS 28.9%, DLS 67.4% and VLS 46.3% of correlation to OCM as a Leadership style; and CLC 21.3%, FLC 52.5% and SLC 66.7% of correlation with OCM.
- ✓ Other things remain constant, the independent variable describe the dependent variable by 80.8%.

5.2. Conclusion

Looking at the above summary of major findings, the researcher concludes that Dashen Bank's leadership role in managing organizational change is below average level as the results of

transformational and democratic leadership styles as well as cognitive and functional competencies of leaders are below the average level. Employees are not encouraged to heavily involved in systems and decision-making and leader fail to facilitates group discussion. Leaders of the Bank lacks good consultation abilities and are not future-oriented

However, both Visionary leadership styles and social leadership competencies are exercised by leaders of Dashen Bank above average level. Leaders of the organization have good communication skill and the employees of the Bank have clear vision and managers know what is to be done in the group to make the organization stronger.

Leadership styles (Transformational, Democratic & Visionary) and Leadership Competencies (Cognitive, Functional & Social) have a significant positive correlation with organizational change Management of Dashen Bank.

The collinearity of Leadership styles (Transformational, Democratic and Visionary) and Leadership Competencies (Cognitive, Functional and Social) did not show any multi-co-linearity problem. The independent variables (Leadership styles and Leadership Competencies) 80.8% described the dependent variable (Organizational Change Management). The coefficient multiple regression results of Leadership Dimensions of the Bank showed that there is a positive relationship with Organizational change management and led to the proposed hypothesis were accepted.

5.3. Recommendation

Based on the findings above, the following recommendations were drawn.

- ✓ Among the given variables, Democratic Leadership styles, Visionary Leadership styles and Social Leadership Competency aspects leadership demonstrate a higher degree of contribution in Effective organizational Change Management. However, Democratic leadership styles and functional Leadership Competency were not practiced very well by leaders of Dashen Bank and therefore, they need to be addressed by the managements of the Bank.
- ✓ To improve these leadership aspects, up-to-date trainings on Leadership styles and Leadership competencies shall be given for effective organizational change management; like Leader development workshops and personal growth as well as Supervisor and Management training and executive management.

- ✓ Leaders of Dashen Bank should focus on individualized consideration on understanding the specific requirements of employees as the principles of leading change states that Address the “human side” systematically that any significant transformation creates “people issues.”
- ✓ There is a need to encourage creativity by management to heavily involve employees in systems and decision-making as theory of leading change states that new idea applied to initiating or improving a product, process or service.
- ✓ Organizational Change management trainings should be given to leaders of Dashen Bank since theories of managing change states that to sustain momentum, Provide Resources for Change, build a Support System for Change Agents, Develop New Competencies and Skills, Reinforce New Behaviors and Stay the Course.
- ✓ Further research should be conducted to investigate some other contemporary measures of organizational change management.

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Appendix

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

SURVEY QUESTIONNAIRES

Dear Sir/Madam,

The researcher is a student of **Addis Ababa University School of Commerce**, pursuing a Master's program in **Business Leadership**. The researcher is undertaking a project on the topic: "**The Role of Leadership in Change Management in the Case of Dashen Bank.**" Thus, Information supplied by you will be treated as strictly confidential and used only for academic purposes. I greatly appreciate your co-operation.

PART I: Demographic Variables

The instruction I: Please indicate the following by ticking (√) on the spaces in front of the response options:

1. Gender:

Male Female

2. Age:

20-30 41-50

31-40 >50

3. Educational level:

Diploma holder

BA/BSC

Master's degree

PhD

Other _____

Experience with the company:

1-3

4-7

8-11

> 11

PART II: Questions Related to Leadership & Change Management

Instruction II: On a scale of 1-5, please put a (√) mark in the given table below

5- strongly agree

3- neutral

4- agree

2- disagree

1- strongly disagree

No	ITEM	1	2	3	4	5
	TRANSFORMATIONAL LEADERSHIP					
1	Leaders of our organization focus on the basic purpose to create a common vision and strengthen relationships with followers.					
2	In our organization, leaders' leadership style focuses on individualized consideration on understanding the specific requirements of employees.					

3	Leaders create encourages employees to share their knowledge to develop more inventive thoughts and justification. (Intellectual stimulation)					
4	Senior management has successfully performed their role and created a common vision and direction for transformational initiatives within the organization.					
5	Management Shows Actions Fully Supporting Transformation Efforts					
	DEMOCRATIC LEADERSHIP					
6	Get advice from your manager on what to do and how to do it.					
7	Managers encourage creativity and people are often heavily involved in systems and decision-making.					
8	The leader facilitates group discussion.					
9	There is frequent and cooperative communication between managers and other staff.					
10	Senior management has identified and developed a change leadership team within the organization to manage the change process.					
	VISIONARY LEADERSHIP STYLE					
11	I have an idea to improve our group.					
12	I have a vision of what makes our organization stronger.					
13	I understand the steps necessary to improve my organization.					
14	I have a clear vision of what needs to be done within the organization to achieve higher standards of excellence.					
15	I have a clear idea of what this organization should look like in the future.					
	LEADERSHIP COMPETENCIES					
	Cognitive Competency					
16	Leaders of the organization have problem-solving capabilities and are self-reliant to support change.					
17	Leaders in our organization have good consultation abilities and are future-oriented.					

18	In our organization, leaders are creative with divergent thinking and critical approach.					
	Functional Competency					
19	Leaders in our organization have good communication skills with special knowledge.					
20	Leaders of our organization have the managerial ability to make strong decisions.					
	Social Competency					
21	In our organization, managers have interpersonal skills and team-working abilities.					
22	Leaders in our organization have cross-cultural skills to bring successful change.					
23	Leaders in our organization are flexible to others and have stress management capabilities.					
24	In our organization, Leaders are ethical and play a motivational role in the course of change management.					
25	Leaders in our organization have an integration skill to integrate strategy into vision.					
	CHANGE MANAGEMENT					
26	This organization increased productivity as a result of a change					
27	In our organization, there is an increased relationship quality.					
28	Employees in our organization developed strong cooperation.					
29	in our organization, the is strong organizational culture and climate.					
30	There is employee satisfaction as a result of this change					
31	In our organization, the number of conflicts is reduced due to change.					
32	Employees of our organization have acquired diversified Knowledge.					

Source: (Likert, 1932)