







**ADDIS ABABA UNIVERSITY**

**COLLEGE OF BUSINESS AND ECONOMICS**

**DEPARTMENT OF MANAGMENT**

**PROGRAM OF INTERNATIONAL BUSINESS**

**IMPACT OF CHANGE DRIVERS ON CHANGE OUTCOME DURING  
COVID 19: IN THE CASE OF UNILEVER MANUFACTURING PLC**

**A THESIS SUBMITTED TO DEPARTMENT OF MANAGEMENT IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD  
OF MASTER IN INTERNATIONAL BUSINESS (MSC)**

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**JANUARY 23, 2024**

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### STATEMENT OF DECLARATION

I, the undersigned, declare that this study entitled — *The impact of Change Drivers on Change Outcome During COVID 19: In The Case Of Unilever Manufacturing Plc.* is my original work and has not been presented for a degree of Master in International Business in any university, and that all sources of materials used for the study have been duly acknowledged.

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### STATEMENT OF CERTIFICATION

This is to certify that the thesis prepared by Mekdelawit Teferi Melkamu, entitled: — *The impact of Change Drivers on Change Outcome During COVID 19: In The Case Of Unilever Manufacturing Plc.* and submitted in partial fulfillment of the requirements for the degree of Master in International Business complies with the regulations of the university and meets the accepted standards with respect to originality and quality.

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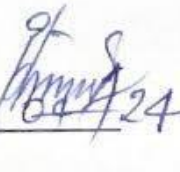
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## **ABSTRACT**

*This research is set out to find the impact of change drivers has on change outcome which is organizational change. The Change drivers parameters used are Communication, Risk taking propensity, Empowerment, Change management tools and techniques, Engagement, and Perceived Support. The research used Quantitative research and explanatory research design to explain effect of independent variables on the dependent variable. Descriptive analysis was also used to describe the characteristics of the data and produce meaningful analysis and make conclusions. To analyze the collected data, a statistical tool called statistical package for social science (SPSS) version 26 is used. The type of sampling technique used is a simple random sampling method. Therefore, from a population of 219 employees, a sample size of 142 was taken out. From this sample size, it was managed to collect 103 correct responses for analysis making. The finding of the research emphasizes that the Communication, Risk Taking Propensity, Empowerment, Perceived Support and Communication management tools and techniques has a significant impact. Contrarily, Engagement has presented statistically insignificant effect. Based on the result, recommendations were made that the company should keep this as its strength and look for ways to further improve the methods of communication. And also it's recommended that the company motivates employees who take calculated risk.*

*Key Words: Change Drivers, Change Outcomes, Unilever Manufacturing Plc.*

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## **List of Abbreviations**

OC	Organizational Change
CMM	Communication
RTP	Risk Taking Propensity
EMM	Empowerment
POS	Perceived Support
CMTT	Change Management Tools And Techniques
ENG	Engagement
SPSS	Statistical Package For Social Science

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1 Background of the Study

The pandemic has presented unprecedented challenges for organizations globally, with the need to implement rapid and substantial changes to adapt to the new reality. During times of crisis, understanding the factors that drive successful change becomes crucial. This research will explore the impact of change drivers, namely communication, risk-taking propensity, empowerment, and perceived support, Communication tools and techniques and Engagement on the outcome of organizational change, specifically focusing on Stakeholders Impact. The driving forces behind change play a vital role in shaping its effectiveness and overall success.

By examining the role of the change drivers, this research aims to provide insights into how these change drivers can be leveraged to facilitate successful organizational change during the COVID-19 pandemic.

One of the key drivers of organizational change is communication. Effective communication plays a crucial role in shaping the outcome of change initiatives within an organization (Ruffa, 2022). During the COVID-19 pandemic, communication has become even more critical as remote work and digital platforms are prevalent. Open and transparent communication channels between leaders and employees facilitate the exchange of information, ideas, and feedback, which helps to build trust and engagement among employees (Dagohoy, 2022). Effective communication ensures that employees are actively involved in the change process, understand the purpose and goals of the change, and have the necessary information and resources to adapt to the new ways of working. Additionally, communication helps to address resistance to change, clarify uncertainties, and manage expectations, which ultimately impacts the success of organizational change initiatives (Roland, 2023). It is therefore important for organizations to prioritize effective communication strategies to enhance the outcome of change efforts during the COVID-19 pandemic (Obrey, 2023).

One important factor that can significantly influence the outcome of organizational change is an individual's risk-taking propensity. Risk-taking propensity refers to an individual's willingness to take risks and embrace novel ideas or approaches (Langella, 2015). This trait can have a profound effect on the success or failure of organizational change initiatives. Individuals with a high risk-taking propensity are more likely to embrace change, experiment with new ideas, and take innovative actions to drive organizational transformation (Patrick, 2023). On the other hand, individuals with low risk-taking propensity may resist change, cling to traditional practices, and be less likely to adapt to new strategies. Therefore, it is crucial for organizations to assess the risk-taking propensity of their employees and align it with their change goals to enhance the likelihood of successful organizational change (Akadje, 2023).

Empowerment is a critical change driver that has a significant impact on the outcome of organizational change initiatives (Debra, 2021). Empowerment refers to the delegation of decision-making authority and autonomy to employees, allowing them to take ownership of their work and contribute to the change process (Sun, 2023). When employees feel empowered, they have a greater sense of control and confidence in their abilities, which can lead to increased engagement and commitment to the change effort (Hange, 2021). Research has shown that empowerment positively affects various aspects of organizational change, including employee satisfaction, motivation, and performance. By involving employees in the decision-making process and giving them the authority to make meaningful contributions, organizations can harness their skills, knowledge, and creativity to drive successful change outcomes. (Vivian, 2023)

Perceived support plays a crucial role in shaping the outcome of organizational change. When employees perceive a high level of support from their organization during times of change, they are more likely to exhibit positive attitudes and behaviors towards the change initiative (Blau, 2023). According to research, perceived support positively influences employee engagement, which in turn leads to more successful organizational change outcomes. Employees who feel supported are more likely to actively participate in the change process and contribute their ideas and efforts towards its implementation (Goldberg, 2022). On the other hand, when

employees perceive a lack of support, they may resist or show a passive response to the change, which can hinder the overall success of the change initiative. Therefore, organizations should prioritize creating a supportive environment during times of change to increase the likelihood of successful outcomes. (Diana, 2023)

Change management tools are applications business leaders use to guide their teams through company transformations (Lewis, 2019). The right tools can make an organizational change more seamless and friction-less. They allow management to track the implementation and adoption of the change, identify challenges and collect feedback along the way (Szulanski, 2003).

Change management tools and techniques are important for several reasons. Firstly, it ensures that organizational changes are planned, communicated and executed seamlessly (Sebastian, 2012).

Secondly, by implementing organized methods, the business can align everyone on the same page and optimize resources to promote a teamwork-driven culture (Kimberly, 2008). Lastly, change management solutions allow the company to identify potential roadblocks, refine its strategies and prevent issues from escalating (Brian, 2005).

Engagement has been identified as a crucial outcome during this period, as it reflects employees' commitment and involvement in the change process. By examining the role of engagement, we can gain insights into how these change drivers affect organizational change. Through this analysis, we can identify strategies and interventions that can enhance employee engagement and ultimately facilitate a successful organizational change. (Yiheng, 2023)

Unilever Manufacturing PLC is a multinational company that creates consumer items and has its main offices in Rotterdam and London. The business was established in 1929 and has grown to be among the biggest globally, functioning in more than 190 countries and employing over 155,000 people Unilever primarily manufactures and distributes products under well-known brands which includes Axe/Lynx, Ben & Jerry's, Dove, Lipton, Knorr, Hellmann's, and shampoo and conditioner by the name of Sunsilk. It is committed to sustainable business practices and has pledged to reduce its environmental footprint through initiatives such as the Unilever Sustainable Living Plan.

This commitment to sustainability has been recognized, with Forbes naming Unilever as one of the world's most sustainable companies. The manufacturing facilities of Unilever are spread across the world, producing a diverse range of goods from personal care products to food items. In terms of revenue, the company generated €50.7 billion in 2020, with a net income of €6.1 billion.

One of the top providers of food, household, and personal care goods in Ethiopia is Unilever Ethiopia. Since its establishment in Ethiopia in 2015, Unilever Manufacturing PLC has assisted an expanding network of Ethiopian distributors, merchants, and suppliers. After onshoring soaps, detergent powders, and bouillons, the firm is still expanding its local production capacity in Ethiopia. Every day, Unilever strives to make the world a better place by empowering people to look well, feel good, and live longer. Among the most well-known domestically created brands in its portfolio are Signal, Lifeboy, OMO, Sunlight, Knorr, Geisha, and Lux. Important international trademarks include Dove, Fair & Lovely, and Axe, among many others. Unilever's approach is grounded on its Sustainable Living Plan, which

## **1.2 Statement of the problem**

The pandemic has had a profound impact on organizations worldwide, forcing them to rapidly adapt and change their operations. In order to successfully navigate these unprecedented challenges, it is important to understand how the drivers of change and their impact on organizational outcomes (Sun, 2023). This research aims to examine the impact of several change drivers, namely communication, risk-taking propensity, empowerment, perceived support, change tool and techniques and engagement on organizational change outcomes through stakeholder's impact. By investigating these variables during the COVID-19 pandemic, this research believes it has contribute to a deeper understanding of how organizations can effectively manage change in times of crisis.

Effective communication plays a crucial role in the success of organizational change initiatives, especially during times of crisis such as the COVID-19 pandemic (Vivian, 2023). However, there is a research gap in understanding the specific impact of communication on the outcome of organizational change during this unprecedented time. While some studies have explored the general influence of communication on

change outcomes, there is a lack of research that specifically examines the unique challenges and opportunities posed by the COVID-19 pandemic (Abraham, 2021). This research gap highlights the need for further investigation into how various communication strategies and channels, such as virtual platforms, impact the successful implementation of organizational change initiatives. By exploring this research gap, organizations can gain insights into the most effective communication practices and adaptability strategies to navigate through change amidst the challenges posed by the COVID-19 pandemic.

One important aspect that has not yet been thoroughly explored in the context of organizational change during the COVID-19 pandemic is the impact of risk taking propensity on the outcome of such changes. Risk taking propensity refers to an individual's willingness to engage in behaviors that may involve risk or uncertainty (Abraham, 2021). Understanding how individuals' risk taking propensity affects the success or failure of organizational change initiatives during this unprecedented crisis is crucial for developing effective change management strategies (Magklara, 2023). By examining the relationship between risk taking propensity and the outcomes of organizational change, researchers can gain insights into how employees' willingness to take risks during times of crisis can either facilitate or hinder the success of change initiatives (Rami, 2021). This research gap presents an opportunity to explore the role of risk taking propensity in shaping the outcomes of organizational changes during the COVID-19 pandemic, and the findings could inform organizations in their efforts to navigate and adapt to the challenges brought about by this global crisis.

Despite the substantial research on organizational change, there is a limited understanding of the specific impact of empowerment on the outcome of change initiatives, particularly in the context of the COVID-19 pandemic. However, the unique challenges brought about by the pandemic, such as remote work arrangements and increased uncertainty, may affect the relationship between empowerment and change outcomes (Okoth, 2022). Therefore, there is a need for further research to examine the role of empowerment in facilitating successful organizational change during the COVID-19 pandemic and to identify any potential mediating factors that may influence this relationship. By addressing this research gap, organizations can gain insights into how empowerment can be effectively leveraged to drive change in times of crisis.

While there has been extensive research on the impact of various change drivers on organizational change outcomes, such as communication, risk-taking propensity, empowerment, and engagement, there is a noticeable gap in the literature concerning the role of perceived support during the COVID-19 pandemic. In the context of the COVID-19 pandemic, organizations have had to adapt rapidly to unforeseen circumstances, implementing various changes to ensure business continuity (Zou, 2023). However, the impact of perceived support on the outcomes of these organizational changes remains understudied. Understanding how perceived support influences the success or failure of organizational change during a global crisis like the COVID-19 pandemic is crucial for organizations seeking effective strategies for change management (Kyriakopoulos, 2023). This research gap needs to be addressed in order to provide evidence-based recommendations for organizations navigating similar crises in the future.

Despite the growing body of literature on the impact of change drivers on organizational change during the COVID-19 pandemic, there is a critical research gap regarding the role of engagement as a potential mediator in this relationship. While previous studies have examined the direct effects of change drivers such as communication, risk taking propensity, empowerment, and perceived support on organizational change outcomes, little attention has been given to understanding the underlying mechanisms through which these change drivers influence change outcomes. Engaging employees in the change process is crucial for successful change implementation and positive change outcomes (Omukunda, 2022). Therefore, it is essential to investigate whether engagement has an impact on change outcomes during the COVID-19 pandemic. This research gap highlights the need for a relationship between change drivers and organizational change outcomes, providing valuable insights for organizations to effectively navigate change during unprecedented times.

### **1.3 Research Question**

In light with the research problems, the study will tackle inquiries such as;

- Does Communication has a significant impact on Organizational Change?
- Does Risk taking propensity has a significant impact on Organizational Change?
- Does Empowerment has a significant impact on Organization Change?
- Does Perceived Support has a significant impact on Organizational Change?
- Does Change management tools and techniques has a significant impact on Organizational Change?
- Does Engagement has a significant impact on Organizational Change?

### **1.4 Objective of the study**

The study has developed a number of specific and main research objectives to answer the research questions.

#### **1.4.1 General Objective**

The general objective of the study is to investigate the impact of change drivers has on change outcomes during COVID 19.

#### **1.4.2 Specific Objective**

- To identify the impact of Communication has on Organizational Change.
- To examine the impact of Risk taking propensity has on Organizational Change.
- To investigate the impact of Empowerment has on Organization Change.
- To study the impact of Perceived Support has on Organizational Change.
- To identify the impact of Change Management Tools and Techniques has on Organizational Change.
- To examine the impact of Engagement has on Organizational Change.

### **1.5 Scope of the Study**

This research is limited only to change drivers on change outcomes since it is impossible to address the entirety of change management challenges due to their extensive scope. The researcher's focus in this study is on how change drivers affect

organizational change. Additionally, the research will only include Unilever's Addis Ababa branch.

### **1.6 Limitation of the Study**

The primary obstacle to conducting this research was gaining access to organization personnel because of their hectic schedules. Physical contact has been limited as a result of the difficulty in having an honest conversation about what is required. As a result, reminding the employee to achieve a prompt answer was somewhat difficult.

As a result, the primary research constraint was

- Not receiving replies beyond the deadline, which required occasional reminders.

### **1.7 Organization of the Study**

The material of the study will be divided into five chapters for organization. A broad overview of the research is given at the outset, together with the context, problem statement, research questions, aims, importance, scope, and constraints. A brief overview of relevant literature on the subject of Organizational Change, including what influences different Change philosophies, will be provided in the upcoming chapter. Information on the research strategy and methodology will be covered in Chapter Three. The procedures for gathering, presenting, and analyzing data are described in Chapter 4. Chapter Five will conclude with a summary of the general results, recommendations, and conclusions based on the findings.

## **CHAPTER TWO**

### **2. LITERATURE REVIEW**

#### **2.1 Introduction**

The COVID-19 pandemic has brought about unprecedented challenges for organizations worldwide. To effectively navigate these turbulent times, organizations must embrace change and adapt to new circumstances. In doing so, various change drivers come into play, such as communication, risk-taking propensity, empowerment, and perceived support. These change drivers have the potential to significantly impact change outcomes within an organization. This literature review aims to explore the relationship between these change drivers and organizational change outcomes, specifically focusing on the mediating role of engagement. By examining existing research literature and theoretical frameworks, this review seeks to contribute to a deeper understanding of how these change drivers influence organizational change, particularly during the COVID-19 pandemic.

#### **2.2 Theoretical Review**

Change drivers play a crucial role in facilitating successful organizational change. Various studies have explored the impact of different change drivers on change outcomes, particularly during the COVID-19 pandemic (Vittuari, 2023).

According to (Herrero, 2022) Communication is a key change driver that enables effective dissemination of information and fosters employee engagement during times of change. Additionally, risk-taking propensity has been identified as a significant driver, as organizations with higher risk-taking tendencies tend to be more open to change and innovation (Masotti and Elisa, 2024). Empowerment, another important change driver, empowers employees to take ownership of the change process and contribute their ideas and expertise (Hendrik, 2022). Perceived support, both from leaders and colleagues, has been found to positively influence change outcomes by reducing resistance and enhancing engagement (Serenella, 2023). Additionally, change

management tools and techniques has a significant impact on organizational change according to (Herpen, 2023). Lastly, engagement has also been found to be an important factor in Organizational change.

### **2.2.1 Communication**

Communication plays a crucial role in the success of organizational change efforts during the COVID-19 pandemic. Communication serves as a vital driver of change outcomes by enhancing engagement and fostering a shared understanding of the change process (Tan-Kim, 2020). According to studies, open and transparent communication can reduce resistance to change, increase employee commitment, and facilitate smoother implementation of change initiatives (Menefee, 2020). Furthermore, effective communication practices involving multiple channels, such as face-to-face meetings, virtual platforms, and written communication, enable organizations to disseminate timely and accurate information, address concerns, and provide necessary support to employees throughout the change process (Tanvi Patil, 2021). Overall, the impact of communication on change outcomes can be seen through improved employee acceptance, commitment, and ultimately, the successful implementation of organizational change initiatives (Emily, 2020).

According to Tanvi Patil, he has illustrated the channels of effective communication, these are as follows;

- Face to face meetings
- Virtual meetings
- Written communications

### **2.2.2 Risk Taking Propensity**

Change drivers play a crucial role in facilitating successful organizational change. Various studies have explored the impact of different change drivers on change outcomes, particularly during the COVID-19 pandemic. Risk taking propensity plays a crucial role in determining the success or failure of change outcomes within an organization (Halsey, 2022). Individuals with a higher propensity for risk are more likely to embrace and initiate change, leading to positive outcomes for the organization (Alamdeep, 2022). This is supported by, employees with a higher risk tolerance were more likely to

actively engage in change efforts and adapt to new work practices. On the other hand, individuals with a lower risk tolerance may resist change and be less willing to take the necessary steps to implement new processes or strategies, resulting in negative change outcomes (Minchak, 2020).

This is highlighted by, risk-averse employees were more likely to exhibit resistance to change and hinder the overall success of organizational change initiatives (Jesse Hobson, 2022). Therefore, the impact of risk taking propensity on change outcomes is significant and should be considered when implementing organizational change during the COVID-19 pandemic.

Some of the benefits of Risk Taking Behavior can be summed up as:

- ❖ **Innovation and Adaptability:** High risk-taking propensity can lead to greater exploration of new ideas and ventures, fostering innovation and the ability to adapt to changing environments. This can be crucial for long-term organizational success.
- ❖ **Proactive Problem-Solving:** Organizations with higher risk tolerance are more likely to address emerging challenges and opportunities proactively, potentially avoiding larger issues down the line.
- ❖ **Employee Engagement:** When leaders demonstrate measured risk-taking, it can inspire employees to be more engaged and take ownership of their work, leading to improved performance.

### 2.2.3 Empowerment

In the context of organizational change, empowerment takes on a specific meaning that goes beyond simply giving people more power. It's a multifaceted concept focusing on enabling individuals and teams to act independently and proactively to contribute to the change process (Berger, 2020). According to (Kim, 2021) empowerment is about creating an environment where individuals feel equipped and encouraged to take ownership, make decisions, and contribute meaningfully to the change process. Overall, the impact of empowerment on change outcomes can be seen through improved employee acceptance, commitment, and ultimately, the successful implementation of organizational change initiatives. (Menefee, 2020).

Empowerment plays a crucial role in driving positive organizational change by:

- ❖ **Boosting engagement and motivation:** Feeling empowered increases employees' sense of ownership and control, leading to higher motivation and engagement with the change effort.
- ❖ **Enhancing creativity and innovation:** Empowered individuals feel more comfortable sharing ideas and taking risks, fostering innovation and problem-solving necessary for successful change.
- ❖ **Improving decision-making and agility:** Closer to the action, empowered individuals can make decisions faster and adapt to changing circumstances, leading to a more agile and responsive organization.
- ❖ **Strengthening collaboration and communication:** Trust and open communication, fostered by empowerment, create a collaborative environment where employees work together effectively towards shared goals.
- ❖ **Increasing ownership and accountability:** By feeling empowered, individuals take greater ownership of their work and the change process, leading to accountability and improved outcomes.

#### **2.2.4 Perceived Support**

Perceived support has been identified as a crucial factor in determining the success of organizational change initiatives (Eppes, 2022). When employees perceive support from their organization, they are more likely to embrace and engage in change efforts, resulting in positive change outcomes. Research has shown that perceived support acts as a mediator between change drivers such as communication, risk-taking propensity, and empowerment, and engagement in change.

For example, a study by (Smith, 2018) found that employees who perceived high levels of support during a change initiative were more likely to exhibit higher levels of engagement and commitment to the change process. Another study by (Johnson, 2016) further emphasized the importance of perceived support in predicting change outcomes, showing that employees who perceived low levels of support were less

likely to be receptive to change and more resistant to its implementation. Overall, these findings highlight the significance of perceived support in driving successful change outcomes within organizations.

The concept of perceived organizational support (POS) was first defined by (Eisenberger, 1986) from the perspective of perception, which especially refers to organizational support. It is the extent to which employees perceive that the organization attaches importance to their value and contribution and cares about their benefits.

Employees' perception of organizational support is the premise for employees to enhance organizational commitment and show and support organizational goal behavior (Akgunduz, 2018). Thus, most scholars discuss organizational support from the perspective of perception (Ahmed, 2019). A supportive organizational atmosphere can create an organizational environment that relieves employees' mental stress (Asad, 2003). If organizations provide more organizational support to employees, such as more innovative resources, means, and conditions (Amabile, 2004) employees also perform more commitment and exchange behavior which is conducive to facilitating enterprise innovation.

#### Benefits of Perceived support on Organizational change.

<b>Benefit</b>	<b>Description</b>
Reduces Resistance	view change positively and be open to adapting
Increases commitment and engagement	Motivates employees to invest their time and effort into the change process
Enhances Psychological safety	Creates a safe space for employees to voice concerns, ask questions, and experiment without fear
Improves well-being and resilience	Mitigates negative emotions and promotes well-being
Greater trust and collaboration	Build trust with their employees, fostering a collaborative environment.

	And Facilitates teamwork knowledge sharing,
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(Maisel, 2009)

### 2.3 Organizational Change

Organizational change is a crucial aspect in understanding the impact of change drivers and their outcomes. Several studies have explored the role of communication, risk-taking propensity, empowerment, and perceived support as change drivers.

These factors have been found to significantly influence the success of organizational change initiatives. Effective communication within the organization facilitates information sharing, creates a shared understanding of the change, and fosters employee engagement (Nadia, 2022).

Risk-taking propensity encourages employees to embrace change and take calculated risks, leading to innovative solutions and increased organizational agility (Ganesan, 2021). Empowerment plays a critical role by enabling employees to make autonomous decisions and take ownership of the change process (Alhamzah, 2022). Lastly, perceived support from management and colleagues is essential in creating a supportive environment that encourages employees to adapt to change and contribute to its success (Hadi, 2020).

### 2.4 Engagement

In the context of organizational change during the COVID-19 pandemic, one potential change drive is engagement. Employee engagement refers to the extent to which employees are involved, committed, and passionate about their work (Ping, 2021).

Engagement plays a crucial role in determining the outcomes of organizational change efforts. When employees are actively engaged in the change process, they are more likely to embrace and support the changes being implemented. According to (Saham, 2023) he has shown that engaged employees exhibit higher levels of commitment and motivation, leading to increased productivity and better performance outcomes . Additionally, engaged employees tend to have a better understanding of the reasons behind the change and are more likely to communicate effectively with

their colleagues and management throughout the process.

Engagement in organizational change refers to the psychological state where individuals are proactively involved, committed, and enthusiastic about the change process (Birsen, 2020). This involves;

- **Cognitive Engagement:** Understanding the rationale and objectives of the change.
- **Emotional Engagement:** Feeling invested in the success of the change and motivated to contribute.
- **Behavioral Engagement:** Actively participating in implementing and adapting to the change.

### **Positive impacts of Engagement on employees**

**Increased adoption and adaptation:** Engaged employees are more likely to understand, accept, and actively participate in implementing change. They're more open to new ideas and willing to learn new skills, leading to smoother adoption and faster adaptation.

**Improved performance and productivity:** Engaged employees are typically more motivated, efficient, and focused, leading to increased productivity and improved performance during periods of change. They are also more likely to go the extra mile and contribute to the success of the initiative.

**Enhanced problem-solving and innovation:** Engaged employees are more creative and willing to share ideas, fostering a culture of collaboration and innovation. This can lead to better problem-solving during change and the development of new ideas to support the change process.

**Reduced resistance and negativity:** High engagement leads to higher morale and trust in leadership, reducing resistance to change and creating a more positive and supportive environment for transition.

**Stronger commitment and retention:** Engaged employees are more likely to feel connected to the organization and its goals, making them less likely to leave during

periods of change, ensuring continuity and stability.

## **2.5. Stakeholder Impact**

Stakeholders' impact on organizational change refers to the influence that different groups or individuals outside and within an organization have on its transformation process and the outcomes it achieves (Noorderhaven, 2021).

These stakeholders can be directly or indirectly affected by the change, and their actions, reactions, and support can significantly influence the change's success or failure (Zengrui, 2021).

Each stakeholder group experiences the effects of change differently, based on their interests and roles.

**Employees:** Change can trigger concerns about job security, workload, and skill requirements. Effective communication, training, and support are crucial to address these concerns and promote engagement.

**Customers:** Changes in products, services, or processes can affect customer satisfaction and loyalty. Transparency, clear communication, and early stakeholder involvement can alleviate concerns and ensure a smooth transition.

**Investors:** Change can impact financial performance and risk profiles. Clear communication about the rationale, objectives, and potential risks and rewards of the change is essential for maintaining investor confidence.

**Partners:** Depending on the nature of the change, it might affect existing partnerships and collaborations. Open communication and collaborative planning can ensure alignment and minimize disruption.

## 2.6 Empirical Review

(Lewis, 2000) explains that implementation of planned change in organizations has always been a difficult task and one major reason due to which failure risk increases is communication problems. In a survey of 89 planned change implementers, it was found out that most frequently popping problems were related to ‘negative attitudes’ and ‘communicating vision’. It can therefore be said that understanding communication process is central to making change a successful one, particularly when two different cultures are in place. A case study of two merged organizations has been a focus of this thesis and the rationale behind this is to gather comprehensive, organized and in depth information regarding the practical implication of communication during planned change.

A thesis done by (Üzüm, 2023) by a title under “The Effect of Managers’ Risk Taking Propensity on Individual Readiness for Change. The Mediating Effect of Persistence in this Relationship” Risk taking is “a readiness to tolerate uncertainty while confronting difficult situations with no obvious solutions” (Neves, 2014). That means the individual must dare to take risks and face obstacles because of their actions. In case of failure, he/she does not give reasons for the obstacles or difficulties encountered. In high-risk working conditions, risk-taking propensity emerges as a very important personality trait (Luc, 2021). Risk-taking propensity arises from the personality traits of individuals.

(Wang, 2020) argued that, First and foremost, empowerment is key. The role of the leader as opposed to the manager entails proactive engagement with regard to team members’ best interests to facilitate the development of their full potential. Whilst traditional management may be more preoccupied with the financial and market potential of an organization as a whole unit aimed at fulfilling KPIs, leadership is a more localized and employee-oriented approach, having quite different connotations. Organizational structure may be such that management overlaps with leadership, yet more and more firms nowadays practice authority delegation wherein organizational

management is preserved in its original intention, as preoccupation with enterprises' monetary and competitive potential. On the lower level, diverse business units are appointed with different team leaders specializing in each particular business segment and differing in their respective leadership styles.

(Eisenberger, 2016) on his book "Optimizing perceived organizational support to enhance employee engagement" tried to define perceived organizational support (POS) as "the extent to which it is perceived by employees that organizations value their contributions and care about the well-being of employees" stated that when employees realized that they are supported and valued by their organization, they work more efficiently for the value and success of the organization.

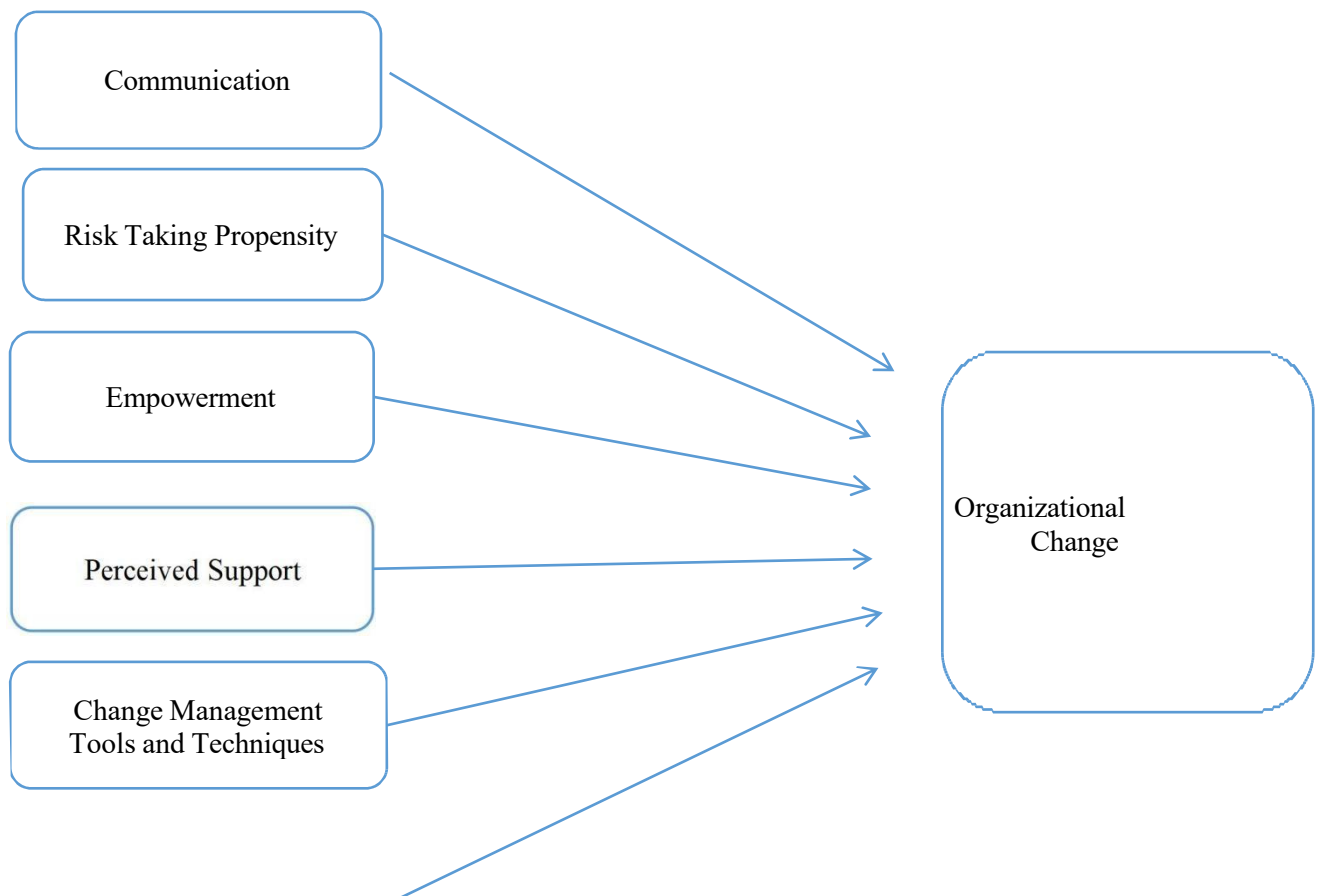
According to (Jain, 2005) POS signifies the efforts, social affection needs, loyalty, and commitment of an individual identified by the organization. Also contemplated POS as the contribution of an organization to gain mutual benefits with employees because the employees act better in paying back the positive effects of the organization. They have also argued that POS indicates the best efforts of employees to act according to the goals of the organization and perform personal duties as a positive response which derives from their acceptance of being valued and care of their well-being, also by having considerable support of the organization.

## 2.7 Conceptual Framework

A conceptual framework maps out visually what is to be expected after the research is done. It points out what the dependent variable and the independent variables are and how they are related to each other. Conceptual framework is defined as a network, or “a plane,” of interlinked concepts that together provide a comprehensive understanding of a phenomenon or phenomena (Yosef, 2009).

In this research, from the review of related literatures, it has been conceptualized to work with change drivers parameters namely Communication, Risk taking propensity, Empowerment, and Perceived support, Change management tools and techniques and Engagement as independent variables and Organizational change through Stakeholder’s impact is seen as dependent variable.

The conceptual framework for the study is driven out as follows:



Engagement

## 2.9 Research Hypothesis

To find out the impact of Change Drivers on Change Outcomes, the following alternative hypothesis were developed to test the effect.

- ❖ **H1:1** Communication has a significant impact on organizational change.
- ❖ **H1:2** Risk Taking Propensity has a significant impact on organizational change.
- ❖ **H1:3** Engagement has a significant impact on organizational change.
- ❖ **H1:4** Perceived Support has a significant impact on organizational change.
- ❖ **H1:5** Change Management tools and techniques has a significant impact on organizational change.
- ❖ **H1:6** Engagement has a significant impact on organizational change.

## **CHAPTER THREE**

### **1. RESEARCH DESIGN AND METHODOLOGIES**

#### **3.1 Research Design and Research Approach**

The main purpose of this research is to investigate the impact of change drivers on change outcomes. Explanatory research design was applied to explain the effect of independent variables, (Change Drivers) on the dependent variable (Change outcome). Descriptive analysis was also used to describe the characteristics of the data and produce meaningful analysis of the data and make conclusions. The data was collected at one given point of time across the sample population due to a time limit, cost. So therefore, the research is cross sectional type.

The benefit with quantitative method is that, the collected data can be reliable and valid; we can also formulate hypotheses which can empirically testable through using statistical methods. The finding of the study when using the quantitative method would reduce biases. The quantitative method also used to describe the numerical data collected on selected observation (McMurray, 2010)

According to (Sekaran, 2016). Descriptive research studies are those sorts of researches that have an interested in describing the attribute of a particular individual, and or of a group.

Explanatory research looks for causes and reasons and provides evidence to support or refute an explanation or prediction. An explanation study, questions such as "why" and "how" are asked (Grey, 2014)

#### **3.2 Data Collection Method**

While conducting this research, the main source of data was a Primary data collection type which is firsthand questionnaire which was obtained directly from the respondent. The data was captured by designing and distributing the Questionnaire to the selected employees of the company.

The Questionnaire was distributed on a self-administered hard-copy format for fast and better response rate. Simple questions were used to gather the general information like age, gender, educational background, and work experience. Concerning the impact of change drivers on change outcome, a Likert scale which is a widely used tool available to measure respondent's opinion or attitude towards a given subject. It is a five to nine agreement scale used to measure respondent's agreement or satisfaction level. The scale used in this research are 1 = strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree. Secondary data was also used from sources like company brochures, related research papers, articles, and journals.

### 3.3 The target population

Areas of emphasis for the collection of relevant research data for the study from all departments available in the organization, the sample was taken randomly to include and represent the population which is free from any favoritism. When determining the sample size, the level of precision or error level, the confidence or risk level and the degree of variability in the population is considered.

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

The formula used to calculate the sample size is as follows.  
 Where n = sample size,  
 N = Population size,  
 e= the desired level of precision

The sample size calculated for the confidence level of 95% using the formula: confidence level of 95% means that e =1-0.95=0.05

Accordingly, Unilever manufacturing Plc is a global company established over 100 years ago being the world's largest consumer goods companies. It functions in over 190 countries one of which be in Ethiopia. It was established in Ethiopia in 2015 and have employees of 219. These employee functions in different departments and for this research purpose, a simple random sampling is applied.

As mentioned above, this is how the sample size is determined;

### **Given**

Population size (N) = 219

Confidence level (e) = 0.05

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

$$n = \frac{219}{1 + 219(0.05)^2}$$

n= 141.5

Sample Size (n) = 142

### **3.4 Sampling Method**

Sampling is a process used in statistical analysis in which a predetermined number of Observations are taken from a larger population (Tuovila, 2020). The sample of this research was taken from the employees of Unilever Manufacturing Plc in Addis Ababa which are found at the Head Quarter office. The type of sampling technique used in this research is a probability sampling from which a stratified sampling approach and simple random sampling is incorporated. After stratifying the population by different departments, the study used simple random sampling technique to choose the total sample of 142 employees from all department.

### **3.5 Data Analysis Method**

The information gathered from the questionnaire and other sources which is the quantitative data is analyzed using regression analysis and statistical analysis methods using SPSS version 26 to find out the research questions and the effect of the independent variable on the dependent one. According to (Zikmund, 2002), descriptive analysis is the transformation of raw data into a form that can be easily understood by the reader through the process of interpretation, rearranging, ordering, and manipulating data to generate descriptive information.

Therefore, here, descriptive analysis was used to interpret the qualitative data such as

the demographic and basic information and mean score of Change Drivers and organizational change. The analyzed data is presented in a tabular, graphical, and descriptive narrations.

Organizing the data correctly can save a lot of time and prevent mistakes. Coding of recorded data from interviews and questionnaires is an initial step in the process therefore data is put into some systematic form. In general data is summarized, edited, coded, tabulated, and analyzed.

### 3.6 Model Specification

Multiple regression is a statistical technique that can be used to analyze the relationship between a single dependent variable and several independent variables. The objective of multiple regression analysis is to use the independent variables whose values are known to predict the value of the single dependent value (Wagner, 2006).

Therefore, in this research, multiple regression is used. The student researcher has tried to observe the impact of Change Drivers in an organizational change. Other components which are not mentioned here were captured by the error term in the model. As a result, the general model which include all the variables to examine the hypothesis of the research is as follows.

$$Y = a + b_1x_1 + b_2x_2 + \dots + b_nx_n + \mu$$

Independent Variables	Dependent Variables
Communication (CMM)	Organizational Change (OC)
Risk taking propensity (RTP)	
Empowerment (EMP)	
Perceived Support (POS)	
Change management tools and techniques (CMTT)	
Engagement (ENG)	

$$OC = a + b_1 (CMM) + b_2 (RTP) + b_3 (EMP) + b_4 (POS) + b_5 (CMTT) + b_6 (ENG) + \mu$$

a = Constant term

$\mu$  = Error Term

### **3.7 Factor Analysis**

Factor analysis is a collection of methods used to examine how underlying constructs influence the responses on several measured variables (DeCoster, 1998). It is statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. In this research, the loading factor is generated by using statistical tool and the decision is made based on the recommendation stating if the loading factor is less than 0.40, the items will be discarded from further analysis.

### **3.8 Validity and Reliability**

#### **3.8.1 Validity**

When we consider validity, we are referring to how accurately a method or a tool measures what it should measure. It is the extent to which the scores from a measure represent the variable they are intended to. Validity is defined as the extent to which a concept is accurately measured in a quantitative study (Heale and Twycross, 2015). If the validity of a research is high, it shows that the findings relate to the real properties and attributes of the physical world. The research questionnaire is designed by referring to previously done studies with the help of other related literature.

#### **3.8.2 Reliability**

Reliability refers to how consistently a method or a tool measure something. The measurement is reliable when the same result can be consistently obtained by using the same methods under the same circumstances. As defined by Roberta Heale and Alison Twycross, it is the consistency of a measure. The reliability of a study will be measured by Cronbach's alpha,  $\alpha$  (or coefficient alpha) which is developed by Lee Cronbach in 1951. This test is used to see if multiple-question Likert scale surveys are reliable and measures internal consistency, that is, how closely related a set of items are as a group. It is a measure of scale reliability. It measures the inter-correlations among test items in the research. (Organizational change and Change Drivers). According to Lee Cronbach, as a rule of thumb, the acceptable scale should be at least

0.70 and higher. Cronbach's alpha reliability coefficient normally ranges between the value 0 and 1. The closer the coefficient is to 1.0, the greater is the internal consistency of the items (variables) in the scale.

For this research, the overall value is 0.93 for all the mentioned variables therefore the data collected from the respondents confirms reliability and consistency test. The summary is as follows.

**Table 3.2 Reliability Test**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.489	.489	22

### 3.9 Ethical Consideration

Gajjar (2013), stated that when done properly, the consent process ensures that individuals are voluntarily participating in the research with full knowledge of relevant risks and benefits. While doing this research, the responds were collected based on the free will of the respondents without any kind of force undertake. In addition to this, the respondents were given full information about the purpose of the research and their responds will only be used for academic purposes. It was made clear that they have the rights to decline to participate in the research and it will remain confidential.

## CHAPTER FOUR

### 4. DATA PRESENTATION, ANALYSIS AND DISCUSSION

#### 4.1 Introduction

This chapter discusses about the impact of change drivers on change outcomes at Unilever manufacturing company in Addis Ababa Ethiopia. The data is analyzed using both descriptive analysis and inferential and regression statistics.

#### 4.2 Response Rate

Unilever is a company with 219 employees functioning locally. The questionnaire was distributed to all employees through paper printed questionnaires. Based on the sample size computation, it was required to collect 142 Responses through random sampling method, and it was managed to collect 103.

#### 4.3 Description Analysis

##### 4.3.1 Background Information of the Respondents

The general information included in the first phase of the question is the Demographic Characteristics having Age, Gender, Education background, department working, years of experience and position. To check its reliability and validity of the collected data, it was required to analyze and interpret the data.

**Table 4.1 Age Category**

Frequency		Percent	
Age	Less than 25	10	9.7%
	Between 25 and 35	40	38.8%
	Between 36 and 45	30	29.1%
	Greater than 45	23	22.3%

Source: survey (2024) SPSS output

As presented in the table above, 9.7% (10) of the respondents were less than 25 years

old, 38.8% (40) were between 25 and 35 years, 29.1% (30) were between 36 and 45 and the remaining 22.3% (23) were greater than 45 years old. From this we can say that most of the employees who responded more are between the age of 25 and 35. This demonstrates that company energetic and have young employees who have the potential and the capability to contribute more and stay with the company for the long run.

**Table 4.2 Gender Category**

Frequency			Percent
Gender	Male	53	51.5%
	Female	50	48.5%

A Source: survey (2024) SPSS output

Table 4.2 show us that, 48.5% (50) were female and 51.5% (53) of the respondents were male. According to the table above, there were more male respondents as compared to females.

**Table 4.3 Background in Education**

Frequency			Percent
Level of Education	Degree	51	49.5%
	MSc and above	52	50.5%

A Source: survey (2024) SPSS output

According to table number 4.3 of Educational Background, most of the respondents which is 49.5% (51) degree holders. Next to that, 52 respondents which makes of 50.5% of the sample size having a master's degree and above.

**Table 4.4 Division or Department Level**

		Frequency	Percent
Your Division's or Department's level	Senior	19	18.4%
	Middle	40	38.8%
	Lower	44	42.7%

A Source: survey (2024) SPSS output

According to 4.4, 18.4% (19) were senior managers, 38.8% (40) were middle managers and 42.7% (44) of the respondents were on lower management. The survey

showed that there were more respondents on a lower management as compared to senior or middle.

**Table 4.5 Years of experience**

Count		Column N %
Work experience	Less than 5 years	46 44.7%
	Between 5 and 10 years	43 41.7%
	Between 11 and 15 years	10 9.7%
	Greater than 15 years	4 3.9%

Source: survey (2024) SPSS output

Concerning the year of work experience, 44.7% (46) of the respondents have experience less than 5 years. 41.7% (43) respondents' experience falls in between 5 to 10 years. 9.7% (10) respondents' experience is between 11 to 15. And lastly, 3.9% (4) respondents have a working experience of more than 15 years.

### 4.3.2 Descriptive Statistics of the Variables

In this section, we will see the descriptive analysis of the variables used in this research: Dependent Variable (Organizational Change) and independent variables (Communication, Risk Taking Propensity, Empowerment, Perceived Support, Change Management tools and techniques and Engagement) that were contained in the surveys. The participants were requested to score their response using a five-point Likert scale, where 1 represented Strongly Disagree and 5 represented strongly Agreed. The following analysis will be done on the mean and standard deviation of the organizational change parameters that the respondents provided.

**Table 4.6 Descriptive Statistics of the Variables**

Descriptive Statistics			
	N	Mean	Std. Deviation
CMM	103	3.79	.416
RTP	103	3.92	.489
ENP	103	3.81	.525

POS	103	3.87	.449
CMTT	103	3.89	.459
ENG	103	4.22	.523
Valid N (listwise)	103		

Source: survey (2024) SPSS output

We have the following ideas from Nunnally, Jum C. & Bernstein, Ira H. (1994) mean score interpretation. The level is considered Low when the mean scale is between 1.00 and 2.00, Medium Low when it is between 2.01 and 3.00, Medium High when it is between 3.01 and 4.00, and High when it is between 4.01 and 5.00. With respect to standard deviation, a lower standard deviation number is seen as favorable.

### **Communication:**

The mean of 3.79 represents the average communication in the context of organizational change based on the responses from 103 observations.

The standard deviation of 0.416 indicates the degree of variability or dispersion in the responses. A higher standard deviation suggests greater diversity in opinions or experiences.

This analysis indicates that most respondents did agree that the company has used the best communication mechanisms which are described in the literature review. And the standard deviation of 0.416 indicates that the idea was stable and did not vary much.

### **Risk Taking Propensity:**

The mean of 3.92 represents the average perceived level of support from senior management in the context of organizational change.

The standard deviation of 0.489 provides an indication of how much the responses vary from the mean.

This analysis indicates that most respondents agree that the risk taking in the company is welcomed throughout the company. The deviation of 0.489 indicates that the idea was stable and did not vary much.

### **Engagement:**

The mean of 3.81 reflects the average score for engagement practices during organizational change.

The standard deviation of 0.525 gives an idea of the variability in perceptions

regarding communication and engagement.

This analysis indicates that most respondents has agreed that there was a good engagement from the management, and the employees felt they were informed and engaged about the change which has occurred. And the standard deviation of 0.525 indicates that the idea was stable among the respondent.

**Perceived Support:**

The mean of 3.87 signifies the average level of perceived support from management during organizational change.

The standard deviation of 0.449 indicates the extent of diversity in responses.

This analysis indicates that most respondents has agreed that they were empowered by the company's senior management during the COVID 19. And the standard deviation of 0.449 indicates that the idea was stable among the respondent.

**Change Management Tools and Techniques:**

The mean of 3.89 represents the effectiveness or utilization of change management tools and techniques, based on the responses from 103 observations.

The standard deviation of 0.459 indicates the degree of variability or dispersion in the responses. A higher standard deviation suggests greater diversity in opinions or experiences.

This analysis indicates that most respondents did agree that the company has used the right change management tools and techniques which are described in the literature review. And the standard deviation of 0.459 indicates that the idea was stable and did not vary much.

**Engagement:**

The mean of 4.22 indicates the overall engagement in an organizational change. The standard deviation of 0.523 shows the degree of variation in responses regarding organizational change.

This analysis indicates that most respondents has agreed that the engagement has an impact on organizational change. And the standard deviation of 0.523 indicates that the idea was stable among the respondent.

#### **4.4 Inferential Statistics**

To draw conclusions about more general circumstances from the acquired data, inferential statistics is employed. It enables the researcher to use the sample that was taken to draw broad conclusions about the larger group. For various types of variables and analyses, there are several inferential statistical tests available. The following are popular and generally simple to understand forms of inferential statistics: T-test or ANOVA, Pearson Correlation, Regression, Confidence Interval, and one sample hypothesis test. The logic of hypothesis testing is closely related to inferential statistics. It is an inferential process that assesses the veracity of a population-related hypothesis using sample data. (India, n.d.)

##### **4.4.1 Correlation Analysis**

The phrase correlation, often known as correlation analysis, refers to the link or association between two or more quantitative variables. It is employed to determine if dependent and independent variables have a substantial relationship. This approach quantifies the degree or intensity of a correlation between the variables together with its direction. A correlation study yields a correlation coefficient, which has a range of values from -1 to +1. A correlation coefficient of +1 denotes a perfect positive (linear) relationship between the two variables, a correlation coefficient of -1 denotes a perfect negative (linear) relationship, and a correlation coefficient of zero denotes no linear relationship at all between the two. (Gogtay and Thatte, 2017). As described by

McDaniel and gates (2006), if the coefficient value is between 0.1 and 0.29, there is poor relation, A moderate relationship between the variables is implied if the value is between 0.3 and 0.49, while a strong relationship is demonstrated if it is more than or equal to 0.5..

Accordingly, as shown in the table below, the Pearson correlation coefficients for the Change Drivers parameters and organizational change is computed.

		Correlations						
		CMM	RTP	ENP	POS	CMTT	ENG	OC
CMM	Pearson Correlation	1						
RTP	Pearson Correlation	.614**	1					
ENP	Pearson Correlation	.453**	.606**	1				
POS	Pearson Correlation	.510**	.655**	.474**	1			
CMTT	Pearson Correlation	.568**	.890**	.770**	.581**	1		
ENG	Pearson Correlation	.080	.065	-.153	-.068	-.026	1	
OC	Pearson Correlation	.528**	.637**	.409**	.419**	.604**	.225*	1

\*\* . Correlation is significant at the 0.01 level (2-tailed)., n= The Total population

\*. Correlation is significant at the 0.05 level (2-tailed).

As it can be seen from the above table, it represents the correlation Matrix between the dependent and the independent variables.

Based on the results, the following conclusions were put together

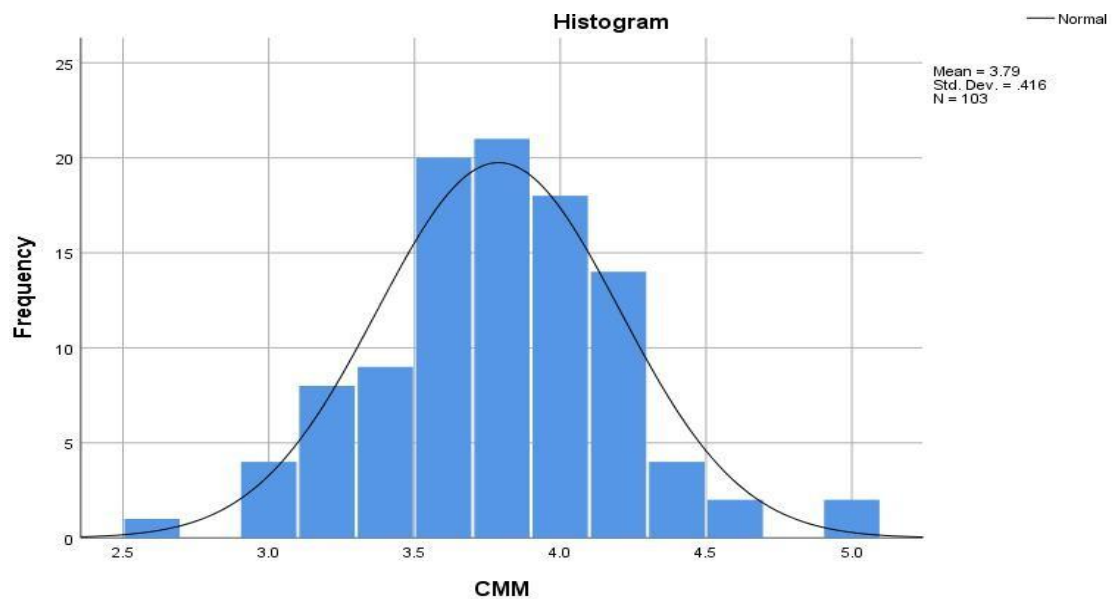
- According to the correlation analysis, there is a very strong positive correlation between Risk Taking Propensity and Organizational change with a Pearson correlation coefficient of 0.637 and the significance level is 0.000, and Communication Tools and Techniques with a Pearson correlation coefficient of 0.604 and the significance level is 0.000. Which means the relationship is highly significant. When employees take a calculated risk and when the leadership use the right communication tools and techniques, it can be said that there will be an enhancement of organizational change.
- The next items with strong and positive relationship with Organizational Change are Communication, Engagement and Perceived Support with correlation coefficient of 0.528, 0.409 and 0.419 respectively, and the significance level is 0.000, which means the relationship is highly significant.
- Lastly, Engagement has the lowest Pearson correlation coefficient value of 0.225. Even if its relationship is small, it is positively related with Organizational change.

## 4.4.2 Testing Regression Model Assumptions

### 4.4.2.1.1 Normality Assumption Test

One of the assumptions of Regression is that the sampling distribution of the Mean should be normal. To analyze the distribution of the values of dependents variables in the model associated with the independent variables, normality test of histogram is used. The histogram which is showing the shape of the distribution will depict a symmetrical, bell-shaped curve, that have the most scores will be concentrated at the middle and the rest will be distributed towards the extremes as scores drift from the center, their frequency decreases.

**Figure 4.1 Normality Assumption Test**



Source: survey (2024) SPSS output

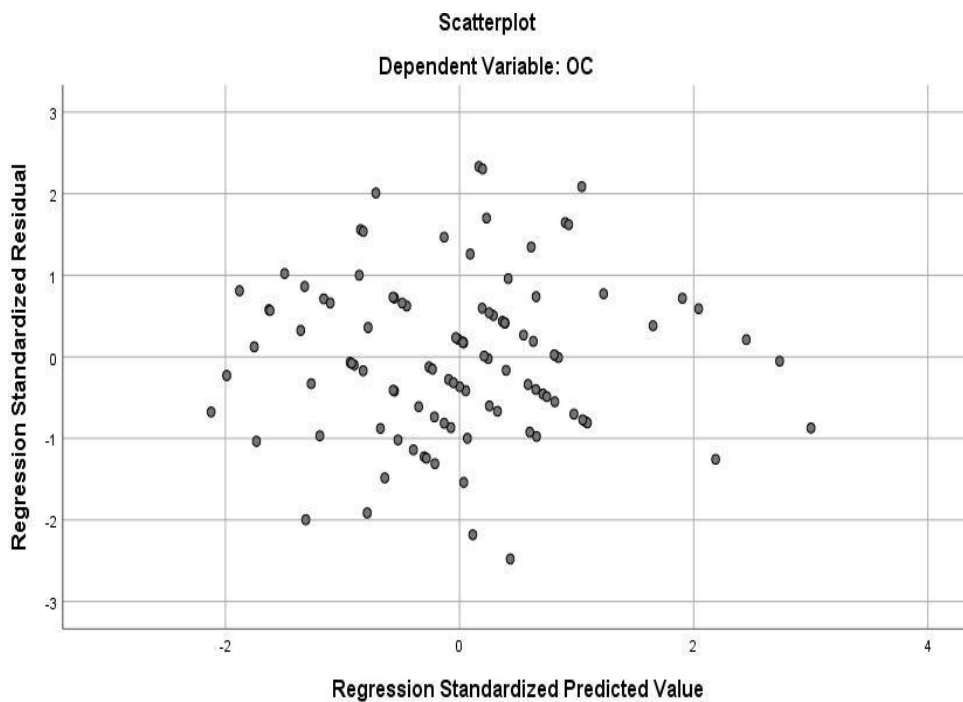
As it can be seen from the above figure, we can determine that there is no major violation of normality assumption following the bell-shaped symmetrical curve centered on the center.

Therefore, it can be concluded that normality is guaranteed as the histograms is normally distributed.

#### 4.4.2.1.2 Homoscedasticity Assumption Test

The assumption of homoscedasticity meaning same variance, illustrates a condition in which the error term is the same across all values of the explanatory variables. If the variance of the residuals is unequal over a range of measured values, we have heteroskedasticity. When observing a plot of the residuals, a fan or cone shape indicates the presence of heteroskedasticity which violates regression assumptions. In this research, to examine for the absence of heteroscedasticity, scatter plot test was used.

**Figure 4.2 Homoscedasticity Assumption Test**



Source; survey (2024) SPSS output

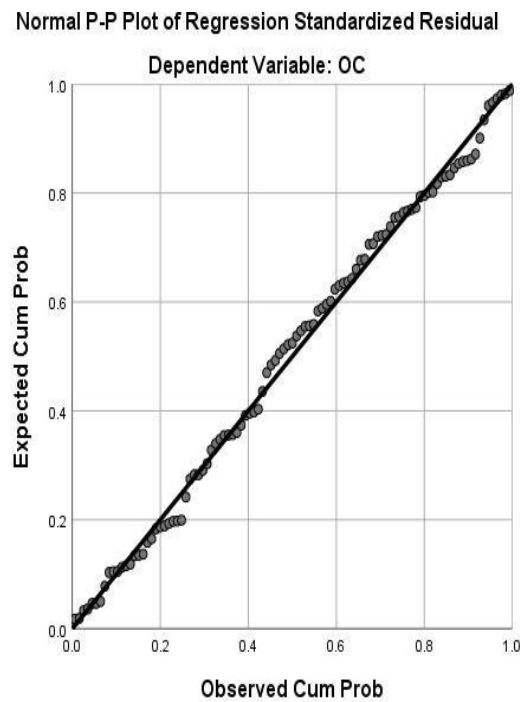
When analyzing Figure 4.2, we can see that the plots of the residuals have constant variance and distributed evenly. As a result, there is no presence of heteroskedasticity

fulfilling one of the assumptions of regression which makes our analysis results valid.

#### 4.4.2.1.3 Linearity Assumption Test

Standard multiple regression can only accurately estimate the relationship between dependent and independent variables if the relationships are linear in nature. If the relationship between independent variables (IV) and the dependent variable (DV) is not linear, the results of the regression analysis will under-estimate the true relationship. (Waters & Osborne). In order to test this assumption in this research, scatterplots is used.

**Figure 4.3 Linearity Assumption Test**



Source; survey (2024) SPSS output

The above figure shows that independent variables (IV) in the regression have a straight-line pattern with the dependent variable (DV) representing a Linear relationship. In conclusion, the normally distributed plot portray the Linearity assumption is fulfilled.

#### 4.4.2.1.4 Multicollinearity Assumption Test

Before running regression, it is a very good idea to check for multicollinearity assumption is met or not. If the Explanatory Variables in a regression are correlated, multicollinearity will occur and if the degree of correlation between variables is high, it will cause a problem when interpreting the result. To test this assumption, the researcher used the variance inflation factor (VIF) and collinearity Tolerance. Accordingly, VIF value of 1 indicates that there is no correlation between the variables. A value between 1 and 5 explains that there is moderate correlation but a value more than 5 indicates significant degree of multicollinearity where the coefficients are poorly estimated. (Frost, 2021). According to Ranjit Kumar Paul, Practical experience indicates that if any of the VIFs exceeds 5 or 10, it is an indication that the associated regression coefficients are poorly estimated because of multicollinearity. (Paul, 2006). The other way to measure multicollinearity in multiple regression is Tolerance Level.

Low tolerance levels indicate high levels of multicollinearity. Anytime a tolerance levels get somewhere below 0.40, then multicollinearity exist. (Adeboye, Fagoyinbo, & Olatayo, 2014)

**Table 4.8 Multicollinearity Test Result**

Model	Collinearity Statistics	
	Tolerance	VIF
1		
(Constant)		
Communication	0.589	1.698
Risk Taking Propensity	0.577	1.735
Empowerment	0.520	1.942
Perceived Support	0.528	1.895
Change Management Tools and Techniques	0.522	1.905
Engagement	0.911	1.098

Source; survey (2024) SPSS output

Based on the description above, Table 4.8 demonstrates a VIF value of close to 2 and a tolerance level of above 0.40 indicates that there is no multicollinearity between explanatory variables.

#### 4.4.2.1.5 Autocorrelation Assumptions Test

The Durbin-Watson statistic is commonly used to test for autocorrelation. It can be applied to a data set by statistical software. The outcome of the Durbin-Watson test ranges from 0 to 4. An outcome closely around 2 means a very low level of autocorrelation. An outcome closer to 0 suggests a stronger positive autocorrelation, and an outcome closer to 4 suggests a stronger negative autocorrelation. With the study at hand, the computed Durbin Watson value is shown below.

**Table 4.9 Durbin Watson Test Result**

Model	Durbin-Watson
1	1.714

Source; survey (2024) SPSS output

As it can be seen from the table above, the Durbin-Watson test applying SPSS calculated it as 1.714. Based on the analysis above, the result falls under the acceptable range that is close to 2. As a result, it can be concluded that the assumption is met and there is no violation of Autocorrelation.

### 4.4.3 Regression Model

Regression is a model for the relationship between a dependent variable and a collection of independent variables. To define the level to which the Change Drivers explains the variance in the dependent variable, which is Organizational change, multiple regression analysis was performed.

#### 4.4.3.1.1 Model Summery

It can be simply explained R-square (the coefficient of determination) as how well the Regression model best fit the observed data. It explains the proportion of the variance

for Organizational change that is explained by the Change Drivers parameters (the independent variable) included in regression model.

We can see from table 4.10 that the correlation of the Change Drivers with the dependent variable organizational change is 0.917. That means 84% of the variance in respondent’s understanding of organizational change was explained by change management tools and techniques, level of support employees get from senior management, communication and engagement of the middle management, senior management empowerment and lastly taking calculated risks and innovation. The value of R-Square in this research is 0.736 that means 73.6% of variation in Organizational change is predicted by the selected independent variables and while 26.4% of variation in organizational change can be attributed to other variables which are not included in this research. Adjusted R-squared is a modified version of R-squared that has been adjusted for the number of independent variables in the model. In this research, the adjusted R-square value is 0.542 (54.2%). This means 54.2% of the changes that take place on organizational change are because of the six independent variables used on the model.

In conclusion, R-Squared value ranges between 0 – 1 and commonly expressed in terms of Percentage. As can be seen from the table below, the R-square (0.542) falls under the acceptable range. According to Peterson K Ozili, a lower R-square value as lower as 10% is generally acceptable in the field of Art, humanities, and social science because human behavior cannot be accurately predicted, therefore, a low R-square is often not a problem in studies in the arts, humanities and social science field (Ozili, 2016).

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.736 <sup>a</sup>	.542	.513	.235	1.714

a. Predictors: (Constant), ENG, RTP, CMM, ENP, POS, CMTT

b. Dependent Variable: OC

Source; survey (2024) SPSS output

#### 4.4.3.1.2 ANOVA Model Fitness

ANOVA test can be used to determine the influence that independent variable have on the dependent variable. It also depicts the overall significance of the model. From the result (Table 4.11), it can be observed that with 95% of confidence level, we have a significant P value of 0.000 and F-value of 18.918. Since the p-value is less than 0.05, there is sufficient evidence to say the model is statistically significant. It shows that the model has less than 5% probability to give erroneous projection. This implies the regression model is a suitable prediction for explaining the impact of Change Drivers has on organizational change.

**Table 4.11 Analysis of Variance (ANOVA)**

		<b>ANOVA<sup>a</sup></b>				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.255	6	1.042	18.918	.000 <sup>b</sup>
	Residual	5.290	96	.055		
	Total	11.545	102			

a. Dependent Variable: OC

b. Predictors: (Constant), ENG, RTP, CMM, ENP, POS, CMTT

Source; survey (2024) SPSS output

#### 4.4.3.1.3 Regression Coefficients

The relative importance of Change Drivers was also conducted using regression coefficient as presented in table below.

**Table 4.12 Coefficients of Regression Analysis**

		<b>Coefficients<sup>a</sup></b>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.423	.317		4.493	.000
	CMM	.203	.074	.251	2.758	.007
	RTP	.362	.077	.527	4.699	.000
	ENP	.284	.085	.444	3.348	.001
	POS	.262	.071	.414	2.105	.002
	CMTT	.303	.078	.534	3.879	.000
	ENG	.085	.047	.132	1.791	.076

a. Dependent Variable: OC

Source; survey (2024) SPSS output

From the output presented above, the unknown beta values were replaced by the values generated above. The unstandardized coefficient is used here. They represent when there is one unit of change in the independent variable there will also be a change in the dependent variable and depicts the direction of the relationship. Referring from chapter three of this research, the regression model was generated as follows;

$$OC = a + b_1 (CMM) + b_2 (RTP) + b_3 (EMP) + b_4 (POS) + b_5 (CMTT) + b_6 (ENG) + \mu$$

The regression equation can be stated as:

$$OC=1.423+0.203(CMM) +0. 362(RTP) +0. 284 (ENP) +0. 262(POS) +0. 303$$

From table 4.12 all the independent variables have a positive beta coefficient reflecting they have a positive effect on Organizational Change. When Communication, Risk Taking Propensity, Empowerment, Perceived Support and Change Management Tools and Techniques are statistically significant at 5% of significance level, Engagement is not statistically significant since it have a value of greater than 0.05. The constant value (1.423) shows that the job performance of employees of Unilever manufacturing Plc. will increase by 1.423 if the other independent values remain constant.

#### 4.4.4 Testing the Hypothesis

In this part, the alternative hypothesis of the research will be tested for Failure to reject or rejection of the relationship between the independent variables (Communication, Risk Taking Propensity, Empowerment, Perceived Support, Change Management Tools and Techniques and Engagement) with the dependent variable (Organizational change). It can be recalled that the correlation of the Organizational change with Change Drivers is 0.736. The following are the alternative hypothesis of the research.

Independent Variables	Result	Decision
Communication	$\beta = 0.203$ , $P = 0.007$ , i.e., $< 0.05$	<b>H1:1 = Failed to Reject</b>
Risk Taking Propensity	$\beta = 0.362$ , $P = 0.000$ , i.e., $< 0.05$	<b>H1:2 = Failed to Reject</b>
Empowerment	$\beta = 0.284$ , $P = 0.001$ , i.e., $< 0.05$	<b>H1:3 = Failed to Reject</b>
Perceived Support	$\beta = 0.262$ , $P = 0.002$ i.e., $< 0.05$	<b>H1:4 = Failed to Reject</b>
Change management tools and techniques	$\beta = 0.303$ , $P = 0.000$ , i.e., $< 0.05$	<b>H1:5= Failed to Reject</b>
Engagement	$\beta = 0.85$ , $P = 0.076$ , i.e., $> 0.05$	<b>H1:5= Rejected</b>

Source; survey (2024) own computation

#### ***H1:1 Communication has a significant impact on Organizational change***

As can be seen from the result from table 4.12, communication is positively related with Organizational Change with beta value of 0.203 and statistically significant level of 0.007 which is below 0.05. This shows that leaving out the other parameters, when one unit of communication increases, Organizational Change will improve by 0.203 with 5% significance level. Based on the regression result, the researcher *Failed to*

reject the alternative hypothesis.

With reference to other literature done on the impact of communication on Organizational change, evidence shows that Communication has a positive impact on organizational change both directly and indirectly (Rahmi, 2018).

An article written by (Lee, 2023), demonstrates that impact of communication on achieving successful organizational transformation. It outlines the dangers of poor communication, such as confusion, ambiguity, and decreased engagement, and highlights the benefits of effective communication, including building buy-in, aligning stakeholders, and motivating employees.

In addition, an article written by (Kelley, 2020), shows that communicating effectively during change management initiatives. It stresses the importance of a clear and concise message, addressing rumors and misinformation, and tailoring communication to different stakeholder groups.

***H1:2 Risk Taking Propensity has a significant impact on Organizational change***

Basing the result from table 4.12, Risk Taking Propensity is positively related with Organizational Change with beta value of 0.362 and statistically significant level of 0.000 which is below 0.05. This shows that leaving out the other parameters, when one unit of Risk Taking Propensity increases, Organizational Change will improve by 0.362 with 5% significance level. Based on the regression result, the researcher Failed to reject the alternative hypothesis.

An article written by (Lewis and Schibrowsky, 2008) Organizational change is inevitable, yet navigating it successfully presents complex challenges. One crucial factor often overlooked is the risk-taking propensity of individuals and leaders within the organization. They suggests a significant connection between these two concepts, with risk-taking playing a multifaceted role in shaping the outcomes of change initiatives emphasizing the importance of risk taking behavior has on a successful organizational change.

***H1:3 Empowerment has a significant impact on Organizational change***

Basing the result from table 4.12, Empowerment is positively related with Organizational Change with beta value of 0.284 and statistically significant level of 0.001 which is below 0.05. This shows that leaving out the other parameters, when one unit of Empowerment increases, Organizational Change will improve by 0.284 with 5% significance level. Based on the regression result, the researcher *Failed to reject the alternative hypothesis*.

An article written by (Al-Hawamdeh, 2020), with a title “The Impact of Employee Empowerment on the Success of Organizational Change: A Study in Privatized Enterprises in Jordan”, best describes the empowerment has on Organizational Change. He explored the relationship between employee empowerment and successful organizational change within Jordanian privatized enterprises. The author highlight how empowerment, through increased autonomy and responsibility, leads to employee commitment, satisfaction, and ultimately, better adaptation to change.

#### ***H1:4 Perceived Support has a significant impact on Organizational change***

As can be seen from the result from table 4.12, Perceived Support is positively related with Organizational Change with beta value of 0.262 and statistically significant level of 0.002 which is below 0.05. This shows that leaving out the other parameters, when one unit of Perceived Support increases, Organizational Change will improve by 0.262 with 5% significance level. Based on the regression result, the researcher *Failed to reject the alternative hypothesis*.

With reference to other research done by (Kebede and Wang, 2022), they illustrated that employees who perceive strong organizational support are more likely to be open to change, willing to adapt, and actively participate in the change process. his is because they feel confident and empowered, knowing the organization cares for their well-being during the transition.

#### ***H1:5 Change Management tools and techniques has a significant impact on Organizational change***

As shown from table 4.12, Change Management tools and techniques is positively related with Organizational Change with beta value of 0.303 and statistically significant level of 0.000 which is below 0.05. This shows that leaving out the other parameters, when one unit of Change Management tools and techniques Perceived

Support increases, Organizational Change will improve by 0.303 with 5% significance level. Based on the regression result, the researcher Failed to reject the alternative hypothesis.

According to “Prosci's Best Practices in Change Management” a study conducted on 2020, concluded that organizations using a structured change management approach achieved a 60% higher success rate in achieving their change goals compared to those without.

In addition, a report on McKinsey & Company, shows that companies with strong change management capabilities were three times more likely to successfully transform than those without.

#### ***H1:6 Engagement has a significant impact on Organizational change***

Basing the result from table 4.12, Engagement is positively related with Organizational Change with beta value of 0.085 and statistically insignificant with a value of 0.076 which is above 0.05. Based on the regression result, the researcher Reject the alternative hypothesis.

In this research Engagement showed statistically insignificant effect on Organizational Change and the reason could be, Engagement is a multifaceted concept encompassing various aspects like employee motivation, commitment, and well-being. It's unlikely that a single factor like engagement would have a singular, insignificant impact on a complex process like organizational change.

Even if the results show a lack of significant correlation between engagement and change outcome, it doesn't necessarily mean engagement has no impact. Other factors might be influencing the outcome, and engagement could still play a crucial but indirect role.

## **CHAPTER FIVE**

### **5. CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter presents the general findings of the research. It presents the conclusions made and the recommendation by the researcher. It was performed based on the objectives defined on the impact of change drivers on change outcome by using different parameters that well explain the Change Drivers.

#### **5.2 Summary of the Findings**

The result from the demographic analysis reveals that the age distribution shows that 38.8% which holds the highest percentage goes to age between 25 and 35. The next percentage is 29.1% with age group of 36 up to 45. Following this is 22.3% with age greater than 45. The rest are 9.7% which belongs to age less than 25. The highest gender proportion was hold by male with 51.5% from the female and the highest education level was degree with 49.5% followed by master's degree holders 50.5%. When considering work experience, most of the employees (44.7%) are on junior level having less than five years of work experience and 42.7% of them are on a lower management.

The descriptive statistics of the variables revealed that most respondents gave their agreement with the respective to change drivers. Communication with a cumulative mean value of 3.79 and SD of 0.416, Risk Taking Propensity with a cumulative mean

value of 3.92 with SD 0.489, Empowerment with a cumulative mean value of 3.81 with SD 0.525, Perceived Support with a cumulative mean value of 3.87 with SD of 0.449, Change Management Tools and Techniques with a cumulative mean value of 3.89 with SD of 0.459 and Engagement with a cumulative mean value of 4.22 with SD of 0.523.

The model summary of the research demonstrates that with R value of 0.736, 54.2% of the variance in respondent's understanding of Organizational Change was explained by communication, Risk Taking Propensity, Empowerment, Perceived Support, Change Management tools and techniques and Engagement. The value of R-Square in this research is 0.542 that means 54.2% of variation in Organizational change is influenced by the selected independent variables and while 45.8% of variation in Organizational Change can be attributed to other variables which are not included in this research.

ANOVA model test result shows that we have a significant P value of 0.000 and F-value of 18.918 with 95% of confidence level. This testifies the model is statistically significant.

The coefficient of Regression Analysis in this research shows that when Communication ( $\beta = 0.203$ ,  $P < 0.05$ ), Risk Taking Propensity ( $\beta = 0.362$ ,  $P < 0.05$ ), Empowerment ( $\beta = 0.284$ ,  $P < 0.05$ ), Perceived Support ( $\beta = 0.262$ ,  $P < 0.05$ ) and Change Management Tools And Techniques ( $\beta = 0.303$ ,  $P < 0.05$ ) are statistically significant at 5% of significance level, Engagement ( $\beta = 0.85$ ,  $P > 0.05$ ) are not statistically significant since they have a value of less than 0.05.

### **5.3 Conclusion**

Based on the findings in this research paper on the impact of change drivers on change outcomes, the following conclusions were drawn.

- There is a positive and statistically significant relationship between communication and organizational change. In other words, increased communication is associated with greater organizational change. This means, increased transparency, information sharing, dialogue, and feedback exchange

within the organization related to the change efforts. By actively communicating throughout the process, organizations can increase the chances of achieving their desired outcomes.

- There is a positive and statistically significant relationship between risk taking propensity and organizational change. This refers to the direction of the association. When risk taking propensity (RTP) increases, the extent of organizational change also increases. In other words, organizations with employees who are more comfortable taking risks tend to see more significant transformations.
- There is a positive and statistically significant relationship between Empowerment and organizational change. This indicates that when empowerment increases, there is a tendency for organizational change to also increase.

When employees have more power and autonomy (empowerment), they might be more likely to contribute to and embrace organizational changes. This could lead to a more dynamic and successful transformation process for the organization as a whole.

- There is a positive and statistically significant relationship between Perceived Support and organizational change. This means that as perceived support within the organization increases, so does the extent of organizational change. Higher levels of support are associated with greater change implementation.
- There is a positive and statistically significant relationship between Change Management Tools and Techniques and organizational change. This shows Organizations that utilize more change management tools and techniques tend to experience greater organizational change, compared to those using fewer tools and techniques. This suggests that these tools and techniques are associated with more successful change outcomes.
- Engagement has been found to be positively related with job performance. However, the regression result revealed that it is statistically insignificant. From this, it can be concluded that even if it has a positive relationship with

Organizational change, it will not affect it significantly.

#### **5.4 Recommendation**

Based on the analysis of this research and the findings, the following recommendations have been forwarded to improve the working environment of Unilever Manufacturing Plc.

- According to the findings above, it was found that communication has a strong and positive relationship with Organizational change. Effective communication clarifies the rationale, goals, and potential impacts of the change, fostering trust and understanding among stakeholders. This reduces anxiety and resistance, encouraging buy-in and participation. It is recommended that the company should keep this as its strength and look for ways to further improve the methods of communication.
  
- According to the findings above, it was found that Risk Taking propensity has a strong and positive relationship with Organizational change. Individuals with higher risk tolerance might be more open to exploring new ideas and approaches, which can be crucial for successful change. It's recommended that the company motivates employees who take calculated risk.

- Basing the results, empowerment, change tools and techniques, and perceived support all have a positive influence on the success of organizational change. In other words, organizations that create an environment where employees feel empowered, provide them with the necessary tools and resources for change, and demonstrate support for their well-being during the process are more likely to see positive outcomes from their change initiatives. Hence, it's recommended that the company should keep this as its strength and look for ways to further improve them.

### **5.5 Limitations and Direction on further research**

This research focuses on finding out the Impact of Change Drivers on Change Outcomes specifically on Unilever manufacturing Plc and the findings are only based on the responds from its employees. But even though it is focused on one company, it can be used as an input for further investigation on the same area of interest in Ethiopia.

Because the data was collected at one point in time making it a Cross-sectional research design, it was subjective to a Common Method Bias. Hence, future researchers can apply a longitudinal research design by collecting their data from 6 Months to 12 Months Interval.

In additional, as it can be seen from the Reliability Analysis, there was an internal inconsistency caused by the data. So in future, other interested researchers may consider using a standardized and validated questionnaire when preparing it. Moreover, interested researchers may refer to other thesis done by other researchers or can take one of the factors and study particularly on the chosen factors to enhance better knowledge and perception about the parameters of the factor.



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# **APPENDIXES**

**ADDIS ABABA UNIVERSITY (AAU)**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**DEPARTMENT OF MANAGMENET**

**A questionnaire to be filled by employees of Unilever Manufacturing Plc**

This questionnaire is prepared by a student of International Business (MSC) at AAU to gather data about ‘The Impact of Change Drivers on Change Outcomes: In the Case of Unilever Manufacturing Plc’. The data to be collected will be used only for academic purpose i.e. to produce a research paper which is a partial requirement for the student’s award of Masters of International Business.

The investigator would like to confirm you that the information you will provide will certainly be kept confidential. Bear in mind that your information and its accuracy are a very important inputs for the research to produce a qualified paper.

If you have any query on the questionnaire, please communicate the investigator for the better understanding on **Hopeteferi@gmail.com** or in cell phone no +251961067514.

Directions

1. No need of writing your name.
2. Mark your response in boxes provided by putting (√) or (X) and write in brief in the space

Provided whenever necessary.

3. Read the instruction and each questions before attempting to complete it.
4. The questionnaires consists of three parts.

Thank you in advance for filling the questionnaires and making considerable sacrifices.



### B. Risk Taking Propensity

No	Items/Description	Rate of agreement				
		1	2	3	4	5
1	How would you rate the leadership's willingness to take calculated risks in implementing changes to e-commerce activities during the COVID-19 pandemic?					
2	Did the leadership team actively encourage and reward innovative approaches to address challenges in the e-commerce sector amid the COVID-19 crisis?					
3	To what extent did leadership's support for calculated risk-taking contribute to the organization's ability to adapt and thrive in the evolving e-commerce landscape during COVID-19?					
4	How satisfied are you with the leadership's commitment to fostering a culture of innovation within the organization during the organizational changes in e-commerce activities due to COVID-19?					
5	Did the leadership team implement any specific measures or initiatives to encourage and support employees in experimenting with new ideas and approaches in the e-commerce sector during the COVID-19 pandemic?					

### C. Empowerment

No	Items/Description	Rate of agreement				
		1	2	3	4	5
1	How would you rate the level of empowerment senior management provided to teams for decision-making during the organizational changes in e-commerce activities caused by the COVID-19 pandemic?					
2	Did senior management actively delegate authority and decision-making power to lower levels of the organization to expedite adaptability to changes in e-commerce operations during COVID-19?					
3	To what extent did senior management provide the necessary resources and autonomy to teams to implement innovative solutions during the challenges posed by the COVID-19 crisis in the e-commerce sector?					
4	How satisfied are you with the accessibility of senior management for support and guidance as teams navigated the changes in e-commerce activities during the COVID-19 pandemic?					

### D. Perceived Support

No	Items/Description	Rate of agreement				
		1	2	3	4	5
1	To what extent did senior management actively engage with employees to understand their concerns and challenges during the organizational changes in e-commerce activities caused by COVID-19?					
2	Did senior management implement any specific support initiatives, such as mental health resources, training programs, or flexible work arrangements, to assist employees in adapting to the changes in e-commerce activities during COVID-19?					

### E. Change Management Tools and Techniques

No	Items/Description	Rate of agreement				
		1	2	3	4	5
1	How well did the leadership team utilize established change management tools and techniques to facilitate the e-commerce activities during the COVID-19 pandemic?					
2	Did senior management establish clear frameworks or guidelines for teams to make decisions aligned with the organization's goals during the organizational changes in e-commerce activities due to COVID-19?					
3	To what extent did the leadership team implement feedback mechanisms and employee surveys as change management tools to assess and address concerns during the organizational changes in e-commerce activities amid COVID-19?					
4	Did the leadership team leverage project management methodologies (e.g., Agile, Scrum) as change management tools to ensure a smooth transition in e-commerce activities during the COVID-19 pandemic?					

### F. Engagement

No	Items/Description	Rate of agreement				
		1	2	3	4	5
1	To what extent did middle management play a role in fostering engagement and motivation among employees during the changes in e-commerce activities amid the COVID-19 pandemic?					
2	How would you rate the effectiveness of middle management in communicating and cascading information about organizational changes in e-commerce activities during the COVID-19 pandemic?					
3	To what extent do you feel involved in the decision making process related to the change?					

### G. Stakeholder's Impact

No	Items/Description	Rate of agreement				
		1	2	3	4	5
1	To what extent do you believe the training you have received aligns with the requirements of your job after the change?					
2	How satisfied are you with the accessibility of senior management for support and guidance as teams navigated the changes in e-commerce activities during the COVID-19 pandemic?					
3	To what extent do you believe the training you have received aligns with the requirements of your job after the change?					
4	How well aware of your performance metrics that are relevant to your role in the context of the organization change?					

### Descriptive Statistics

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
CMM1	103	3.99	.088	.891
CMM2	103	3.49	.083	.839
CMM3	103	3.80	.077	.784
CMM4	103	3.63	.080	.816
CMM5	103	4.04	.070	.713
Valid N (listwise)	103			

### Descriptive Statistics

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
RTP1	103	3.87	.079	.800
RTP2	103	4.06	.070	.712
RTP3	103	3.74	.077	.779
RTP4	103	3.90	.081	.823
RTP5	103	4.04	.070	.713
Valid N (listwise)	103			

### Descriptive Statistics

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
ENP1	103	3.84	.075	.764
ENP2	103	3.84	.077	.777
ENP3	103	3.74	.077	.779
Valid N (listwise)	103			

### Descriptive Statistics

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
POS1	103	3.79	.076	.775
POS2	103	3.78	.072	.727
POS3	103	4.04	.070	.713
Valid N (listwise)	103			

### Descriptive Statistics

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
CMTT1	103	3.74	.077	.779
CMTT2	103	3.74	.077	.779
CMTT3	103	3.63	.080	.816
CMTT4	103	3.84	.077	.777
Valid N (listwise)	103			

### Descriptive Statistics

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
OC1	103	3.86	.081	.817
OC2	103	3.95	.075	.759
OC3	103	3.90	.083	.846
OC4	103	3.92	.073	.737
OC5	103	4.06	.070	.712
OC6	103	3.90	.081	.823
OC7	103	4.04	.070	.713
Valid N (listwise)	103			

### Descriptive Statistics

	N	Mean		Std. Deviation
	Statistic	Statistic	Std. Error	Statistic
ENG1	103	4.14	.077	.780
ENG2	103	4.31	.063	.642
Valid N (listwise)	103			