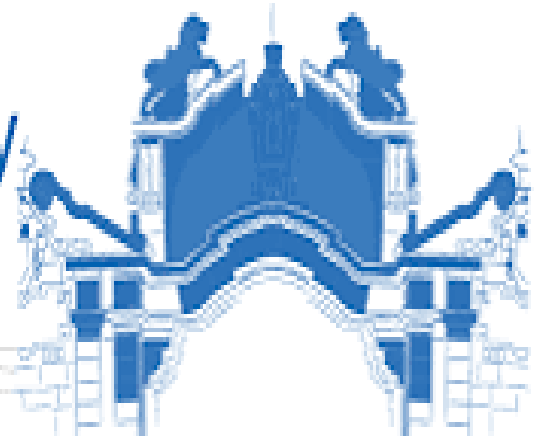




SEEK WISDOM, ELEVATE YOUR INTELLECT AND SERVE HUMANITY!

Addis Ababa University
አዲስ አበባ ዩኒቨርሲቲ



**COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
DEPARTMENT OF BUSINESS LEADERSHIP**

**EMPLOYEES' ATTITUDE TOWARDS ORGANISATIONAL CHANGE
IN THE CASE OF FDRE MINISTRY OF FOREIGN AFFAIRS**

BY:

TENINET TADESSE

**JULY, 2023
ADDIS ABABA**



Addis Ababa University
College of Business and Economics
School of Commerce
Department of Business Leadership

Employees' Attitude Towards Organisational Change
in the case of FDRE Ministry of Foreign Affairs

By:

Teninet Tadesse

**A Final Project Thesis Submitted to the School of Graduate Studies
of Addis Ababa University, School of Commerce, in partial
fulfilment of the requirements of the Degree of Master of Art in
Business Leadership**

Advisor:

Wasihun Mohammed (PhD)

July, 2023
Addis Ababa

DECLARATION

The project thesis, "Employees' Attitudes Towards Organisational Change in the Case of the Ministry of Foreign Affairs" is my own original work. All sources of material that I used for this project have been properly acknowledged.

Teninet Tadesse

Signature: _____

Date: _____

APPROVAL OF BOARD OF EXAMINERS

We, the undersigned members of the Board of Examiners for the project thesis entitled Employees' Attitude Towards Organisational Change in The Case of the FDRE Ministry of Foreign Affairs, submitted by Teninet Tadesse Wudie in partial fulfilment of the requirement for the degree of Master of Arts in Business Leadership, hereby certify that the thesis meets the accepted quality and standard.

APPROVED BY BOARD OF EXAMINERS

| | | |
|-------------------|-----------|-------|
| _____ | _____ | _____ |
| Advisor | Signature | Date |
| _____ | _____ | _____ |
| Internal Examiner | Signature | Date |
| _____ | _____ | _____ |
| External Examiner | Signature | Date |

STATEMENT OF CERTIFICATION

This is to certify that the project thesis entitled “Employees’ Attitude Towards Organisational Change in The Case of the FDRE Ministry of Foreign Affairs,” undertaken by Teninet Tadesse Wudie for the partial fulfilment of the Master of Business Leadership at Addis Ababa University School of Commerce, is an original work and has not been submitted for any Degree either at this university or any other university.

Wasihun Mohammed (PhD)
Advisor

Signature

Date

Acknowledgment

I am deeply grateful to my advisor, Dr. Wasihun Mohammed, for his invaluable guidance, support, and mentorship. His constructive criticism and prompt responses to my questions helped me develop a solid foundation in my field of study and were invaluable throughout my research journey. I am truly grateful for his contributions to my research.

I would like to thank my family for their unconditional support throughout my journey. This study would not have been possible without the unwavering support of my family. Their unconditional love and encouragement have been instrumental in keeping me motivated throughout this journey. Additionally, I am deeply grateful to Ato Ashenfi Worku for his invaluable guidance and unwavering commitment to answering all of my questions. His constructive criticism has helped shape this study, and I have learned so much from his insights. I am truly fortunate to have had such a dedicated mentor, and I will always be grateful for his contributions to this project.

I would also like to thank my friends and colleagues, Berhan, Liya, Eyerusalem, Bitsiet, Mahir, Dawit, Angesom, and Ahmed, for their help in distributing and collecting the survey. Their hard work and dedication made it possible for me to collect the data I needed for my study. I would also like to express my gratitude to the participants who took part in this study, without whom this research would not have been possible. Their willingness to share their experiences and insights has greatly contributed to the findings of this study, and I also appreciate that the FDRE Ministry of Foreign Affairs gave me their permission to conduct this research.

Finally, I would like to thank all of the people who made this research possible.

Table of Contents

| | |
|---|-----|
| Acknowledgment | I |
| Table of Contents | i |
| List of Figures and Tables..... | iii |
| Abbreviations | iv |
| Abstract | v |
| CHAPTER ONE | 1 |
| INTRODUCTION | 1 |
| 1.1. Background of the Study | 1 |
| 1.2. Background of the Institute | 2 |
| 1.3. Statement of the Problem | 3 |
| 1.4. Research Questions | 4 |
| 1.5. Objectives of the Study | 5 |
| 1.5.1. General Objective of the Study | 5 |
| 1.5.2. Specific Objective of the Study | 5 |
| 1.6. Significance of the Study | 5 |
| 1.7. Scope of the Study..... | 5 |
| 1.8. Limitation of the Study..... | 6 |
| 1.9. Organisation of the Study..... | 6 |
| CHAPTER TWO | 8 |
| LITERATURE REVIEW | 8 |
| Introduction..... | 8 |
| 2.1. Theoretical Review..... | 8 |
| 2.1.1 Area of Organisational Change..... | 9 |
| 2.1.2. Change Models | 10 |
| 2.1.3. Daunting Factors Organisational Change | 11 |
| 2.1.4. Dynamics of Attitude towards Organisational Change | 13 |
| 2.2. Empirical Review | 14 |
| 2.3. Conceptual Framework | 18 |
| CHAPTER THREE | 20 |
| RESEARCH DESIGN AND METHODOLOGY | 20 |

| | |
|---|----|
| Introduction..... | 20 |
| 3.1. Research Approach..... | 20 |
| 3.2. Type/Design of the Research..... | 20 |
| 3.3. Population and Sampling Design | 21 |
| 3.3.1. Target Population..... | 21 |
| 3.3.2. Sampling Techniques..... | 22 |
| 3.3.3. Sample Size..... | 22 |
| 3.4. Source of Data Collection | 23 |
| 3.5. Data Collection Procedure..... | 23 |
| 3.6. Method of Data Collection | 24 |
| 3.7. Data Analysis Methods | 24 |
| 3.8. Validity | 25 |
| 3.9. Reliability | 27 |
| 3.10. Ethical Consideration | 27 |
| CHAPTER FOUR..... | 28 |
| DATA PRESENTATION, ANALYSIS AND INTERPRETATION | 28 |
| Introduction..... | 28 |
| 4.1. Response Rate | 28 |
| 4.2. Validity and Reliability Test | 28 |
| 4.3. Descriptive Data Analysis | 29 |
| 4.3.1. Demographic Data of the Respondents..... | 30 |
| 4.3.2. Current Job Position and Experience of the Respondents | 31 |
| 4.4. Descriptive Statistics of Likert Scale Question | 32 |
| 4.5. Correlation Analysis..... | 37 |
| 4.6. Inferential Statistic | 39 |
| 4.6.1. Test of Linear Regression Model Assumption | 39 |
| 4.7. Multiple Regression Analysis | 43 |
| 4.8. Hypothesis Testing | 47 |
| CHAPTER FIVE | 51 |
| SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION | 51 |
| Introduction..... | 51 |
| 5.1. Summary of Major Findings | 51 |

| | |
|--|----|
| 5.2. Discussion and Conclusion | 53 |
| 5.3. Recommendation..... | 58 |
| 5.4. Limitation of the Study..... | 59 |
| 5.5. Suggestions for Future Research | 59 |
| REFERENCE..... | 61 |
| APPENDIX..... | 64 |

List of Figures and Tables

| | |
|---|----|
| Figure 1: Conceptual Model of Attitude towards Organisational Change | 19 |
| Figure 2 Histogram of normality assumption | 40 |
| Figure 3 Normal P-P Plot of Regression Standardised Residual | 41 |
| Figure 4 scatterplot | 42 |
| Table 1 Reliability statistics of employees' attitude towards organisational change | 29 |
| Table 2 Demographic data of the respondents | 30 |
| Table 3 Job position and experience of respondents | 31 |
| Table 4 correlation statistics | 38 |
| Table 5 multicollinearity test | 42 |
| Table 6 multiple analysis result of employees' attitudes and organisational change | 44 |
| Table 7 ANOVA* the overall model fit of regression | 45 |
| Table 8 Coefficient table | 46 |
| Table 9 Factors influencing organisational reform | 33 |
| Table 10 Measures to lessen the impact of reform | 34 |
| Table 11 Employee attitudes and organisational transformation | 35 |

Abbreviations

| | |
|------|--|
| CFA | Confirmatory Factor Analysis |
| FFC | Fear of Consequence to Change |
| FDRE | Federal Democratic Republic of Ethiopia |
| MOFA | Ministry of Foreign Affairs |
| PNC | Perceived Need for Change |
| PPJ | Perceived Procedural Justice |
| PS | Perceived Organisational Support |
| RC | Resistance to Change |
| RC | Resistance to Change |
| SCLD | Self-Confidence for Learning and Development |
| TM | Trust in Management |

Abstract

The aim of this study was to identify the factors that influence employees' attitudes towards organisational change in the FDRE Ministry of Foreign Affairs. The Wang and Kebede (2020) model was used to examine the relationship between employees' attitudes towards organisational change and their reactions to it. An explanatory research design with a quantitative research approach was used. 85 respondents were selected using a systematic random sampling technique. Correlation and regression analyses were used to determine the relationship between the independent and dependent variables. The research findings revealed that fear of consequence from change, self-confidence for learning and development, and perceived need for change were found to have a statistically significant relationship with employees' reactions to organisational change. On the other hand, perceived organisational support, perceived procedural justice, and trust in management were found to have no statistically significant relationship with employees' reactions to change. The study also identified several factors that influence employees' attitudes, including communication, participation, and training. Based on these findings, it is recommended that organisations invest in effective communication strategies, involve employees in decision-making processes, and provide adequate training and support during periods of change.

Key words: *employees' attitudes, organisational change, FDRE Ministry of Foreign Affairs*

CHAPTER ONE

INTRODUCTION

The introduction chapter of the study serves as a roadmap for the research project. It begins with a brief background of the study, providing context and relevance to the research topic. The statement of the problem follows, clearly outlining the research question that the study aims to answer. The general and specific objectives will outline what the researcher hopes to achieve through this study, while the basic research questions guide data collection and analysis. The significance of the study explains why this research is important and how it contributes to existing knowledge. The scope of the study defines its boundaries, including its geographical location, time frame, and population under investigation. Finally, the organisation of the study gives readers an idea of how information is presented in subsequent chapters. Overall, this chapter sets a strong foundation for understanding and contextualising the research that follows.

1.1. Background of the Study

As time progresses, organisations go through different stages of change that are unique and distinct from each other. These changes can range from revolutionary to evolutionary, and they often reflect the shifting priorities and goals of the organisation. In the early stages, organisations may undergo radical transformations, such as setting up new businesses or transitioning from one industry to another. These changes are often driven by a desire to innovate and disrupt existing markets. As organisations mature, they may shift their focus towards more incremental changes that improve efficiency and effectiveness. This could involve streamlining processes, adopting new technologies, or investing in employee development. Ultimately, the key to successful change is to remain alert and adaptable, embracing new opportunities as they arise while remaining true to your core values and mission. By doing so, organisations can navigate the different stages of change with confidence and emerge stronger than ever before (Cummings & Worley, 2009; Waddell et al., 2019).

Change is an ambiguous concept, and constant change becomes a condition for many organisations (Saksvik, 2009). According to Cummings & Worley (2009), organisational change is a continuous process and the product of interdependent elements such as human nature and society, technology, organisational structures and processes, culture, and various other factors

that influence change in organisations. Odor, (2017) states many factors influence organisational change: education, demographics, market conditions (demand), industry trends, and competitor responses to changes. Organisational change touches a lot of areas, from a single organisational operation to a whole system, and mainly targets leadership style, organisational structure, system, organisational strategy, technique of production, organisational culture, and vision and mission statement.

Many studies have related the success factor of organisations to employees' attitudes, but most of the time organisations place too much emphasis on technical issues and overlook the human factor. According to Bovey & Hede, (2001), The success of organisational change mainly depends on employees' attitudes. Kotter, (2014) claimed that the effectiveness of change initiatives depends on people's ability to alter their cognitions and behaviours by honestly adopting them (cited in Odor, 2017). Employee participation in the change process is a prerequisite for organisational change success since they are the key providers for the long-term goal of continued improvement. Saksvik (2009) states that in Denmark and the Nordic countries, there is a long tradition of employee involvement in a top-down approach to protect the human capital that the employees highly rely on, while even if the researcher couldn't obtain any empirical evidence related to African countries, it is observed that many national reform programmes implemented a top-down approach.

This study will try to focus on employees' involvement in the case of the organisational reform of MOFA, mainly on their attitudes vis-à-vis the degree of employment involvement and key focus areas of the reform. The main purpose of this study is to reach a conclusion based on the sample data at the ministry.

1.2. Background of the Institute

Ethiopia's victory at the Battle of Adowa led to treaties with Italy, France, and Britain, as well as a significant increase in diplomatic relations with the rest of the world. In 1903, a Treaty to Regulate Commercial Relations between the US and Ethiopia was signed. Consequentially, in 1907, Emperor Menelik established the first Cabinet made up of twelve ministries, one of which was the Ministry of Commerce and Foreign Affairs led by Neggadras Haile-Giorgis Wolde-Michael.

Since its establishment, the Ministry of Foreign Affairs has undergone different institutional reforms with different regime changes in terms of its political ideology. Since P.M. Abiy Ahmed came to power in 2018, Ethiopia has undergone different reforms due to the national reform programme. The ministry has been under reform since September 2021, and the organisational structure as well as work placement has been done accordingly.

The new organisational structure has not yet been ratified, but it has been run since January 2022 and is organised under the minister's cabinet and two state ministers, i.e., political and economic, and human resource and resource management, and the organisational structure is organised under 19 director generals and offices, all of which are accountable to the Minister of Foreign Affairs.

1.3. Statement of the Problem

One factor that influences employees' attitudes towards change is the nature of the change. Some changes are more disruptive than others, and employees may be more resistant to changes that they perceive as major or that have a significant impact on their work. For example, a change to the organisation's structure or culture is likely to be more disruptive than a change to the organisation's policies or procedures (Rogers, 2003). Another factor that influences employees' attitudes towards change is the communication of the change. If employees are not adequately informed about the reasons for the change, the impact of the change, and the steps that will be taken to manage the change, they are more likely to be resistant. For example, if employees are not told why the change is necessary, they may be more likely to view the change as a threat (Rizescu & Tileag, 2016).

The involvement of employees in the change process also influences their attitudes towards change. Employees are more likely to be supportive of change if they are involved in the planning and implementation of the change. This gives them a sense of ownership over the change and makes them more likely to feel that the change is in their best interests. Finally, the leadership of the change also influences employees' attitudes towards change. If employees trust and respect the leadership of the change, they are more likely to be supportive of the change. This is because they believe that the leaders have their best interests at heart and that the change will be managed effectively (Elving, 2005; Burnes & Jackson, 2011; Bovey & Hede, 2001).

The FDRE Ministry of Foreign Affairs has undergone major organisational reform since September 2021; thus, at the beginning of this study, the researcher conducted an unstructured preliminary interview with the employees on the overall reform. Based on this, the researcher identified that the intended reform doesn't attempt to achieve the expected outcome vis-à-vis the restructuring of the minister and information dissemination. This is because among the many reforms that were conducted at the headquarters was organisational structure, in which many departments were merged, as a result of which the previous flatter type of organisational structure changed to more hierarchical; the other is that the reform is also part of the national reform, which questions the revitalization of the organisation as necessary; the other is the ministries communication strategy as well as employees' participation in the reform process were minimal, which was observed lack of continuous communication and follow-ups; finally, after the reform, all the planned measures are changed, and the organisation is back to doing business as before the reform. One example is that due to the reform process, 30 embassies and consulate generals were identified; some of them were closed, and the others were changed to home-based, so now the intended six home-based embassies are reopened.

Therefore, this study aimed to identify and scientifically measure factors influencing employees' attitudes towards organisational change and their overall involvement in the reform, as well as the effectiveness of actions taken by the FDRE Ministry of Foreign Affairs to lessen the situation during the reform process.

1.4. Research Questions

From the research problem, the following five questions are able to be drawn; thus, the study attempts to address the following five research questions.

1. What elements are influencing organisational reform?
2. What impact do employee attitudes have on the organisational transformation at the FDRE Ministry of Foreign Affairs?
3. What measures have been taken by the FDRE Ministry of Foreign Affairs management to lessen the situation while the reform process is underway?

1.5. Objectives of the Study

1.5.1. General Objective of the Study

The main objective of this study is to assess employees' attitude towards organisational change at FDRE Ministry of Foreign Affairs.

1.5.2. Specific Objective of the Study

This study has the following five specific objectives.

- To identify factors that affecting organisational change.
- To measure the effect of employees' attitude towards reform.
- To examine any mitigating measures implemented by management during the process of reform.

1.6. Significance of the Study

This study is unique in that the research is conducted in a public organisation, which alters the researcher's perspective on measuring organisation success from the perspective of qualitative rather than quantitative outcomes. Additionally, as this is a project thesis, the researcher is expected to test theories on real-time problems and develop a solution that can be used by future researchers, organisations, and technocrats.

Finally, it is expected that this study will update the existing body of knowledge in organisational development and change management, a behavioural science. It will also inform organisations that may have an interest in undergoing organisational reform. It is hoped that the study will yield information that is useful for future planned changes in the FDRE Ministry of Foreign Affairs and improve the success rate of those changes.

1.7. Scope of the Study

The FDRE Ministry of Foreign Affairs has 553 diplomats and administrative staff at headquarters and 450 diplomats and 420 local staff workers at 51 embassies and consulates general dispersed throughout the world. Since the organisation's change initiatives are aimed at revitalising Ethiopia's diplomatic machinery, this study focuses on diplomatic staff at headquarters.

The researcher delineated the study to headquarters because the embassies are dispersed all over the world and have their own organisational structure. Thus, including all the embassies in this

study would make it difficult to manage the sample size within the given time frame. Additionally, the study's time frame is limited to years after April 2018, as the ministry's national programme was initiated due to the national reform programme.

Theoretically, the study focused on planned change, specifically incremental reform. Other unplanned factors are also considered constants. The methodologies that are used are explanatory research and quantitative research approaches.

1.8. Limitation of the Study

This study is limited by the fact that the organisation is a political institution that executes government policy. Employees had been traumatised and experienced hostility when expressing their voice, which was also tagged as opposition. This led to some respondents hesitating to give their answers. The researcher gained the respondents' trust by explaining the purpose of the study and the instruments that would be used to measure the research questions. Additionally, the researcher gained human resource permission to collect data.

Most of the change agents who participated in the process of change implementation have been assigned to missions due to their rotation. Even if the researcher used systematic random sampling, the chance of including these change agents would be zero. Therefore, the researcher may not get the chance to get a different perspective on the due process of organisational reform. Currently, a very small number of the target groups at the headquarters are returnees from abroad. Even though the reform also affected them during their assignment, they did not experience the chaos of uncertainty and tension in the headquarters. Thus, the respondents may be limited in recalling the moment of the reform. Finally, the research is limited by time constraints. This may affect the depth and breadth of the research findings.

1.9. Organisation of the Study

The organisation of the study ranges from chapter one to chapter five. Chapter one provides an overview of the research questions as well as the significance and scope of the study. The research questions were carefully crafted to ensure that they are specific, measurable, achievable, relevant, and time-bound. The significance of the study is discussed in terms of its potential contributions to the field of study and its relevance to real-world problems. The scope of the study is defined in terms of its geographic, temporal, and population boundaries.

Chapter two consists of a comprehensive review of the literature relevant to the study. This review includes both theoretical and empirical literature related to the research questions. The literature review is structured around key themes and concepts that emerge from the research questions. The literature review provides a critical analysis of existing knowledge in the field and identifies gaps in knowledge that this study aims to address.

Chapter three covered the methods of data analysis used in this study. This chapter provides a detailed description of the research design, sampling procedures, and data. Chapter 4 presents the findings and analysis of the collected data, including tables, graphs, and other visual aids to help readers understand the results. The last chapter covers the conclusion and recommendations made by the researcher for the desired outcomes.

CHAPTER TWO

LITERATURE REVIEW

Introduction

The literature review is a crucial component of any research project, and this study is no exception. To begin, the review focused on the key themes and concepts that emerged from the research questions. This provides a framework for understanding the existing knowledge in the field and identifying gaps in that knowledge. The review then moves on to a critical analysis of that knowledge, evaluating its strengths and weaknesses, and identifying areas where further research is needed. Throughout this process, the researcher has drawn on both theoretical and empirical literature to build a comprehensive picture of the current state of knowledge in the field of change management and also pay close attention to any methodological issues or limitations that may affect the validity of existing research findings

2.1. Theoretical Review

Organisational change is a complex process that occurs within an organisation. It is influenced by a multitude of interdependent elements such as human nature and society, technology, organisational structures and processes, culture, and various other factors (Kallinikos, 2006). The process of change can be triggered by various factors such as education, demographics, market conditions (demand), industry trends, and competitor responses to changes (Cummings & Worley, 2009). In order to successfully navigate through the process of organisational change, it is important for organisations to have a clear understanding of their goals and objectives. They must also be able to adapt to changing circumstances in order to remain competitive in their respective industries. This requires effective communication, collaboration, and leadership from all levels of the organisation (Odor, 2017). Additionally, organisations must be willing to embrace new technologies and innovative ideas in order to stay ahead of the curve. By doing so, they can create a culture that values continuous improvement and fosters creativity and innovation among employees. Ultimately, successful organisational change requires a willingness to take risks and embrace new ideas while remaining grounded (Todnem, 2005).

The transition from the current state to a desired future state can be a daunting task for any organisation. Cummings & Worley's (2015) classification of organisational change as transformational and incremental change highlights the importance of understanding the type of

change required. Transformational change involves a complete overhaul of the organisation's structure, culture, and processes, while incremental change focuses on making small adjustments to existing systems. To effectively manage transformational change, it is important to communicate the vision clearly, involve stakeholders in decision-making, and provide adequate training for employees. For incremental change, a gradual approach with continuous monitoring and evaluation is key to ensuring success. It is important to note that both types of changes require strong leadership, effective communication, and a willingness to adapt to new challenges. By embracing change as an opportunity for growth and improvement, organisations can thrive in today's ever-changing business landscape (Kindler, 1979; Cummings & Worley, 2009).

Organisational change and development are used interchangeably; there are also debates about which concept is border. According to Bush, organisational development is not about change but rather building great organisations (cited in Odor, 2017). And also, organisational development is essential for achieving organisational change. Organisational development is influenced by a wide range of internal and external influences, and it can be managed and motivated in an organisation in a variety of ways. The major steps of organisational development include setting goals and establishing processes for change, identifying areas where change is needed, and building new skills or capabilities that enable leaders and employees to deal with change (Cummings & Worley, 2009). In addition to that, the others are self-assessment, external environment assessment, new strategies and structures, and adaptation to new conditions (Saksvik, 2009).

2.1.1 Area of Organisational Change

External or internal factors are drivers of organisational change that compel individuals, organisations, and societies to adapt and transform. These forces can arise from technological advancements, economic shifts, political upheavals, or social movements (Rizescu & Tileag, 2016). Internally, change forces can stem from a desire for growth or improvement, a need to address inefficiencies or shortcomings, or a response to external pressures. Externally, change can be driven by market demands, regulatory requirements, or global trends. Regardless of their origin, change forces require individuals and organisations to be alert and responsive in order to thrive in an ever-evolving landscape. Adapting to change requires a willingness to embrace new ideas and approaches while also preserving core values and principles. By recognising the

importance of change forces and proactively engaging with them, individuals and organisations can position themselves for success in the future (Cummings & Worley, 2009).

Major organisational change, according to Smith (2002), is any deliberate modification of the way an organisation conducts its operations that has an impact on that organisation's competitive advantage. These might involve mergers and acquisitions, downsizing and restructuring, expansions, a shift in culture, or changes in technology. Organisational change is a necessary process for companies to remain competitive in the ever-evolving business landscape. Mergers and acquisitions allow companies to gain access to new markets and resources, while downsizing and restructuring help streamline operations and cut costs. Expansions can help businesses grow and reach new customers, while a shift in culture can improve employee morale and productivity. Changes in technology are also crucial for organisations to stay relevant and efficient. However, implementing organisational change can be challenging, as it often requires significant investments of time, money, and resources. Effective communication with employees is essential during this process to ensure that everyone understands the reasons for the change and their role in it. Overall, successful organisational change requires careful planning, clear communication, and a willingness to adapt to new circumstances (Rizescu & Tileag, 2016).

2.1.2. Change Models

Models for managing change offer a template for transforming various types of change into innovations that are successful and widely accepted. The main objective is to assist organisations in creating standardised change management procedures that guarantee the change is successfully implemented and maintained over time. It also refers to the process of gathering the resources required to change an organisation. A change management framework identifies what needs to be changed, how it should be done, and when those changes must take place to make the change process easier for all parties involved.

In change management and development, there are ten prominent change models, but for this study, the researcher chose and sees the organisational change process under three founding change models: Lewin's change model, Kotter's eight-step change model, and the positive model of change. Each of these models offers a unique perspective on how to manage change effectively. Lewin's model is a three-step process that emphasises the importance of unfreezing,

changing, and refreezing in order to successfully implement change. The first step is to identify the need for change and create a sense of urgency. The second step is to implement the change and ensure that everyone understands why it is necessary. Finally, the third step is to reinforce the new behaviour and make it a permanent part of the organisation's culture. Kotter's eight-step change model focuses on creating a sense of urgency, building a coalition, and implementing short-term wins to build momentum for long-term change. Thus, this is done through creating a coalition of supporters, developing a vision and strategy, communicating the change, empowering others to act on the vision, creating short-term wins, consolidating gains and producing more change, anchoring new approaches in the organisation's culture, and finally making sure that changes are not reversed. The positive model of change emphasises the importance of focusing on strengths and opportunities rather than weaknesses and threats when implementing change. It involves identifying what works well in an organisation and finding ways to amplify those strengths. This approach can lead to more sustainable changes because people are more likely to embrace changes that build on their strength (Waddell et al., 2019; Cummings & Worley, 2009; Saksvik, 2009). By utilising these three models, organisations can develop a comprehensive approach to managing change that takes into account both the practical and emotional aspects of the process. It is important for organisations to understand that change is not a one-time event but rather an ongoing process that requires continuous adaptation and improvement. By embracing these frameworks, organisations can create a culture that is open to change and innovation, ultimately leading to greater success in today's rapidly evolving business environment.

2.1.3. Daunting Factors Organisational Change

Several studies have argued that most change initiatives are well planned, but two-thirds of change implementation fails due to poor execution. According to Todnem (2005), the underlining reason that most change initiatives fail is a lack of empirical research on change management. There is also a lack of a pragmatic framework or model and a wide range of contradictory and confusing theories and approaches. Pollack (2015) points out the non-alignment between practise and theories of change management because the literature focuses more on issues associated with value, culture, and social identity, while practitioners emphasise individual, project, and team levels of change. Despite this, there is a growing consensus that

effective change management requires a combination of both theoretical and practical approaches.

Burns and Jackson (2011) emphasise the significance of aligning the value system of the change intervention with the value system of the members of the organisation undergoing the change. To achieve this alignment, it is important for change agents to engage in open and honest communication with all members of the organisation, listen carefully to their concerns, and address them in a respectful and constructive way. Additionally, it may be necessary to provide training and support to help individuals understand the value system underlying the change initiative and how it aligns with their own values. By taking these steps, change agents can create a culture of alignment within the organisation that will support successful change initiatives both now and in the future. This culture of alignment is crucial for any change initiative to succeed, as it ensures that everyone in the organisation is on the same page and working towards the same goals. Another important aspect of successful change initiatives is the ability to adapt and be flexible when necessary. Todnem (2005), states that change agents should be prepared to make adjustments to the plan as needed, based on feedback from stakeholders or changes in the external environment. Finally, it's important for change agents to celebrate successes along the way, no matter how small they may be. This helps to build momentum and keep everyone motivated towards achieving the ultimate goal of the change initiative. By following these steps, change agents can create a culture of alignment that will support successful change initiatives both now and in the future.

Finally, the prerequisite for managing healthy organisational initiation, according to Saksvik (2009) “resides both in employees’ and organisations”. Mosadeghrad & Ansarian (2014) pointed out that inadequacy contributes to majorly unsuccessful change programmes, which insufficient education and training, employees’ apathy, inadequate management support, poor leadership, inappropriate organisational culture, inadequate resources, poor communication, poor planning, insufficient customer focus, and a lack of a monitoring and measurement system can all play a role. These factors can all contribute to the failure of change programmes, and it is important for organisations to address them in order to increase the likelihood of success. Education and training can help employees understand the changes being implemented and their role in the process, while management support and leadership can provide guidance and direction. A

positive organisational culture that values innovation and change can also encourage employees to embrace new ideas. Adequate resources, effective communication, and careful planning are all essential components of successful change programmes. Finally, monitoring and measurement systems are critical for evaluating the effectiveness of change initiatives and making adjustments as needed. By addressing these factors, organisations can improve their chances of successfully implementing change programmes that drive growth and innovation.

2.1.4. Dynamics of Attitude towards Organisational Change

Any vibrant and successful organisation must embrace change. The concept of "change" is frequently used to describe a collection of isolated, cyclical changes that affect one or more organisational domains, such as people, structure, and technology (Kallinikos, 2006). The acceptance of a new concept or action by an organisation is referred to as organisational change. In order to meet the continually shifting needs of both internal and external consumers, it can also be defined as the process of routinely reintroducing an organisation's direction, structure, and capabilities (Henry Mintzberg, 1988). These kinds of organisational adjustments typically take the shape of official, planned, and goal-oriented reforms.

Organisational transformation is sparked by internal and external influences of various hues and sizes (Burke & Litwin, 1992). Numerous researches have been done over the last two decades on organisational change and the factors that help the process go smoothly (Benford & Snow, 2000). Despite the widespread interest in the organisational change process, these researchers found that most attempts resulted in the process of organisational change being implemented incorrectly and eventually failing (Hussain et al., 2018). This is due to the fact that in those researches, the primary factor of individual and organisational reactions to organisational change was disregarded in favour of a number of secondary variables (Alnoor et al., 2021).

Employees should be viewed as important stakeholders in any organisational change according to (Lohrke, 2004). However, one of the major issues to address is employee resistance. As a result, researchers identified a number of key variables as the primary precursors of the change reaction. Employees' resistance to change has prompted many conceptualisations of organisational change based on the assumption that employees would inevitably thwart its implementation (Anuradha, 1999). In contrast to earlier conceptions of resistance to change as

restraining forces, according to Shaul, in human behaviour impeding the implementation of change processes, resistance to change has recently received a more positive point of view, being viewed as a natural characteristic of human behaviour that can be helpful for an organisation with regard to the implementation of change (Oreg S. , 2006). This suggests that opposition from employees may offer additional information, such as comments and results, on how a company's change process is implemented.

Finally, to ensure successful change implementation, it is crucial to have a clear understanding of the organisational culture, leadership style, and employee attitudes towards change. A comprehensive analysis of the current state of the organisation and the identification of the areas that require improvement are also essential. The development of a well-defined change management plan that includes communication strategies, training programmes, and performance metrics can help mitigate resistance to change and increase employee engagement. Additionally, involving employees in the change process through feedback mechanisms and participation in decision-making can foster a sense of ownership and commitment towards the new initiatives.

2.2. Empirical Review

Organisational change is a complex phenomenon that requires thoughtful implementation in order to be effective. For the success of organisational change, it is essential to consider employees' attitudes and how they may affect outcomes. This empirical literature review aims to investigate the impact of employees' attitudes towards organisational change.

Researches has found that employee attitudes towards organisational change can have significant effects on the success or failure of the change. Factors such as employees' knowledge and understanding of the change, their willingness to accept it, their self-efficacy, and their perceived job security have all been found to influence employee attitudes towards change (Hagerty, 2012; Costigan & Polester, 2011). Additionally, the level of perceived support from the organisation can also influence employee attitudes (Gibson et al., 2019). Research further suggests that employee attitudes and engagement towards organisational change have implications for the organisation's overall performance outcomes (Uyar, 2015).

Other researches suggest that employee attitudes towards organisational change are multi-faceted and include knowledge and understanding of the change, willingness to accept it, self-efficacy, and perceptions of job security (Hagerty, 2012; Costigan & Polester, 2011). In particular, employee knowledge and understanding of the change have been found to be paramount to successful implementation, as employees must be informed and on board with the change to work effectively (Hagerty, 2012).

In terms of willingness to accept the change, research has found that the degree to which employees are willing to engage in the change process is also important. Costigan and Polester (2011) note that employees need to be willing to give the change process due effort for it to be successful. Self-efficacy, or an individual's belief in their own abilities to successfully understand and engage with change, has also been found to be crucial to successful transformation. Additionally, employees' perception of job security has been found to affect their acceptance of change, as those with less job security may be more resistant to change (Gibson et al., 2019).

Organisations also play a major role in how employees perceive and accept change, as it has been found that the degree of perceived support from the organisation is critical to the acceptance of change (Gibson et al., 2019). This includes both tangible and intangible support, such as providing employees with the resources they need to understand and engage with the change, as well as providing a sense of safety and assurance about their future in the organisation.

In terms of the implications of employee attitudes towards change, employee attitudes towards change have a direct link with organisational outcomes. In particular, studies have indicated that when employees' attitudes towards organisational change are positive, it can lead to outcomes such as increased efficiency, improved communication, better customer service, better organisation performance, and increased profits. On the other hand, when employees' attitudes towards organisational change are negative, it can lead to lower efficiency, decreased communication, poorer customer service, and reduced organisation performance and profits (Uyar, 2015).

In terms of the degree of involvement, when employees are actively involved in decision-making, they tend to be more supportive of the organisational change (Vogel, 2009). Furthermore, perceived fairness has been identified as an important factor in employee attitudes towards organisational change (Murphy & Iacovou, 2011). This includes considerations of how well employees perceive their needs are being taken into account during the change process.

Trust has also been found to be a critical factor in determining employee attitudes towards organisational change (Hobfoll & Korhonen, 2019). If employees trust their management, they are more likely to be open to change and more willing to embrace it. Lastly, the level of communication and feedback from management is critical in maintaining a positive attitude towards organisational change.

The study conducted by Wang and Kebede (2020) aimed to investigate the relationship between various independent variables and the dependent variable of reaction to change. The independent variables included perceived organisational support, perceived procedural justice, fear of consequence for change, self-confidence for learning and development, trust in management, and perceived need for change. These variables were chosen based on their potential impact on an individual's reaction to change. The dependent variable, reaction to change, was measured in terms of resistance and support for change. The results of the study showed that there was a significant relationship between all of the independent variables and the dependent variable. Specifically, individuals who perceived higher levels of organisational support, procedural justice, self-confidence for learning and development, trust in management, and the need for change were more likely to support changes within their organisation. On the other hand, individuals who had a greater fear of the consequences of change were more likely to resist changes within their organisation. These findings highlight the importance of considering multiple factors.

It is evident from the empirical literature review that employees' attitudes towards organisational change have various implications for an organisation's success. Factors that have been found to have an impact on these attitudes include knowledge and understanding of the change, willingness to accept the change, self-efficacy, job security, perceived support from the organisation, and trust. For the success of organisational change, it is essential to ensure that

employees are informed and understand the change, that they are willing to give the change process due effort, and that they have a positive outlook on the future of the organisation and their job security. Additionally, it is important for organisations to provide tangible and intangible support in order for employees to accept and engage in the change process. Finally, trust has been identified as an important factor in employee attitudes towards organisational change. High levels of trust can encourage employees to work together as a team and be open to changes. Low levels of trust can lead to employees perceiving the change process as a threat and being more resistant to it. Thus, it is essential for organisations to foster high levels of trust between employees and improve the chances of successful organisational change.

In conclusion, Employees who have a good understanding of the change, are willing to accept it, have a strong sense of self-efficacy, feel secure in their jobs, feel supported by the organisation, are involved in decision-making, perceive the change process as fair, trust their management, and receive clear and frequent communication from management about the change are more likely to have positive attitudes towards change. This is because these factors all contribute to employees feeling confident and secure in the change process. When employees understand the change, they are more likely to see the benefits of it and be willing to embrace it. When employees feel supported by the organisation and their management, they are more likely to trust that the change is in their best interests. And when employees are kept informed about the change and have a way to voice their concerns, they are more likely to feel that their opinions are valued and that they have a say in the process. Overall, the more that employees feel confident and secure in the change process, the more likely they are to have positive attitudes towards change.

Based on the above empirical studies, the following hypotheses are drawn:

- H1: Organisational support has a direct relation with employee's reaction to organisational change.
- H2: A Good procedural justice consequence a positive affect toward employees' reaction to organisational change
- H3: Fear of consequence of change has a reciprocal relation with employees' reaction to change

H4: There is a direct relationship between trust in management and employee's reaction to organisation change.

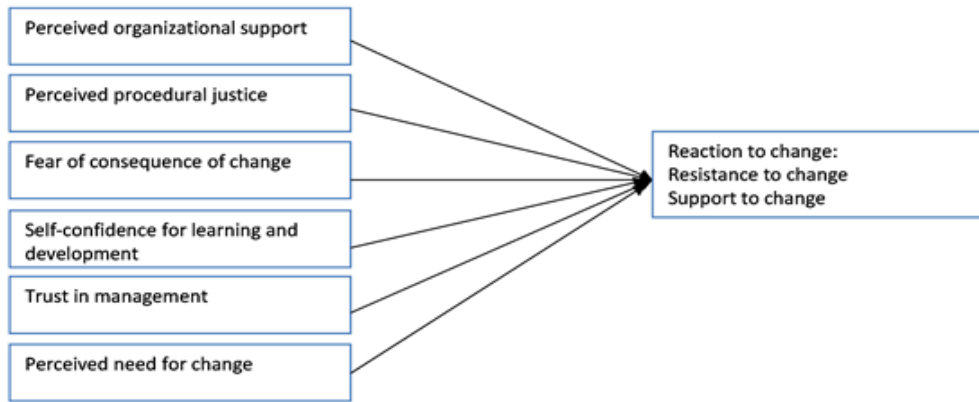
H5: Self-confidence for learning and development is positively related to employee's reaction to organisational change

H6: Need for change is positively related with employees' reaction to organisational change.

2.3. Conceptual Framework

The conceptual framework illustrated the interrelationship between independent and dependent variables (Swaen & George, 2022). For this study, the researcher adopted the conceptual framework from Wang & Kebede (2020). The independent variables are perceived organisational support, perceived procedural justice, fear of consequence to change, self-confidence for learning and development, trust in management, and perceived need for change, while the dependent variable is reaction to change, which is resistance and support to change. These variables are designed to address the key effects of employees' attitudes on organisational change, which have also been identified and popularised by many other works of literature. Therefore, the framework is chosen since it aligns with the specific research objectives of this study and which believes to be providing a comprehensive approach to understanding the complexities of organisational change. The framework also highlights the importance of communication and leadership in facilitating successful change. Effective communication ensures that employees are aware of the reasons for change and how it will affect them, while strong leadership provides direction and guidance throughout the process. Overall, the framework provides a valuable tool for understanding the various factors that contribute to successful organisational change and can be used to guide future research in this area.

Figure 1: Conceptual Model of Attitude towards Organisational Change



Source: Adopted from Wang & Kebede (2020)

Based on the above empirical studies, hypotheses were drawn to be tested in a multiple regression econometric model, which was also adopted from Wang & Kebede (2020).

$$RC = \beta_0 + \beta_1 PS + \beta_2 PPJ + \beta_3 FCC + \beta_5 SCLD + \beta_4 TM + \beta_6 PNC + e$$

$$SC = \beta_0 + \beta_1 PS + \beta_2 PPJ + \beta_3 FCC + \beta_5 SCLD + \beta_4 TM + \beta_6 PNC + e$$

Which,

RC: Resistance to Change

FCC: Fear of Consequence to Change

SC: Support to Change

TM: Trust in Management

PS: Perceived Organisational Support

SCLD: Self-Confidence for Learning and Development

PPJ: Perceived Procedural Justice

PNC: Perceived Need for Change

Mathematically,

$$Y_i = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7$$

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Introduction

The chapter on the detailed plan of how the study was conducted is crucial in ensuring that the research is conducted in a systematic and rigorous manner. The study design outlines the approach that is taken to answer the research questions, while the study population describes the group of individuals that are studied. Sampling techniques are used to select a representative sample from the population, and data sources provide information on where the data was collected. Data collection methods and instruments are selected based on their ability to gather accurate and reliable data. Ethical considerations are also important in ensuring that the research is conducted in an ethical manner, protecting participants' rights and privacy. The presentation of findings is critical to communicating results effectively, while interpretation helps draw conclusions and implications for future research. Overall, this chapter provides a roadmap for conducting a high-quality study that can contribute to knowledge development in a particular field

3.1. Research Approach

Quantitative approach used because the study is based on measuring the effects of employees' attitudes vis-à-vis organisational change in the FDRE Ministry of Foreign Affairs. Quantitative research involves quantifying and analysing variables in order to get results. It involves the utilisation and analysis of numerical data using statistical techniques to answer questions like who, how much, what, where, when, how many, and how. Qualitative research involves the explanation of an issue or phenomenon through gathering data in numerical form and analysing with the aid of mathematical methods (Apuke, 2017). Therefore, Quantitative research allows the researcher to conduct a more in-depth analysis of these variables through statistical analysis.

3.2. Type/Design of the Research

The explanatory research design is devoted to finding the effect of independent variables on dependent variables. In this case, the independent variable is employees' attitude, while the dependent variable is organisational reform. The study used survey to collect data from employees and stakeholders in the ministry. The collected data is analysed using statistical methods to identify patterns and relationships between employees' attitudes and organisational

reform. The findings from this study provide insights into how employee attitudes can affect organisational reform in government institutions in Ethiopia. Therefore, this study applies explanatory research designs to investigate the effect of employees' attitudes on organisational reform at the FDRE Ministry of Foreign Affairs.

3.3. Population and Sampling Design

When designing a study, there are several important factors to consider, including the population of the study, sampling techniques, sampling procedures, and sample size. The population of the study refers to the group of individuals or objects that the study aims to investigate. It is important to define this population clearly and precisely in order to ensure that the results of the study are applicable and generalizable. Sampling techniques are methods used to select a representative subset of the population for inclusion in the study. The sampling procedure outlines how participants were selected and recruited for the study. Sample size is an important consideration as it determines how many participants are included in the study and can impact the statistical power and generalizability of the results. When designing a study, it is crucial to carefully consider each of these factors in order to ensure that the research is valid, reliable, and informative.

3.3.1. Target Population

As the Ministry's organisational structure is described in the company profile presented in the introduction section of this proposal, political and diplomatic affairs are organised under six main director generals, such as African Affairs, Permanent Representative for Africa Union, Asia and Middle East Affairs, America and Europe Affairs, International Organisations, and International Law. Resource management and service are organised into five main directorates, such as human management, finance, budget and resource management, information resource management, protocol affairs, and consular affairs. In addition to this, five offices and directorate generals are organised under the Minister's Office, such as the Minister's Cabinet, Office of Spoken Person, Public Diplomacy, Strategic Planning, and Inspections. All these departments are accountable to the Minister of Foreign Affairs. And also, there are 51 missions outside of Ethiopia. Subsequently, all employees, except the politically appointed one, are targets of this study. Therefore, a total of 553 employees are the target of the study.

3.3.2. Sampling Techniques

Probability sampling is essential for ensuring that research findings are accurate and unbiased. By using these techniques, researchers can ensure that their results are generalizable to a larger population and can be used to inform policy decisions and improve outcomes for individuals and communities. Systematic random sampling is a powerful technique that enables researchers to reduce the amount of data needed for a study by selecting a representative sample from a larger population. This method involves selecting every n^{th} element from a list of all possible elements, where n is the sample size. This technique is particularly useful when the population is large and diverse, as it allows researchers to obtain a representative sample without having to examine every element of the population. Overall, systematic random sampling is an effective way to reduce data collection costs while still obtaining reliable and valid research findings.

3.3.3. Sample Size

As mentioned above, the organisation has a total of 553 employees, including 18 top-level managers. Thus, since the total number of the population is vast, the researcher considers the need to design a sample size; otherwise, the research tries to obtain data from the population, which would be unmanageable for data collection. For sample size, the researcher uses the Isreal (1992) formula to determine the appropriate sample size for the study. Since the target population's degree of variability is low, a 90 percent confidence level is also used. After applying the formula, the researcher decided to select 85 participants from different departments of the organisation. The participants are selected randomly using a systematic random sampling method to ensure that each member of the population has an equal chance of being included in the study. After placing the list of employees in alphabetical order, every seventh employee was chosen.

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

Where; N= the total population that was studied
n=the required sample size
e= the precision level which is = ($\pm 10\%$)
Where confidence level is 90 % at $P \pm 10$ (Maximum variability)
(Isreal, 1992)

The total number of employees' in the organisation is 553; therefore, the population size is 553. 90%

$$n = \frac{553}{1 + 553(0.1)^2}$$

confidence level and P is 0.1.

$$n = 84.68$$

$$\text{i.e. } \underline{n \approx 85}$$

In order to select the participant, the researcher uses systematic random sampling, so every nth employee is selected, and all employees under the study get a chance to be selected equally.

When N= average no of

$$K = \frac{N}{n}$$

Employees' at FDRE MOFA

n = estimated sample size(n=85)

K= sampling interval

$$K = \frac{553}{85}$$

$$\underline{K = 6.50 \approx 7}$$

3.4. Source of Data Collection

The employee's attitude towards organisational reform is a critical factor in the success of any reform efforts. To gain valuable insights into the effectiveness of current reform efforts and highlight areas for improvement, first-hand data was collected from the ministry's employees. This data provides an accurate picture of the attitudes and perceptions of those directly impacted by the reforms. In addition to this, secondary data are obtained from the organisation profile, policies, and other relevant documents. This information helps contextualise the primary data and provide a broader understanding of the organisational culture and practises. The combination of primary and secondary data allows for a comprehensive analysis of the employee's attitude towards organisational reform. The findings from this analysis can then be used to inform future reform efforts, ensuring that they are tailored to meet the needs and expectations of employees while also driving positive change within the organisation. Overall, this approach to data collection is essential for creating an effective and sustainable reform process that delivers meaningful results for all stakeholders involved.

3.5. Data Collection Procedure

The researcher first receives a letter of support from the School of Commerce at Addis Ababa University before requesting the necessary authorization from the HR division of the FDRE Ministry of Foreign Affairs. The researcher used systematic random sampling to choose 85 respondents from an alphabetically organised HR list. The first respondent was chosen by lottery out of the first seven, and every seventh one was chosen subsequently. The researcher chose

eight colleagues to distribute the questionnaire, and it took one week for 77 respondents to complete the survey.

The researcher then proceeds to carefully analyse the collected data, ensuring accuracy and reliability. Utilising statistical software, they employ various techniques such as descriptive statistics, correlation analysis, ANOVA, and regression analysis to draw meaningful conclusions.

3.6. Method of Data Collection

The researcher in this study believes that the best appropriate method to gather primary data for this study is a questionnaire. A five-point Likert scale questionnaire was established/adopted to give the participants comfort in replying to the questions according to their degree of agreement. The Likert scale follows the format of the starting range: 1) strongly disagrees; to 5) strongly agrees. The preparation of the questionnaire was grounded on the following variables of employees' attitudes: reaction to change, which is resistance and support to change, vis-à-vis independent variables being perceived organisational support, perceived procedural justice, fear of consequence to change, self-confidence for learning and development, trust in management, and perceived need for change.

3.7. Data Analysis Methods

This study used both descriptive and inferential data analysis, where inferential refers to “statistical testing of hypotheses” (Abdurezak et al., 2014). Inferential data analysis is a crucial aspect of research in many fields, including the social sciences, business, and particularly medicine and public health, where decisions about treatment and policy are often based on statistical evidence. Inferential statistics are prone to producing a result by associating variables. This process involves the use of statistical techniques to draw conclusions about a population based on a sample of data. Inferential data analysis is particularly useful in situations where it is not feasible or practical to collect data from an entire population. Instead, a sample is taken, and statistical tests are used to make inferences about the larger population. These tests can help researchers determine whether there is a significant difference between groups, whether there is a relationship between variables, or whether a particular intervention has had an effect. In order to conduct inferential data analysis, it is important to carefully select the sample and ensure that it is representative of the population of interest. Additionally, researchers must choose appropriate statistical tests and interpret the results correctly in order to draw accurate conclusions.

Therefore, the researcher used measures of central tendency, measures of association, measures of variability, ANOVA, and multiple regression analysis to analyse the data. Measures of central tendency are used to measure the average value of a set of data. Measures of association, such as correlation coefficients, can help determine the strength and direction of relationships between variables. Measures of variability, such as the standard deviation, can provide insight into the spread of data points. ANOVA can be used to compare implied values across multiple groups, while regression analysis can help identify predictors of a particular outcome variable. It is important for researchers to also consider potential confounding variables and control for them in their analyses. Ultimately, proper statistical analysis is crucial to ensuring that research findings are valid and reliable

The data collection process involved administering a questionnaire to gather information on various aspects related to employees' attitudes towards organisational reform. The questionnaire is designed based on existing literature and validated measures. Data analysis is conducted using statistical software such as SPSS, which enables the researcher to identify patterns and relationships between variables. This may involve the organisation, interpretation, and presentation of collected data. The researcher presents findings in a logical and sequential way so that conclusions can be drawn from the collected data. Furthermore, the data was presented according to research questions and research objectives. Tables, figures, and graphs were used to make the analysis of the study more attractive and smart. Finally, the findings of this study can provide valuable insights into how organisations can improve employees' attitudes towards organisational reform.

3.8. Validity

The concept of validity answers the question of whether a measurement or test is accurately measuring what it claims to measure. Validity is a critical component of any research study, as it ensures that the results obtained are meaningful and relevant to the research question being asked. Content validity, criterion-related validity, and construct validity are the three types of validity. Content validity refers to the extent to which a measurement or test covers all aspects of the concept being measured. Criterion-related validity assesses whether a measurement or test is related to other measures or outcomes that it should be related to. Finally, construct validity examines whether a measurement or test accurately measures an abstract concept or construct. In

order for a study's results to be considered valid, they must demonstrate high levels of all three types of validity. Researcher must carefully consider and address potential threats to validity throughout the research process in order to ensure that their findings are reliable and trustworthy (Taherdoost, 2016).

Quantitatively analysing employee responses is an important step in understanding the collected data. In this regard, the study used a standardised, well-known measurement tool, namely a five-point Likert scale. This scale has been developed after extensive conceptual and empirical investigations and has been widely used in research studies. The researcher tested the validity of the instrument by showing it to a sample of employees and analysing their responses.

In this context, confirmatory factor analysis (CFA) is used as a statistical technique to test and validate theoretical models by examining the relationships between observed variables and latent constructs. CFA is a powerful tool in social sciences, psychology, and business research, allowing researchers to assess the fit of their proposed models to the data. It helps determine the extent to which the observed variables actually measure the underlying constructs they are intended to represent. By analysing patterns of covariance, CFA enables researchers to understand how different variables contribute to the overall construct and identify any measurement errors or inconsistencies. This method provides valuable insights into complex relationships, helping researchers make informed decisions based on empirical evidence. Additionally, CFA allows for model comparison and modification, facilitating the continuous refinement of theories and enhancing our understanding of complex phenomena. Overall, CFA is an indispensable tool for researchers seeking rigorous validation of their theoretical models and a deeper understanding of latent constructs (Brown, 2006; Hoyle, 2000; Brown & Moore, 2012).

Concurrently, the results obtained from this analysis provide insights into the attitudes and perceptions of employees towards various aspects of their work environment. By using a quantitative approach, researchers can collect and analyse numerical data to identify patterns and trends. This can help them understand the relationships between different variables and make predictions about future behaviour. In the context of this study, a quantitative approach could be used to collect data on employee attitudes and perceptions towards organisational change. This data could then be analysed to identify themes and patterns, which could inform future research

studies or organisational interventions. Overall, this study aims to provide a comprehensive understanding of employee attitudes and perceptions, which can be used to improve organisational practises and policies for better organisational reform.

3.9. Reliability

Measuring instruments are essential tools in research and experimentation. They help ensure that the collected data is accurate and reliable. One of the technical features of measuring instruments is their ability to produce consistent results in the same situation. This is known as reliability. To determine the reliability of a measuring instrument, researchers often use Cronbach's alpha. This statistical measure assesses the internal consistency of a test or survey by analysing the correlations between different items on the test. A high Cronbach's alpha indicates that the test is reliable and produces consistent results, while a low alpha suggests that there may be issues with the test's design or administration. By using reliable measuring instruments and conducting rigorous tests of validity and reliability, researcher can be ensure that the findings to be trustworthy and meaningful (Taherdoost, 2016).

3.10. Ethical Consideration

After obtaining approval and clearance from the FDRE Ministry of Foreign Affairs, the research project proceeded. To protect the privacy of the respondents, their names were not documented. Instead, a unique code was assigned to each participant to protect their identity. This approach is crucial to maintaining confidentiality and building trust with respondents, the code also allows for accurate data collection and analysis without compromising the anonymity of participants. Additionally, measures are taken to ensure that all data collected is kept secure and confidential throughout the research process. The results of this study have the potential to contribute significantly to our understanding of the topic at hand and inform future policy decisions. By prioritising respondent privacy and confidentiality, the researcher can conduct ethical research that benefits both individuals and society as a whole.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter presents the findings and analysis of the collected data, including tables, graphs, and other visual aids to help readers understand the results. The data were analysed using statistical software, SPSS, in which the researcher used measures of association, measures of variance (ANOVA), and regression analysis to examine the employees' attitudes and organisational change effects. For the background of the respondents, descriptive analysis using frequency and percentages is used. Finally, secondary data analysis is used to supplement the findings of the primary data analysis.

4.1. Response Rate

The research response rate is 90%, and out of the 85 respondents distributed, 77 returned the questionnaires. This high response rate of 90% is indicative of the effectiveness of the research methodology employed. The fact that 77 out of the 85 respondents returned the questionnaires further strengthens the validity and reliability of the study. This large number of respondents provides a diverse range of perspectives and insights, making the findings more representative and generalizable. It also suggests that the participants were motivated to participate in the study, which may be attributed to their interest in the research topic or their belief in its importance. Overall, these results reflect positively on the quality and rigour of the research design, as well as on the willingness and engagement of the participants.

4.2. Validity and Reliability Test

The researcher conducted a conformity factor analysis (CFA) to test the validity of a theoretical model that proposes that there are six factors that influence employees' attitudes towards organisational change: perceived organisational support, perceived procedural justice, fear of consequence for change, self-confidence for learning and development, trust in management, and perceived need for change. The CFA results showed that all of the communalities, which are a measure of how much of the variance in each observed variable is explained by the factors, were above 0.6. This implies that the observed variables are good measures of the latent constructs. Therefore, the high communalities suggest that the CFA model is valid. This means that the model is able to explain a lot of the variance in the observed variables. This implies that the

model is able to capture the underlying factors that influence employees' attitudes towards organisational change.

The CFA results also showed that the six factors identified for this study are indeed important in influencing employees' attitudes towards organisational change. The factor with the highest communality was PPJ, followed by PNC, TM, SCLD, FCC, and POS. This implicated that employees are most concerned about the fairness of the change process.

Table 1 Reliability statistics of employees' attitude towards organisational change

| Item-Total Statistics | |
|-----------------------|------------------|
| | Cronbach's Alpha |
| PS | PS |
| PPJ | PPJ |
| FCC | FCC |
| SCLD | SCLD |
| TM | TM |
| PNC | PNC |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .930 | 33 |

Reliability Statistics

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .928 | 6 |

Source: Data from Survey Result (2023)

Consequently, the Cronbach alpha is 0.928; these results indicate a high level of internal consistency among the items in the survey. The alpha drops to .926 when item PS is removed, indicating a slight decline. The test's reliability is demonstrated by the highest Cronbach's alpha of .933, which shows a strong correlation with other items even after deletion. Therefore, with a Cronbach alpha of 0.928, the researcher can be confident that the survey items are measuring a single construct and are highly reliable. These findings suggest that the survey can be used as a valid and reliable tool for future research in this area.

4.3. Descriptive Data Analysis

The dependent and independent variables, organisational change and employees' attitude, were calculated using descriptive statistics: demographics, job position, years of service at the

ministry, and the career ladder for the diplomat staff, respectively. The descriptive statistics compute the frequency of each variable.

4.3.1. Demographic Data of the Respondents

This section includes the respondents' age and gender statistics, along with frequency and percentage.

Table 2 Demographic data of the respondents

| Variables | | Frequency | Percentage |
|-----------|--------------|-----------|------------|
| Gender | Female | 21 | 27.3 |
| | Male | 53 | 68.8 |
| Age | 18-25 | 2 | 2.6 |
| | 26-35 | 53 | 68.8 |
| | 36-45 | 19 | 24.7 |
| | 46-55 | 3 | 3.9 |
| | 56 and above | - | - |

Source: Data from Survey (2023)

The above Table 2 shows the demographic characteristics of the respondents, of whom 21 (27.3%) are female and 53 (68.8%) are male. The survey results indicate that the majority of respondents fall within the age range of 26 to 35, making up a significant 68.8% of the total participants. Interestingly, those aged 36 to 45 also represent a sizable portion of the respondents, accounting for almost a quarter of the total at 24.7%. However, it is worth noting that the remaining age groups are relatively evenly distributed, with those aged 18 to 25 representing only a small percentage at 2.6% and those aged 45 to 55 making up just under 4%. It is also notable that none of the respondents were over the age of 55. These findings suggest that most FDRE employees are young.

4.3.2. Current Job Position and Experience of the Respondents

This section includes information about the respondents' roles, career paths, and experience, along with frequency and percentages.

Table 3 Job position and experience of respondents

| Variables | | Frequency | Percentage |
|---------------|------------------------------|-----------|------------|
| Position | Diplomat | 63 | 81.8 |
| | Administration | 14 | 18.8 |
| Career Ladder | Minister & Counselor I | 12 | 15.6 |
| | Counselor II & 1st secretary | 10 | 13.0 |
| | 2nd & 3rd secretary | 35 | 45.5 |
| | None applicable | 14 | 18.2 |
| Experience | Less than 1 | - | - |
| | 1-4 | 40 | 51.9 |
| | 5-8 | 8 | 10.4 |
| | 9-12 | 15 | 19.5 |
| | Above 12 | 14 | 18.2 |

Source: Data from Survey (2023)

As implicated above, in Table 3, the respondents' current job positions at the FDRE Ministry of Foreign Affairs are 81% diplomats and 18% administration staff. This distribution of job positions at the ministry highlights the importance of diplomacy in the organisation's operations. Diplomats play a crucial role in representing the country's interests abroad and building relationships with other nations. They are responsible for negotiating treaties, promoting trade, and fostering cultural exchange. On the other hand, administration staff provides essential support to ensure that the ministry runs smoothly. They handle paperwork, manage budgets, and

coordinate logistics for diplomatic missions. Together, these two groups work towards advancing Ethiopia's foreign policy objectives and promoting its image on the global stage.

The diplomats' career ladder (Table 3 above) implicated that 15 % of the respondents are on top of the organisation's career ladder, which is 15.6% are Minister and Minister Counsellor I, 13% are Counsellor II and first secretary, and the majority, which is 45.5%. are second and third secretary. The distribution of job positions among the respondents is quite diverse, with only a small percentage being in higher positions such as counsellor II and first secretary. The majority of respondents hold second and third secretary positions, which also correlates with their age range of 25 to 36 years old. Since the diplomat career path is fixed at two and a half years, this suggests that younger individuals are more likely to hold lower level positions within the organisation. It is interesting to note that this distribution of job positions may have an impact on the responses given by the participants, as those in higher positions may have different perspectives and experiences compared to those in lower level roles. Overall, this data provides insight into the demographics of the survey population and highlights potential differences in perspectives based on job position and age.

Additionally, Table 3 implicates that the majority of the respondent's years of service at the FDRE ministry of foreign affairs are between 1 and 4 (51.9%), 18.2% are between 5 and 8 years of service, and 9 to 12 and above 12 years of service, respectively, have 19.5% and 18.2% years of service. This is also related to the age of the respondent and career ladders. In areas where the majority age group is between 25 and 35, the majority career ladder is also lower, which is second and third secretary. However, in areas where the majority age group is between 35 and 45, the majority career ladder is higher, which is first secretary and counsellor. This suggests that age and career advancement are closely related in this field.

4.4. Descriptive Statistics of Likert Scale Question

This section presents descriptive statistics in the form of mean and standard deviation for the independent variables and dependent variables to indicate the level of agreement with their respective implications for employees' attitudes towards organisational change in the FDRE Ministry of Foreign Affairs. The mean is the average score for each variable, while the standard deviation measures the spread of scores around the mean.

The study aimed to identify factors influencing organisational reform, measures to lessen the impact of reform, and employee attitudes and organisational transformation categorized by Likert type question divided by level of agreement, therefore the researcher analysed that the item on the Likert scale with the smallest standard deviation implies that the responses were more consistent, while the item with the largest standard deviation indicates that the responses were more varied.

Table 4 Factors influencing organisational reform

| Variables | N | Mean | SD |
|---|----|------|-------|
| How influential do you believe external factors (e.g., political, economic, global events) are in driving FDRE Ministry of Foreign Affairs reform? | 75 | 4.11 | .924 |
| To what extent do internal factors (e.g., leadership, culture, organisational structure) impact the success of the reform process at FDRE Ministry of Foreign Affairs.? | 76 | 3.62 | 1.006 |
| How effectively do you think the Ministry has addressed potential resistance to change during the reform process? | 77 | 3.00 | .960 |
| $\mu_{\bar{x}} = \frac{\bar{x}_1 + \bar{x}_2 + \bar{x}_3}{n}$, and $\sigma_{\bar{x}} = \frac{\sigma}{\sqrt{n}}$ | 3 | 3.57 | |

Source: Data from Survey Result (2023)

As indicated in Table 9, the above implicates that external factors are seen as more influential than internal factors in driving reform at the FDRE Ministry of Foreign Affairs. The mean response to the question about external factors is 4.11, with a standard deviation of 0.924. The mean response to the question about internal factors is 3.62, with a standard deviation of 1.006. The mean response to the question about resistance to change is 3.00, with a standard deviation of 0.960. And the aggregate mean for factor influencing organisational reform is 3.57. These results implicated that respondents believe that external factors, such as political, economic, and global events, are more important than internal factors, such as leadership, culture, and organisational structure, in driving reform at the Ministry. This may be because external factors can create a sense of urgency for reform, while internal factors can sometimes be more resistant to change. The results also indicated that respondents believe that the ministry has not been as

effective in addressing potential resistance to change as it could have been. This may be because the ministry has not done enough to communicate the need for change to employees or because it has not provided employees with the support they need to adapt to change.

Table 5 Measures to lessen the impact of reform

| Variables | N | Mean | SD |
|---|------|------|-------|
| How effectively has the Ministry's management communicated the reasons and goals of the reform process to employees? | 77 | 2.87 | .978 |
| Are there sufficient resources and support provided to employees to adapt to the changes brought about by the reform? | 75 | 2.40 | .915 |
| How would you rate the level of training and development opportunities provided to enhance employees' skills during the reform process? | 77 | 2.83 | 1.018 |
| Have you received any guidance or counselling to help cope with the challenges associated with the reform? | 77 | 2.18 | 1.073 |
| $\mu_{\bar{x}} = \frac{\bar{x}_1 + \bar{x}_2 + \bar{x}_3}{n}$, and $\sigma_{\bar{x}} = \frac{\sigma}{\sqrt{n}}$ | 4.02 | 2.55 | |

Source: Data from Survey Result (2023)

Above table 10 indicated that the mean response to the question about communication is 2.87, with a standard deviation of 0.978. This implies that the majority of respondents (62%) believe that the Ministry's management has communicated the reasons and goals of the reform process to employees in an ineffective or somewhat ineffective way. The mean response to the question about resources and support is 2.40, with a standard deviation of 0.915. This implies that the majority of respondents (54%) believe that there are not sufficient resources and support provided to employees to adapt to the changes brought about by the reform. The mean response to the question about training and development is 2.83, with a standard deviation of 1.018. This implies that the majority of respondents (60%) believe that the level of training and development opportunities provided to enhance employees' skills during the reform process is ineffective or somewhat ineffective. The mean response to the question about guidance or counselling is 2.18,

with a standard deviation of 1.073. This implies that the majority of respondents (45%) believe that they have not received any guidance or counselling to help cope with the challenges associated with the reform. And the aggregate mean lesson to impact organisational reform is 2.55. This indicated that employees at the FDRE Ministry of Foreign Affairs believe that the Ministry has not been as effective as it could have been in communicating the reasons and goals of the reform process, providing resources and support to employees to adapt to the changes brought about by the reform, or providing training and development opportunities to enhance employees' skills. Overall, the results of the survey suggest that employees at the FDRE Ministry of Foreign Affairs are not satisfied with the way the Ministry has managed the reform process. They believe that the Ministry has not been as effective as it could have been in communicating the reasons and goals of the reform, providing resources and support to employees to adapt to the changes brought about by the reform, or providing training and development opportunities to enhance employees' skills.

Table 6 Employee attitudes and organisational transformation

| Variables | N | Mean | SD |
|---|----|------|------|
| How would you describe your overall attitude towards the organisational transformation at the Ministry? | 77 | 3.09 | .976 |
| How satisfied are you with the communication regarding the reform process from the Ministry's management? | 76 | 1.95 | .764 |
| Do you believe that the organisational reform has created a sense of shared purpose among employees? | 75 | 2.57 | .989 |
| To what extent do you feel involved and engaged in the decision-making processes related to the reform initiatives? | 76 | 1.58 | .837 |
| $\mu_{\bar{x}} = \frac{\bar{x}_1 + \bar{x}_2 + \bar{x}_3}{n}$, and $\sigma_{\bar{x}} = \frac{\sigma}{\sqrt{n}}$ | 4 | 2.29 | 0.9 |

Source: Data from Survey Result (2023)

The FDRE Ministry of Foreign Affairs have a mixed attitude towards the organisational transformation. As indicated table 11 above the majority of respondents (56%) believe that the transformation is a good thing, they are not satisfied with the way the Ministry has communicated the reform process, or with the level of involvement and engagement they have in the decision-making process. The mean response to the question about overall attitude is 3.09, with a standard deviation of 0.976. This implies that the majority of respondents (60%) believe that their attitude towards the organisational transformation is neutral or somewhat positive.

The mean response to the question about communication is 1.95, with a standard deviation of 0.764. This implies that the majority of respondents (47%) believe that they are not satisfied with the communication regarding the reform process from the Ministry's management. The mean response to the question about shared purpose is 2.57, with a standard deviation of 0.989. This implies that the majority of respondents (53%) believe that the organisational reform has not created a strong sense of shared purpose among employees. The mean response to the question about involvement and engagement is 1.58, with a standard deviation of 0.837. This implies that the majority of respondents (37%) believe that they are not involved and engaged in the decision-making processes related to the reform initiatives. And the aggregate mean of overall employee attitudes and organisational transformation is 2.29. Overall, the results of the survey suggest that employees at the FDRE Ministry of Foreign Affairs have a mixed attitude towards the organisational transformation. While they believe that the transformation is a good thing, they are not satisfied with the way the Ministry has communicated the reform process, or with the level of involvement and engagement they have in the decision-making process.

Based on employee involvement in the decision-making process, employees at the FDRE Ministry of Foreign Affairs are not satisfied with the level of involvement they have had in the decision-making process related to the organisational change. Thus, the mean response is 1.65, with a standard deviation of 0.830. This implies that the majority of respondents (59%) believe that they are not involved in the decision-making process at all, or only to a very limited extent. There are a number of reasons why employees might not be satisfied with the level of involvement they have had in the decision-making process. One reason might be that they do not feel like they have been given enough information about the changes that are being made. Another reason might be that they feel like their opinions are not being taken into account. Finally, regarding the mean and standard deviation of the responses to the question about

communication suggest that employees at the FDRE Ministry of Foreign Affairs are not satisfied with the overall communication regarding the organisational change. Thus the mean response is 2.38, with a standard deviation of 1.054. This implicated that the majority of respondents (54%) believe that the communication regarding the organisational change has been ineffective or somewhat ineffective. There are a number of reasons why employees might not be satisfied with the communication about the organisational change. One reason might be that they have not been given enough information about the changes that are being made. Another reason might be that they do not understand the reasons for the changes.

4.5. Correlation Analysis

Pearson's correlation coefficient is used to measure the strength and direction of the relationship between the independent variables and the dependent variable. Pearson's correlation coefficient ranges from -1.0 to +1.0. A low correlation value (which has little practical impact) of 0.1-0.29 denotes a weak association between the two variables. A moderate association is indicated by an r value between 0.3 and 0.49. Strong relationships between variables are indicated by a high correlation coefficient, or >0.5 (Anderson et al., 2011). A two-tailed bivariate correlation test, which assumes a 99% confidence interval on statistical analysis, reveals the existence of a statistically significant difference at probability level $p < 0.01$. The correlation analysis displayed in the table 3 below indicates the relationship between the dependent variable of reaction to change and the independent variable of employees' attitude.

Table 7 correlation statistics

| Correlations | | | | | | | | |
|--------------|---------------------|---------|---------|---------|--------|---------|--------|---------|
| | | PS | PPJ | FCC | SCLD | TM | PNC | RC |
| PS | Pearson Correlation | 1 | .788** | -.293** | .368** | .764** | .734** | .680** |
| | Sig. (2-tailed) | | .000 | .010 | .001 | .000 | .000 | .000 |
| PCJ | Pearson Correlation | .788** | 1 | -.354** | .382** | .777** | .674** | .619** |
| | Sig. (2-tailed) | .000 | | .002 | .001 | .000 | .000 | .000 |
| FCC | Pearson Correlation | -.293** | -.354** | 1 | -.162 | -.294** | -.173 | -.316** |
| | Sig. (2-tailed) | .010 | .002 | | .158 | .010 | .135 | .005 |
| SCLD | Pearson Correlation | .368** | .382** | -.162 | 1 | .474** | .477** | .546** |
| | Sig. (2-tailed) | .001 | .001 | .158 | | .000 | .000 | .000 |
| TM | Pearson Correlation | .764** | .777** | -.294** | .474** | 1 | .768** | .664** |
| | Sig. (2-tailed) | .000 | .000 | .010 | .000 | | .000 | .000 |
| PNC | Pearson Correlation | .734** | .674** | -.173 | .477** | .768** | 1 | .770** |
| | Sig. (2-tailed) | .000 | .000 | .135 | .000 | .000 | | .000 |
| RC | Pearson Correlation | .680** | .619** | -.316** | .546** | .664** | .770** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .005 | .000 | .000 | .000 | |

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

Source: Data from Survey Result (2023)

The above table 4 indicates that there are significant positive correlations between the independent variables of perceived procedural justice (PPJ), self-confidence for learning and development (SCLD), trust in management (TM), and perceived need for change (PNC) and the dependent variable of reaction to organisational change (RC). The correlation between fear of the consequences of change (FCC) and RC is negative. The strength of the correlations varies, but they are all relatively strong. The strongest correlation is between RC and PNC, which has a Pearson correlation coefficient of 0.770. This implies that there is a strong positive relationship

between the perceived need for change and the reaction to organisational change. Thus, employees who perceive a need for change are more likely to have a positive reaction to organisational change. The next strongest correlation is between RC and PS, which has a Pearson correlation coefficient of 0.680. This implies that when employees feel supported, they are more likely to perceive safety and security in the face of change, fostering a positive attitude towards change initiatives. The third strongest correlation is between RC and TM, which has a Pearson correlation coefficient of 0.664. This implies that there is a strong positive relationship between trust in management and reactions to organisational change. Thus, employees who trust their managers are more likely to have a positive reaction to organisational change. The other correlations are also significant, but they are not as strong as the correlations between RC and PNC, PS, and TM. Relatively, the correlation between RC and PPJ is 0.619, the correlation between RC and SCLD is 0.546, and the correlation between RC and FCC is -0.316 and weak. The results of the correlation analysis were statistically significant, indicating a strong relationship between the independent variables (PNS, PS TM, PPJ, and SCLD) and the dependent variable (RC). The direction of the relationship is positive, meaning that as the values of the independent variables increased, so did the value of the dependent variable, The direction of the relationship is negative, the independent variable and dependent variable has inverse relationship. Therefore, according to correlation result PNS, PS TM, PPJ, and SCLD are likely to influence employee reactions to organisational change at the FDRE ministry of foreign affairs.

4.6. Inferential Statistic

As indicated in the research methodology, the researcher performed inferential statistical analysis to test hypotheses about the independent variables of perceived organisational support, perceived procedural justice, fear of the consequences of change, self-confidence for learning and development, trust in management, and perceived need for change, in relation to reaction to change. Multiple regression analysis was used to show the relationships between these variables and the dependent variable of reaction to change.

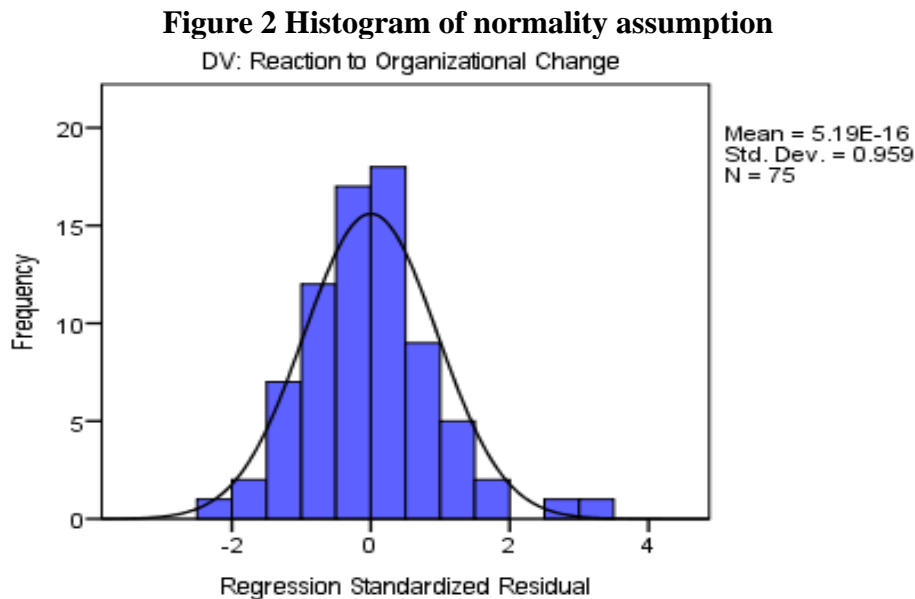
4.6.1. Test of Linear Regression Model Assumption

The researcher tests normative, linearity, heteroscedasticity, and multi-collinearity before computing regression analysis because these statistical assumptions are crucial for ensuring the accuracy and validity of the results. Normative tests ensure that the data follows a normal

distribution, which is necessary for regression analysis to work effectively. Linearity tests check whether there is a linear relationship between the independent and dependent variables, while heteroscedasticity tests examine whether the variance of errors is constant across all levels of the independent variable. Multi-collinearity tests help identify whether there is a high correlation between independent variables, which can lead to unreliable regression coefficients. By checking these assumptions before conducting regression analysis, researchers can be confident that their results are robust and trustworthy (Gujarati & Porter, 2009).

4.6.1.1. Normality

The residuals of a regression model should follow a normal distribution. This is because the standard errors of the regression coefficients are calculated under the assumption of normality. If the residuals do not follow a normal distribution, the standard errors may be inaccurate, which can lead to inaccurate confidence intervals and hypothesis tests (Ibid., p.131).



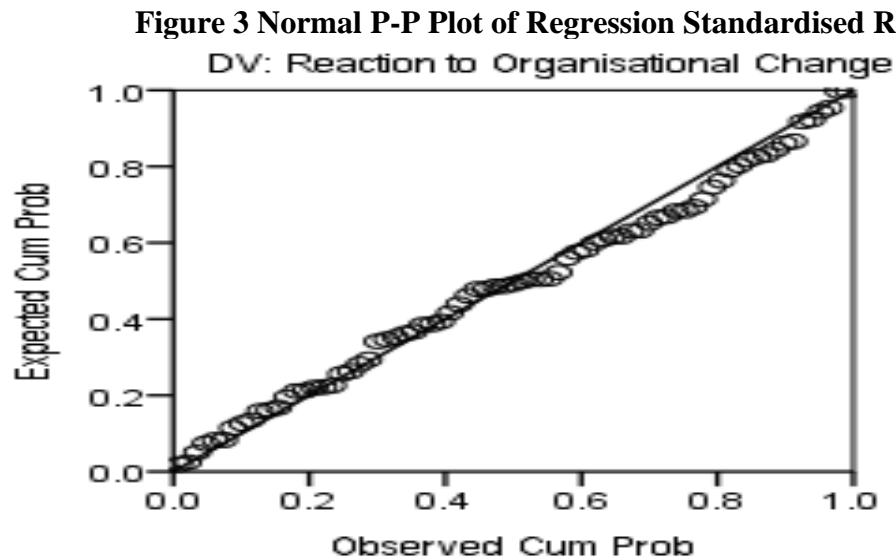
Source: Data from Survey Result (2023)

Figure 2 indicated that the histogram distribution is between -3 and 3, normally distributed with a few outliers on either side; this indicates that the data is approximately normally distributed. This implies that the data is mostly evenly distributed around the mean, with a few data points that fall outside of the curve. The presence of outliers does not necessarily mean that the data is not normally distributed. In addition to that, a normal distribution has a bell-shaped curve. If the histogram does not have a bell-shaped curve, this suggests that the data is not perfectly normally

distributed. Subsequently, the data satisfy the normality assumption that the histogram is bell-shaped with a few outliers on either side, so the data is approximately normally distributed.

4.6.1.2. Linearity

The linearity assumption implies that the relationship between the dependent variable and the independent variables should be linear. This is because the regression model assumes that the relationship is linear. If the relationship is not linear, the regression model may not be able to accurately predict the dependent variable. To ensure a linear relationship, it is important to first examine the scatter plot of the data. If the scatter plot shows a curved or nonlinear pattern, it may be necessary to transform one or more of the variables. Common transformations include taking the logarithm or square root of a variable. Additionally, outliers should be identified and removed if they are influencing the relationship. It is also important to consider any potential confounding variables that may be affecting the relationship between the independent and dependent variables. By carefully examining and transforming the data as needed, a linear regression model can provide accurate predictions and insights into the relationship between variables (Gujarati & Porter, 2009).

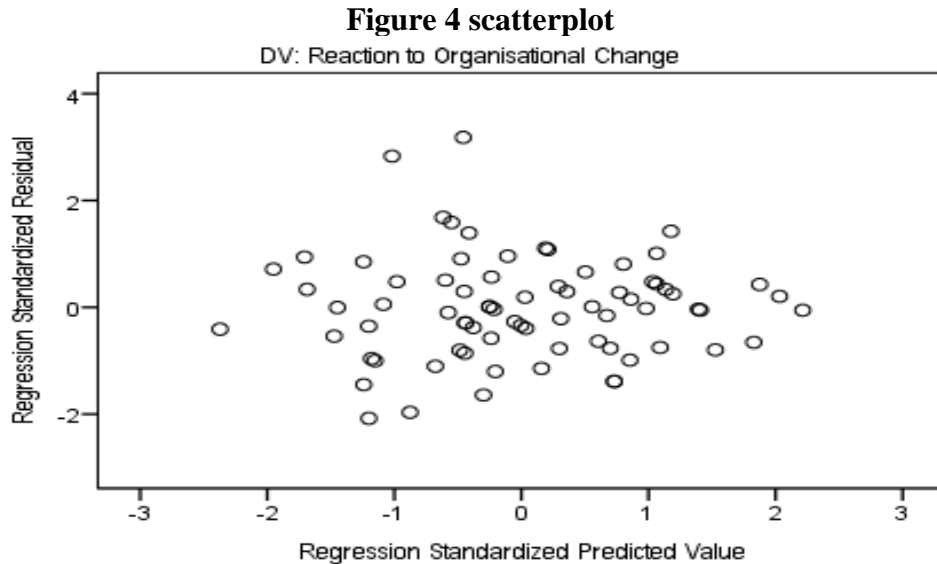


Source: Data from Survey Result (2023)

Figure 3: The standardised residuals lie strictly on the line. This shows that the linear regression model is a good fit for the data and that there are no major outliers or influential points.

4.6.1.3. Heteroscedasticity

The heteroscedasticity assumption implies that the variance of the errors in a regression model is not constant across all levels of the independent variables. This can lead to biased and inefficient estimates of the regression coefficients. The scatterplot in Figure 4 implicates that the residuals lie between -3 and 3 in both axes and are also highly distributed, which doesn't give us patterns that are connected by dots, therefore satisfying the heteroscedasticity assumptions.



Source: Data from Survey Result(2023)

4.6.1.4. Multicollinearity

When conducting a regression analysis, it is important to ensure that the independent variables are not highly correlated with each other. This is known as multicollinearity and can have a negative impact on the stability of the regression coefficients and the accuracy of the standard errors. There are a few ways to detect multicollinearity. One common method is to use the variance inflation factor (VIF). VIF is a measure of how much the variance of an estimated coefficient is inflated due to multicollinearity. A VIF of less than 10 indicates no multicollinearity. Another way to detect multicollinearity is to use tolerance. Tolerance is the reciprocal of VIF. A tolerance of 1 and above indicates no multicollinearity (Gujarati & Porter, 2009).

Table 8 multicollinearity test

| Model | Collinearity Statistics | |
|-------|-------------------------|-------|
| | Tolerance | VIF |
| PS | .287 | 3.484 |
| PPJ | .295 | 3.390 |
| FCC | .855 | 1.169 |
| SCLD | .734 | 1.363 |
| TM | .260 | 3.849 |
| PNC | .337 | 2.970 |

Source: Data from Survey Result (2023)

Table 5 of the multicollinearity test indicates that all values of VIF are less than 10 and all values of tolerance are greater than 0.1. This indicates that there is no significant multicollinearity in the model. The researcher also computed Durbin-Watson to test autocorrelation, and the result is 1.884; thus, this is more than the acceptance level of 1.5 and near to 2, which satisfied the multicollinearity assumption. However, it is important to note that this does not mean that there is no correlation between any of the independent variables. It simply implies that the correlation is not strong enough to cause problems with the model.

4.7. Multiple Regression Analysis

The study aims to examine the impact of several independent variables on the dependent variable, reaction to change. These independent variables include perceived organisational support, perceived procedural justice, fear of consequence for change, self-confidence for learning and development, trust in management, and perceived need for change. The research determines the relative significance of each variable in influencing resistance and support for change. By understanding these factors, organisations can better manage change initiatives and mitigate potential resistance. It is essential to identify which variables have the most significant impact on employee reactions to change so that organisations can focus their efforts on addressing these areas. Therefore, multiple regression analysis is computed to investigate the influence of independent variables on the dependent variable and to have a comprehensive

empirical understanding of employee reactions to change and the various factors that may affect them this to provide valuable insights into how organisations can effectively manage change and ensure successful implementation.

Table 9 multiple analysis result of employees’ attitudes and organisational change

| Model Summary | | | | |
|--|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .830 ^a | .689 | .661 | .58021 |
| a. Predictors: (Constant), PNC, FCC, SCLD, PPJ, PS, TM | | | | |
| b. Dependent Variable: RC | | | | |

Source: Data from Survey Result (2023)

The above Table 6 indicates that the R-squared value of 0.689 indicates that the model explains 68.9% of the variance in reaction to organisational change. This implies that the independent variables are able to account for a significant amount of the variation in employee attitudes towards organisational change. The adjusted R-squared value of 0.661 indicates that the model is not overfitting the data. This implies that the model is not simply memorising the data but is actually able to generalise to new data. The standard error of the estimate of 0.58021 indicates that the model is relatively accurate. This implies that the predicted values from the model are not likely to be too far off from the actual values. Overall, the multiple regression model of employee attitudes towards organisational change at the FDRE Ministry of Foreign Affairs is a good model that is able to explain a significant amount of the variance in employee attitudes. The model is not overfitting the data and is relatively accurate.

Table 10 ANOVA* the overall model fit of regression

| Model | Sum of Squares | Df | Mean Square | F | Sig. |
|--|----------------|----|-------------|--------|-------------------|
| Regression | 50.664 | 6 | 8.444 | 25.083 | .000 ^b |
| Residual | 22.892 | 68 | .337 | | |
| Total | 73.556 | 74 | | | |
| a. Dependent Variable: RC | | | | | |
| b. Predictors: (Constant), PNC, FCC, SCLD, PPJ, PS, TM | | | | | |

Source: Data from Survey Result (2023)

As indicated the above table 7 of Analysis of Variance (ANOVA) the Regression Sum of Squares of 50.664 indicates that the independent variables explain 50.664% of the variance in Reaction to Organisational Change. This implicated that independent variables are able to account for a significant amount of the variation in employee attitudes towards organisational change. The Residual Sum of Squares of 22.892 indicates that the independent variables do not explain 22.892% of the variance in Reaction to Organisational Change. This implies that there are other factors that contribute to employee attitudes towards organisational change, such as individual personality traits or the specific nature of the change.

The F-statistic of 25.083 indicates that the independent variables are significantly related to the dependent variable. The Sig. value of 0.000 indicates that the probability of obtaining the observed results by chance is less than 0.001. This implicated the results are statistically significant. Overall, the ANOVA findings from the multiple regression model of employee attitudes towards organisational change at the FDRE Ministry of Foreign Affairs show that the independent variables PNC, FCC, SCLD, PPJ, PS, TM all have a significant impact on the dependent variable Reaction to Organisational Change (RC). The results are statistically significant and the model is able to explain a significant amount of the variance in employee attitudes towards organisational change.

Table 11 Coefficient table

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 1.121 | .438 | | 2.560 | .013 |
| PS | .217 | .128 | .214 | 1.693 | .095 |
| PPJ | .011 | .128 | .011 | .089 | .929 |
| FCC | -.180 | .085 | -.155 | -2.120 | .038 |
| SCLD | .233 | .086 | .214 | 2.704 | .009 |
| TM | -.047 | .125 | -.050 | -.380 | .705 |
| PNC | .445 | .100 | .518 | 4.443 | .000 |

Source: Data from Survey Result (2023)

As per table 8 above the econometric model of employee attitudes towards organisational change at the FDRE Ministry of Foreign Affairs can be illustrated as follows: $RC = 1.121 + 0.217 * PNC + 0.011 * PPJ - 0.180 * FCC + 0.233 * SCLD - 0.047 * TM + 0.445 * POS$

Mathematically, the regression model equation is

$$y = 1.121 + 0.217PNC + 0.011PPJ - 0.180FCC + 0.233SCLD - 0.047TM + 0.445POS$$

The model shows that the constant term is 1.121. This implies that, even if all other factors are held constant, employees are expected to have a positive attitude towards organisational change. The model is significant at the 0.05 level, meaning that the results are unlikely to have occurred by chance. The model also has a good fit, as indicated by the R-squared value of 0.689. This implies that the model is able to explain 68.9% of the variance in employee attitudes towards organisational change. The significant impact on employee attitudes towards organisational change is therefore interpreted as follows:

- PNC: A 1-unit increase in PNC is associated with a 21.7% increase in the employee's attitude towards organisational change.

- PPJ: A 1-unit increase in PPJ is associated with a 1.1% increase in the employee's attitude towards organisational change.
- FFC: A 1-unit increase in FFC is associated with an 18.0% decrease in the employee's attitude towards organisational change.
- SCL: A 1-unit increase in SCL is associated with a 23.3% increase in the employee's attitude towards organisational change.
- TM: A 1-unit increase in TM is associated with a 4.7% decrease in the employee's attitude towards organisational change.
- POS: A 1-unit increase in POS is associated with a 44.5% increase in the employee's attitude towards organisational change.

Employees who perceive a greater need for change, who feel more secure in their jobs, who are less afraid of failure, who have a higher sense of self-efficacy for change, who believe they will master new skills quickly, and who feel more supported by their organisation will have more positive attitudes towards organisational change.

4.8. Hypothesis Testing

The following hypothesis about the effect of employees' attitude towards organisational change is tested.

- H1: Organisational support has a direct relation with employee's reaction to organisational change.
- H2: A Good procedural justice consequence a positive affect toward employees' reaction to organisational change
- H3: Fear of consequence of change has a reciprocal relation with employees' reaction to change
- H4: There is a direct relationship between trust in management and employee's reaction to organisation change.
- H5: Self-confidence for learning and development is positively related to employee's reaction to organisational change
- H6: Need for change is positively related with employees reaction to organisational change.

Figure 4 of the scatter plot the liner equation of the graph $Y=1.1667 * x + 0.5$ is interpreted as follows:

Y is the employee's reaction to organisational change.

X is the level of organisational support, procedural justice, fear of consequence, trusts in management, self-confidence for learning and development, or need for change.

The coefficient of 1.1667 indicates that a one-unit increase in X is associated with a 1.1667-unit increase in Y.

The constant of 0.5 indicates that the employee's reaction to organisational change will be 0.5 even if X is zero.

From the correlation and ANOVA, the hypothesis tests for the six hypotheses are as follows:

H1: The hypothesis test for H1 is a one-tailed test because we are expecting a positive relationship between organisational support and employees' reactions to organisational change. The test statistic is $t = 1.693$, and the p-value is 0.095. This implies that there is a weak positive relationship between perceived organisational support and reaction to organisational change, but the relationship is not statistically significant. Therefore, we cannot reject the null hypothesis. Thus, employees who perceive that their organisation supports them are more likely to have a positive reaction to organisational change, but this relationship is not strong enough to be statistically significant.

H2: The hypothesis test for H2 is a one-tailed test because we are expecting a positive relationship between procedural justice and employees' reactions to organisational change. The test statistic is $t = 0.089$, and the p-value is 0.929. This implies that there is no statistically significant relationship between perceived procedural justice and reactions to organisational change. Therefore, we cannot reject the null hypothesis. Thus, employees' reactions to organisational change are not significantly affected by their perception of procedural justice.

H3: The hypothesis test for H3 is a two-tailed test because we are expecting a relationship between fear of consequence and an employee's reaction to change, but

we are not sure whether the relationship is positive or negative. The test statistic is $t = -2.120$, and the p-value is 0.038. This implies that there is a statistically significant negative relationship between fear of the consequences of change and reaction to organisational change. Therefore, the researcher rejects the null hypothesis. Consequently, employees who are more fearful of the consequences of organisational change are more likely to have a negative reaction to change.

H4: The hypothesis test for H4 is a one-tailed test because we are expecting a positive relationship between trust in management and employees' reactions to organisational change. The test statistic is $t = -.380$, and the p-value is 0.705. This implies that there is no statistically significant relationship between trust in management and reaction to organisational change. Therefore, we cannot reject the null hypothesis. Subsequently, employees' reactions to organisational change are not significantly affected by their trust in management.

H5: The hypothesis test for H5 is a one-tailed test because we are expecting a positive relationship between self-confidence for learning and development and employees' reactions to organisational change. The test statistic is $t = 2.704$, and the p-value is 0.009. This implies that there is a statistically significant positive relationship between self-confidence for learning and development and reaction to organisational change. Therefore, the researcher rejects the null hypothesis. Thus, employees who are more confident in their ability to learn and develop are more likely to have a positive reaction to organisational change.

H6: The hypothesis test for H6 is a one-tailed test because we are expecting a positive relationship between the need for change and the employee's reaction to organisational change. The test statistic is $t = 4.443$, and the p-value is 0.000. This implies that there is a statistically significant positive relationship between perceived need for change and reaction to organisational change. Therefore, the researcher rejects the null hypothesis. Thus, employees who perceive a need for change are more likely to have a positive reaction to organisational change.

Based on the results of the correlation and ANOVA tests, there are statistically significant relationships between certain independent variables and reactions to organisational change in the case of the FDRE ministry of foreign affairs. Fear of consequence from change, self-confidence for learning and development, and perceived need for change were found to have a statistically significant positive relationship with employees' reactions to organisational change. On the other hand, perceived organisational support and trust in management were found to have no statistically significant relationship with employees' reactions to change. This implies that, in the context of the FDRE ministry of foreign affairs, fear of consequence from change, self-confidence for learning and development, and perceived need for change were the key factors in determining how employees would react to organisational change.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

Introduction

This chapter presents a summary of the major findings of the research on the effect of employees' attitudes towards organisational change at the FDRE Ministry of Foreign Affairs, and based on these findings, the researcher gives a conclusion and recommendation.

5.1. Summary of Major Findings

The major findings are presented as follows:

- The response rate for the study was 90%, which is considered to be very high and also the Cronbach alpha for the study was 0.928, which is also considered to be very high.
- The background of the respondents is that 68.8% of the respondents are within the age range of 26 to 35; 24.7% are within the age range of 36 to 45; and none of the respondents are over the age of 55. The respondents' current job positions at the FDRE Ministry of Foreign Affairs are 81% diplomats and 18% administration staff. 15.6% are Minister and Minister Counsellor I, 13% are Counsellor II and first secretary, and the majority, which is 45.5%, are second and third secretary. The respondent's years of service at the FDRE ministry of foreign affairs are primarily between 1 and 4 years (51.9%), between 5 and 8 years (18.2%), and between 9 and 12 years (19.5%) and above 12 years (18.2%), respectively.
- Table 3 the correlation statistics shows that the survey results shows that there is a statistically significant positive correlation between the independent variables of perceived procedural justice, self-confidence for learning and development, trust in management, and perceived need for change and the dependent variable of reaction to organisational change.
- The correlation between fear of the consequences of change and RC is negative. The strongest correlation is between RC and PNC, which has a Pearson correlation coefficient of 0.770. The next strongest correlation is between RC and PS, which has a Pearson correlation coefficient of 0.680. The third strongest correlation is between RC and TM, which has a Pearson correlation coefficient of 0.664; the other correlations are also

significant but not as strong. The correlation between RC and PPJ, SCLD and FCC respectively, is 0.619, 0.546, and -0.316.

- In the normality assumption test, the residuals were found to be approximately normally distributed, with a few outliers on either side. In the linearity assumption test, the relationship between the dependent variable and the independent variables was found to be linear. The homoscedasticity implied that the variance of the residuals was found to be constant across all levels of the independent variables. Finally, the multicollinearity indicated that the independent variables were not highly correlated with each other.
- The model has a good fit that the R-squared value of 0.689. This implies that the model is able to explain 68.9% of the variance in employee attitudes towards organisational change. A 1% increase in PNC is associated with a 21.7% increase, a 1% increase in PPJ is associated with a 1.1% increase, a 1% increase in FCC is associated with an 18.0% decrease; a 1% increase in SCL is associated with a 23.3% increase, a 1% increase in TM is associated with a 4.7% decrease, a 1% increase in POS is associated with a 44.5% increase in the employee's reaction towards organisational change.
- Based on ANOVA and correlation, hypotheses 3, 5, and 6, respectively, about fear of consequence from change, self-confidence for learning and development, and perceived need for change, the null hypothesis is rejected. Consequently, hypotheses 1, 2, and 5, respectively, of perceived organisational support, perceived procedural justice, and trust in management cannot be rejected.
- The FDRE ministry of foreign affairs found significant relationships between fear of consequence, self-confidence for learning and development, and perceived need for change in employees' reactions to organisational change. Perceived organisational support and trust in management had no significant relationship with employees' reactions to change.
- External factors are seen as more influential than internal factors in driving reform at the FDRE Ministry of Foreign Affairs. The mean response to the question about external factors is 4.11, with a standard deviation of 0.924. The mean response to the question about internal factors is 3.62, with a standard deviation of 1.006. The mean response to

the question about resistance to change is 3.00, with a standard deviation of 0.960. And the total mean for factor influencing organisational reform is 3.57.

- The mean response to the question about communication is 2.87, with a standard deviation of 0.978. The mean response to the question about resources and support is 2.40, with a standard deviation of 0.915. The mean response to the question about training and development is 2.83, with a standard deviation of 1.018. The mean response to the question about guidance or counselling is 2.18, with a standard deviation of 1.073. And the total mean lesson to impact organisational reform is 2.55.
- The FDRE Ministry of Foreign Affairs has a mixed attitude towards the organisational transformation. As indicated in Table 10, the majority of respondents (56%) believe that the transformation is a good thing, but they are not satisfied with the way the Ministry has communicated the reform process or with the level of involvement and engagement they have in the decision-making process. The mean response to the question about overall attitude is 3.09, with a standard deviation of 0.976. And the total mean of overall employee attitudes and organisational transformation is 2.29.
- The mean response to the question about communication is 1.95, with a standard deviation of 0.764. The mean response to the question about shared purpose is 2.57, with a standard deviation of 0.989. The mean response to the question about involvement and engagement is 1.58, with a standard deviation of 0.837.

5.2. Discussion and Conclusion

A response rate of 90% is considered to be very high, implying that a large majority of the employees' at the FDRE Ministry of Foreign Affairs were willing to participate in the study. This is a good sign, as it suggests that the employees were interested in sharing their thoughts on organisational change. A Cronbach alpha of 0.928 is also considered to be very high; the survey items were very reliable and measured the same underlying construct. This is a good sign, as it suggests that the survey was able to accurately measure the employees' attitudes towards organisational change. The demographic data implicates that the majority of respondents are male. This is likely due to the fact that, throughout history, diplomacy has been a male-dominated occupation. However, it is important to note that the female respondents represent a significant proportion of the total (27.3%).

The test of the linear regression model assumption implied that the finding that the residuals were approximately normally distributed, the relationship between the dependent and independent variables was linear, the variance of the residuals was constant across all levels of the independent variables, and the independent variables were not highly correlated with each other indicates that the regression model is valid. The R-squared value of 0.689 suggests that the model is able to explain 68.9% of the variance in employee attitudes towards organisational change. This is a good fit for the model, and it indicates that the independent variables in the model are significant predictors of employee attitudes towards organisational change. In particular, the findings suggest that the PNC, PPJ, SCLD, TM, and PS are significant predictors of employee attitudes towards change. The interpretation of the coefficients in the model is also important. The coefficients indicate the magnitude and direction of the relationship between each independent variable and the dependent variable. The findings suggest that a 1% increase in PS is associated with a 21.7% increase in the employee's reaction towards organisational change, while a 1% increase in PPJ is associated with a 1.1% increase in the employee's reaction towards organisational change. In contrast, a 1% increase in FFC is associated with an 18% decrease in the employee's reaction towards organisational change, while a 1% increase in SCLD is associated with a 23.3% increase in the employee's reaction towards organisational change. Additionally, a 1% increase in TM is associated with a 4.7% decrease in the employee's reaction towards organisational change, while a 1% increase in PS is associated with a 44.5% increase in the employee's reaction towards organisational change.

The correlation result shows that there is a positive correlation between PPJ, SCLD, TM, and PN, and the dependent variable of RC is consistent with other studies. For example, a study by Oreg and Berson (2011) suggests that employees who perceived that the change process was fair and transparent were more likely to accept and support the change. Similarly, a study by Klassen & Chiu (2010) found that employees who had confidence in their ability to learn and develop new skills were more likely to embrace change. The negative correlation between fear of the consequences of change and reaction to organisational change aligns with Armenakis et al., (1993) finding that employees who were afraid of the consequences of change were more likely to resist it. The strongest correlation between reactions to organisational change and perceived

needs for change aligns with Holt et al.'s (2012) finding that employees who perceived a need for change were more likely to have a positive attitude towards change initiatives.

The hypothesis test implicated that there were significant relationships between fear of consequence, self-confidence for learning and development, and the perceived need for change in employees' reactions to organisational change. The findings of this study are consistent with the findings of other studies on employee reactions to organisational change. For example, a study by Armenakis et al., (1993) found that employees who were more fearful of the consequences of change were more likely to resist it. A study by Wanberg and Banas (2000) found that employees who were more confident in their ability to learn and develop new skills were more likely to embrace change. On the other hand, the study found that perceived organisational support and trust in management had no significant relationship with employees' reactions to change. This implies that employees' perceptions of organisational support and trust in management did not have a significant impact on their attitudes towards change. This finding is consistent with some previous research, which has found that employees' reactions to change are not significantly influenced by perceived organisational support (Li et al., 2017) or trust in management (Armenakis & Bedeian, 1999). However, other research has found that both perceived organisational support and trust in management are important determinants of employees' attitudes towards change (Armenakis & Harris, 2002; Holt et al., 2007; Oreg et al., 2013). The discrepancy between the findings of this research and previous research may be due to differences in organisational culture, employee demographics, and the nature of the change initiative. For example, the FDRE ministry of foreign affairs may have a unique organisational culture that influences employees' reactions to change. Additionally, the demographic characteristics of the employees surveyed may be different from those in previous studies, which could also influence the results.

A discrepancy between the correlation result and the ANOVA test was observed. The correlation analysis showed that PPJ, SCLD, TM, and PNC were positively correlated with employees' reactions to change, while Armenakis & Harris (2002); Holt et al., (2007); Oreg et al., (2013) also identified the aforementioned factors as significant determinants of employees' attitudes towards change. In contrast to this, the ANOVA output implicated FCC, SCLD, and PNC as significant factors in determining employees' attitudes towards change, while PS and TM were

not significant factors (Li et al., 2017; Armenakis & Bedeian, 1999). It also found that PS and TM are not significant determinants of employees' attitudes towards change. The difference between the two analyses may result from the use of different statistical techniques: while correlation analysis looks at the relationship between variables, ANOVA analysis evaluates the significance of group differences. The specific context of the FDRE ministry of foreign affairs as well as the nature of the change initiative may also have an impact on the results.

This study pinpoints that external factors such as political and economic factors are perceived as more influential than internal factors such as organisational culture and leadership in driving reform. The mean response to the question about external factors was 4.11, which indicates that employees perceive external factors as more influential in driving reform. According to Kotter & Schlesinger (2008), external factors such as economic conditions, political instability, and technological advancements can significantly impact organisational change. In contrast, the mean response to the question about internal factors was 3.62, indicating that employees perceive internal factors such as organisational culture and leadership to be less influential in driving reform. Armenakis & Harris (2002) in crafting a change message to create transformational readiness, also indicated internal factors such as organisational culture and leadership can have a significant impact on employees' attitudes towards change.

This study's findings implicate the FDRE MOFA employees' having a mixed attitude towards the organisational transformation. While the majority of respondents (56%) stress that the transformation is a good thing, they are not satisfied with the way the Ministry has communicated the reform process or with the level of involvement and engagement they have in the decision-making process. The mean response to the question about overall attitude was 3.09, indicating that employees have a moderately positive attitude towards the transformation. Kotter (1996) suggests that effective communication, involvement, and engagement are crucial in driving successful organisational change.

Furthermore, the research found that employees perceived communication as a significant challenge during the change process. The mean response to the question about communication was 2.87, indicating that employees were dissatisfied with the way the ministry has communicated the reform process. Armenakis & Harris (2002) research found that employees

perceived communication as a significant challenge during the change process. The mean response to the question about communication was 2.87, indicating that employees were dissatisfied with the way the ministry has communicated the reform process. They also indicated that effective communication is crucial to driving successful organisational change.

In conclusion, the high response rate and Cronbach alpha of the study indicate that the survey results are reliable and valid. This is important as it increases confidence in the findings and strengthens the conclusions drawn from the study. Consequently, the demographic data of the respondents is an important factor to consider when interpreting the survey results, but it is only one piece of information. It's important to also consider the specific questions asked in the survey, the sample size, and the methodology used to collect the data to gain a more complete understanding of the attitudes and perceptions of employees towards organisational change in the FDRE Ministry of Foreign Affairs.

The research showed some discrepancy between the correlation and ANOVA findings. Which PPJ, SCLD, TM, and PNC were positively correlated with employees' reactions to change, while FCC, SCLD, and PNC were significant factors in determining employees' attitudes towards change. Thus, in the context of the FDRE ministry of foreign affairs, FCC from change, SCLD, and PNC were the key factors in determining how employees would react to organisational change.

Fear of consequence and self-confidence in learning and development are significant factors influencing employee reactions to change. FCC refers to employees' concerns about the potential negative outcomes associated with organisational change, while SCLD refers to employees' belief in their ability to adapt, learn, and grow during periods of change.

External factors are perceived as more influential than internal factors in driving reform, and effective communication, involvement, and engagement are crucial in driving successful organisational change. Overall, these findings are consistent with several previous studies on organisational change, highlighting the importance of considering the specific context and nature of the change initiative when examining employees' attitudes towards change.

5.3. Recommendation

The FDRE Ministry of Foreign Affairs has undergone a number of significant changes in recent years, including the reorganisation of departments and the development of new policies. The study also indicated that fear of consequence from change, self-confidence for learning and development, and perceived need for change significantly impact the success of such changes. Therefore, based on the analysis and findings, the researcher pinpointed the following six areas that need improvement for the ministry and recommended these measures be taken by the Ministry of Foreign Affairs to lessen the impact of the reform on employee attitudes towards organisational change and improve the chances of a successful reform.

Address Fear of Consequence: Since fear of the consequences of change was found to have a significant negative impact on employees' reactions to change, it is important for the ministry to address this fear. This can be done through clear and transparent communication about the change process, highlighting the potential benefits, and addressing concerns and uncertainties. Providing support and reassurance to employees during the change process can help alleviate their fears and increase their willingness to embrace change.

Foster Self-Confidence for Learning and Development: The research indicated that employees' self-confidence for learning and development had a significant positive impact on their reactions to change. To promote self-confidence, the ministry should provide opportunities for employees to acquire new skills, knowledge, and competencies relevant to the changes taking place. Training programmes, workshops, and mentoring initiatives can help employees build their confidence and adapt to new ways of working.

Recognise the Perceived Need for Change: The study highlighted the importance of employees perceiving a need for change in order to have a positive attitude towards it. The ministry should communicate the reasons and motivations behind the change initiative effectively, emphasising the benefits and opportunities it presents for the organisation and its employees. Engaging employees in the decision-making process and involving them in shaping the change can also increase their sense of ownership and commitment to the transformation.

Strengthen Communication: Effective communication emerged as a significant challenge during the change process. The ministry should focus on improving communication channels, both top-

down and bottom-up, to ensure that employees are well-informed about the change initiatives, their progress, and the reasons behind them. Providing regular updates, creating forums for open dialogue, and addressing employee concerns and feedback can enhance communication effectiveness and foster a more positive attitude towards change.

Consider External Factors: The research indicated that employees perceived external factors as more influential than internal factors in driving reform. The ministry should take into account these external factors, such as political and economic conditions, when planning and implementing organisational changes. Recognising the impact of external factors and aligning change initiatives accordingly can help employees understand the necessity of change and increase their support for it.

Continuous Evaluation and Improvement: Organisational change is an ongoing process, and it is important for the ministry to continuously evaluate the effectiveness of the change initiatives and employee reactions. Collecting feedback, monitoring progress, and making adjustments based on the insights gained can contribute to a more successful change implementation and ensure that employees' attitudes and concerns are addressed throughout the process.

5.4. Limitation of the Study

The findings of this study implicated that the survey yielded reliable results with a high response rate and Cronbach alpha rate. Additionally, the results of the linear regression model indicate that independent variables such as PNC, FCC, and SCLD are significant predictors of employee attitudes towards organisational change, with each variable having a distinct effect on the reaction. However, it is important to note the limitations of the study. First, the sample for this study was limited to employees of the FDRE Ministry of Foreign Affairs, meaning that the study cannot be generalised to all employees of other organisations. Secondly, the survey did not assess factors such as communication styles and power distance, which are known to play a role in attitude formation. Finally, the research findings are distinct to the FDRE Ministry of Foreign Affairs, where the organisational culture is different from other organisations.

5.5. Suggestions for Future Research

Based on the findings of this study, future research should examine the factors influencing employee attitudes towards organisational change in more depth. Thus future studies focus on

expanding the sample size and exploring factors influencing employees' attitude towards organisational change. This could include examining trust and communication styles, conducting longitudinal studies to collect evidence over time, and developing comprehensive surveys to measure a variety of facets of attitude. Additionally, assessing experiential elements by means of interviews, cases, experiments and taking into account demographic and cultural factors would further enrich such studies.

REFERENCE

- Abdurezak, M., Berhanu, D., & Matiwos, E. (2014). *Research Methods Module for Post Graduate Students*. Addis Abeba: Addis Ababa University.
- Alnoor, A., Abdullah, H. O., AL-Abrow, H., Wah Khaw, K., Al-Awidi, I. A., & Abbas, S. O. (2021). Transnational Corporations Review. *A Fuzzy Delphi analytic job demands-resources model to rank factors influencing open innovation*, 1-15.
- Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2011). *Statistics for Business and Economics* (11 ed.). Boston: Cengage Learning.
- Anuradha, C. (1999). *Organisational change initiatives as predictors of resistance to change (Doctoral dissertation, University of Guelph)*.
- Apuke, O. D. (2017). Quantitative research methods a synopsis approach . *Arabian Group of Journals*, 6(10), 40.
- Armenakis, A. A., & Bedeian, A. G. (1999). Organisational change: A review of theory and research in the 1990s. *Journal of Management*, 25(3), 293-315.
- Armenakis, A. A., & Harris, S. G. (2002). Crafting a change message to create transformational readiness. *Journal of Organisational Change Management*, 15(2), 169-183.
- Armenakis, A. A., Harris, S. G., & Mossholder, K. W. (1993). Creating readiness for organisational change. *Human Relations*, 46(6), 681-703.
- Armenakis, A. A., Harris, S. G., & Mossholder, K. W. (1993). Creating readiness for organisational change. *Human Relations*, 46(6), 681-703.
- Benford, R. D., & Snow, D. (2000). Annual Review of Sociology. *Framing Processes and Social Movements: An Overview and Assessment*, 611-639.
- Bovey, W. H., & Hede, A. (2001). Resistance to organisational change: the role of defence mechanisms. *Journal of Managerial Psychology*, 16(7), 534-548.
- Burke, W. W., & Litwin, G. H. (1992). Journal of management. *A Causal Model of Organisational Performance and Change*, 523-545.
- Burnes, B., & Jackson, P. (2011). Success and Failure In Organisational Change: An Exploration of the Role of Values. *Journal of Change Management*, 133-162.
- Byrne, G. (2007). *A Statistical Primer: Understanding Descriptive and Inferential Statistics* (Vol. 2). Edmonton: Evidence Based Library and Information Practice.
- Cummings, T. G., & Worley, C. G. (2009). *Organisational Development and Change*. Massachusetts, Boston, USA: Cengage Learning.
- Dibella, A. J. (2007). Critical Perceptions of Organisational. *Journal of Change Management*, 7(4), 231-242.

- El-Farra, M., & Badaw, M. B. (2012). Employee attitudes toward organisational change in the Coastal Municipalities Water Utility in the Gaza Strip. *EuroMed Journal of Business*, 7(2), 161-184.
- Elving, W. J. (2005). The role of communication in organisational change. *Corporate Communications An International Journal*, 10(2), 129-135.
- Enry Mintzberg, F. W. (1988). Cycles of organisational change. *The new protean career contract: Helping organisations and employees adapt*, 22-37.
- Gujarati, D. N., & Porter, D. C. (2009). *Basic Econometrics*. (5, Ed.) New York: The McGraw-Hill Series.
- Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2012). Readiness for organisational change: The systematic development of a scale. *Journal of Applied Behavioral*, 48(2), 232-255.
- Hussain, S. T. (2018). Journal of Innovation Knowledge. *Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organisational change.*, 123–127.
- Ján, D., & Veronika, T. (2017). Examination of Factors Affecting the Implementation of Organisational Changes. *Journal of Competitiveness*, 9(5), 5-18.
- Kallinikos, J. (2006). *The Consequences of Information: Institutional Implications of Technological change*. Cheltenham: Edward Elgar Publishing.
- Kindler, H. S. (1979). Two Planning Strategies: Incremental Change and Transformational Change. *Group & Organisation Studies*, 4(4), 476-484.
- Klassen, R. M., & Chiu, M. M. (2010). Effects on teachers' self-efficacy and job satisfaction: Teacher gender, years of experience, and job stress. *Journal of Educational Psychology*, 102(3), 741-756.
- Kotter, J. P. (1996). *Leading change*. Harvard Business Press.
- Kotter, J. P., & Schlesinger, L. A. (2008). Choosing strategies for change. *Harvard Business Review*, 86(7/8), 130-139.
- Li, J., Holweg, M., & Child, J. (2017). The impact of organisational culture and leadership on employee resistance to change: Evidence from China. *Journal of Organisational Change Management*, 30(2), 216-235.
- Lohrke, F. T. (2004). The role of top management teams in formulating and implementing turnaround strategies: a review and research agenda. *International Journal of Management Reviews*, 63-90.
- Mosadeghrad, A. M., & Ansarian, M. (2014). Why do organisational change programmes fail? *International Journal of Strategic Change Management*, 5(3), 189-215.
- Odor, H. O. (2017). Organisational Change and Development. *Europ Jornal of Business and Management*, 10(7), 58-64.
- Oreg, S. (2006). European journal of work and organisational psychology. *Personality, context, and resistance to organisational change*, 73-101.

- Oreg, S., & Berson, Y. (2011). Leadership and employees' reactions to change: The role of leaders' personal attributes and transformational leadership style. *Personnel Psychology, 64*(3), 627-659.
- Pollack, J. (2015). Understanding the divide between the theory and practice of organisational change. *Organisational Project Management, 2*(1), 35-52.
- Rizescu, A., & Tileag, C. (2016). Factors Influencing Continuous Organisational Change. *Journal of Defense Resources Management, 7*(2), 139.
- Saksvik, P. Ø. (Ed.). (2009). *Prerequisites for healthy organisational change*. Bentham Science Publishers.
- Taherdoost, H. (2016). Validity and reliability of the research instrument; how to test the validation of a questionnaire/survey in a research. *International Journal of Academic Research in Management, 5*(3), 28-36.
- Todnem, R. (2005). Organisational Change Management: a Critical Review. *Journal of Change Management, 5*(4), 369-380.
- Waddell, D., Creed, A., Cummings, T. G., & Worley, C. G. (2019). *Organisational Change: Development and Transformation*. Melbourne: Cengage AU.
- Wanberg, C. R., & Banas, J. T. (2000). Predictors and outcomes of perceived organisational support: A meta-analysis. *Journal of Applied Psychology, 85*(1), 130-139.
- Wang, A., & Kebede, S. (2020). Assessing Employees' Reactions to Organisational Change. *Journal of Human Resource and Sustainability Studies, 8*(3), 274-293.

APPENDIX

Addis Ababa University
College of Business and Economics
School of Commerce: Department of Business Leadership

Questionnaire for FDRE Ministry of Foreign Affairs staffs

Dear respondent!

My name is Teninet Tadesse, I am conducting a project thesis in partial fulfilment of my MA Degree in Business Leadership at Addis Ababa University with the research title "Employees' attitude towards organisational change in the case of the FDRE Ministry of Foreign Affairs." I would like to appreciate your participation in this study, as it will provide valuable insights into the topic at hand. Organisational change is a crucial aspect of any organisation, and understanding how employees perceive and respond to it is essential for successful implementation. Through this research, I aim to identify the factors that influence employees' attitudes towards organisational change at the FDRE Ministry of Foreign Affairs. This study will use a quantitative-methods approach with quantitative data collection methods to provide a comprehensive analysis of the topic. Your participation in this study will involve completing a survey, which will be conducted with the utmost confidentiality and anonymity. Your contribution to this research will not only benefit my academic pursuits but also contribute to the overall knowledge base on organisational change management. Thank you once again for your participation in this study.

Instructions: Please tick in the boxes applicable for to you.

Section 1: Demographic Information

1. Gender: Female Male
2. Age:
 18-25 years 26-35 years 36-45 years
 46-55 years 56 years or above
3. What is your current job position at the Ministry?
 Diplomat Administration staff Other(please specify): _____
4. If you are a career diplomat please specify your career ladder _____
5. Years of Service at FDRE Ministry of Foreign Affairs:
 Less than 1 year 1-4 years 5-8 years
 9-12 years More than 12 years

Section 2: Question related employees' attitude, and organisational change effectiveness.

Instructions: Please indicate your level of agreement or disagreement with each statement using a five-point Likert scale, where 1 represents "Strongly Disagree", 2 "Disagree", 3 "Neutral", 4 "Agree" and 5 represents "Strongly Agree."

| No | Questions | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 6. | The FDRE Ministry of Foreign Affairs provides adequate resources and support for employees during the reform process | | | | | |
| 7. | The FDRE Ministry of Foreign Affairs values the opinions and concerns of employees during the reform process. | | | | | |
| 8. | The FDRE Ministry of Foreign Affairs provides clear communication about the changes happening within the organisation. | | | | | |
| 9. | The decision-making processes during the organisational reform at FDRE Ministry of Foreign Affairs are fair and transparent. | | | | | |
| 10. | The FDRE Ministry of Foreign Affairs ensures that all employees are treated fairly during the reform process | | | | | |
| 11. | The FDRE Ministry of Foreign Affairs provides opportunities for employees to voice their concerns and provide input on the reform initiatives. | | | | | |
| 12. | I am concerned about potential negative consequences of the organisational change at FDRE Ministry of Foreign Affairs. | | | | | |
| 13. | I worry that the organisational change at FDRE Ministry of Foreign Affairs may negatively impact my job security. | | | | | |
| 14. | I feel anxious about how the organisational change may affect my career growth and opportunities. | | | | | |
| 15. | I feel confident in my ability to adapt to the changes brought about by the organisational reform. | | | | | |
| 16. | I believe that the organisational change at FDRE Ministry of Foreign Affairs presents opportunities for my personal and professional growth. | | | | | |
| 17. | I am motivated to enhance my skills and knowledge to better adapt to the organisational change. | | | | | |
| 18. | I trust the leadership of FDRE Ministry of Foreign Affairs to successfully implement the organisational change. | | | | | |
| 19. | I believe that the management at FDRE Ministry of Foreign Affairs has the best interests of employees in mind during the reform process. | | | | | |
| 20. | The management at FDRE Ministry of Foreign Affairs is transparent and honest in their communication about the organisational change. | | | | | |
| 21. | I believe that the organisational change at FDRE Ministry of Foreign Affairs is necessary for the improvement of our work environment. | | | | | |
| 22. | The organisational change at FDRE Ministry of Foreign Affairs aligns with the needs and demands of our stakeholders. | | | | | |
| 23. | Overall, I am optimistic about the organisational change at FDRE Ministry of Foreign Affairs. | | | | | |
| 24. | I believe that the organisational change at FDRE Ministry of Foreign Affairs will lead to positive outcomes for the organisation. | | | | | |
| 25. | I am committed to supporting the organisational change efforts at FDRE Ministry of Foreign Affairs. | | | | | |

Section 3: Factors Influencing Organisational Reform

26. How influential do you believe external factors (e.g., political, economic, global events) are in driving FDRE Ministry of Foreign Affairs reform?

1: Not influential at all 2: Slightly influential 3: Moderately influential 4: Very influential 5: Extremely influential

27. To what extent do internal factors (e.g., leadership, culture, organisational structure) impact the success of the reform process at FDRE Ministry of Foreign Affairs.?

1: No impact at all 2: Minimal impact 3: Moderate impact 4: Significant impact 5: Exceptional impact

28. How effectively do you think the Ministry has addressed potential resistance to change during the reform process?

1: Very ineffective 2: Ineffective 3: Neutral 4: Effective 5: Very effective

Section 4: Measures to Lessen the Impact of Reform

29. How effectively has the Ministry's management communicated the reasons and goals of the reform process to employees?

1: Very ineffective 2: Ineffective 3: Neutral 4: Effective 5: Very effective

30. Are there sufficient resources and support provided to employees to adapt to the changes brought about by the reform?

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

31. How would you rate the level of training and development opportunities provided to enhance employees' skills during the reform process?

1: Very inadequate 2: Inadequate 3: Neutral 4: Adequate 5: Very adequate

32. Have you received any guidance or counselling to help cope with the challenges associated with the reform?

1: None at all 2: Very little 3: Some 4: Sufficient 5: More than sufficient

Section 5: Employee Attitudes and Organisational Transformation

33. How would you describe your overall attitude towards the organisational transformation at the Ministry?

1: Very negative 2: Negative 3: Neutral 4: Positive 5: Very positive

34. How satisfied are you with the communication regarding the reform process from the Ministry's management?

1: Not at all satisfied 2: Partly satisfied 3: satisfied 4: More than satisfied 5: Very satisfied

35. Do you believe that the organisational reform has created a sense of shared purpose among employees?

1: Strongly Disagree 2: Disagree 3: Neutral 4: Agree 5: Strongly Agree

36. To what extent do you feel involved and engaged in the decision-making processes related to the reform initiatives?

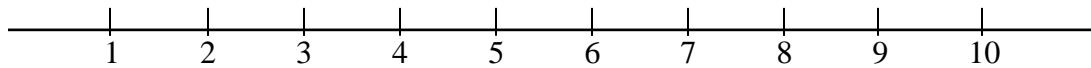
1: Not at all involved 2: Slightly involved 3: Moderately involved 4: Very involved 5: Extremely involved

Section 6: Additional Feedback

37. How satisfied are you with the level of involvement you have had in the decision-making process related to the organisational change?

1: Not at all satisfied 2: Partly satisfied 3: satisfied 4: More than satisfied 5: Very satisfied

38. How would you rate the overall communication regarding the organisational change at FDRE Ministry of Foreign Affairs?



39. What do you believe are the biggest strengths of the Ministry's organisational reform efforts? _____

40. What areas do you think need improvement in the current reform process?

Thank you for your participation! Your feedback is valuable in assessing employees' attitudes towards organisational change.