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ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

EMPLOYEES' ATTITUDES TOWARDS ORGANIZATIONAL CHANGE:

THE CASE OF YEKA SUB-CITY LAND MANAGEMENT POOL

BY

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**COLLEGE OF BUSINESS AND ECONOMICS DEPARTMENT OF
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A thesis submitted to the Department of Management of Addis Ababa University
in partial fulfillment of the requirements for the Degree of Masters in management
(MSC Mgt)

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Addis Ababa University

College of Business and Economics Department of Management

Certification

This is to certify that the thesis prepared by Gedamnesh Minda entitled “employees’ attitudes towards organizational change in the case Yeka sub-city Land management pool Addis Ababa Ethiopia which is submitted in partial fulfillment of the requirements for the Degree of Masters in management (MSC Mgt), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Declaration

I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

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Lists of Acronyms

AACA-LM AddisAbaba City Administration land management

Abstract

The current study also seeks to identify the predictors of employee attitudes toward organizations change. Regarding to study research design and methodology, the study was used explanatory research design and employed using both quantitative and qualitative methods, which is triangulating research help to clarify concepts, characteristics, descriptions, counts and measures to demonstrate implications of the issue under objectives. Before embarking on the data collection, the researcher made preliminary contacts with the employees of the company. Mainly for quantitative data, descriptive and inferential statistics was used to summarize data by using Statistical Package for the Social Sciences, (SPSS) version 26 software, Statistics.

Whereas, descriptive statistics result Employee Readiness and openness to accept change in Yeka manager office and Land Banking and Transfer Office in the main service operation departments found in compromised level indicated in mean difference of 4.1197 and depicted in standard deviations of 0.94320 shows employees are aware of what adjustments to attitudes need to be made or what resources need to be acquired for prosperous change to occur.

The study shows that there is rarely do employees resist change without first considering the potentially negative consequences for themselves, so it is unlikely that employees frivolously adopt resistant attitudes.

From general liner Modeling cavorting the regression result analyzing Employee attitude towards Yeka manager office and Land Banking and Transfer Office culture and on change outcome have positively accredited with high levels of in new ownership.

Keywords: Employee attitude, Organizational Change

CHAPTER ONE

1. Introduction

1.1. Background of the study

The introduction of new organizing and working arrangements through a multistage process over a period of time characterizes organizational change. Organizational reform is seldom a straightforward process. Many public organizational transformation initiatives fall short of their goals, resulting in lost resources, sunk expenses, low productivity, and bad morale for businesses and employees. According to many studies, all change initiatives have a 70% failure rate (Myungweon Choi, 2011).

Organizational change attitudes and behaviors are frequently cited as a critical component in determining the success of organizational change. Organizational change has the potential to have a big impact on employees: it can create chances for growth and development, but it can also pose a threat by introducing new processes. Individual change plays a mediating role in implementing changes in structure, system, or process since change begins with individual change, and no organizational change occurs unless the majority of individuals change their views or actions (Mashhura & Sidikova, 2011).

An employee's overall evaluative opinion of the change implemented by his or her organization is defined as an attitude toward organizational change. If organizational members' attitudes and behaviors influence change implementation, a better understanding of the content of change (what), the process by which change is managed (how), the context in which the change occurs (what else), and the predispositions of the individuals experiencing the change (Who) is required (Fedor & Herold, 2014).

The most important thing is to foster a culture of trust and the belief that employees can rely on their managers to do what is best for the company and its members (Maria and Ioannis, 2005). Organizational change projects are built on a foundation of trust between managers and employees. The amount and quality of information offered can also have an impact on how people of an organization react to change. Employees' decision-making has been claimed to be influenced by information presented to them as part of management's efforts to improve

employee involvement in organizational decision-making. According to (BianeyUlloa & Adams, 2014), thorough knowledge regarding change reduces resistance to change.

Employee attitudes and behaviors have produced mixed results in the literature. Some authors, Weber and Weber (2011) and Oreg (2016), focused on negative employee attitudes and behaviors toward change, others, such as Bareil, Savoie, and Meunier (2017) and Beer and Nohria (2020), focused on positive employee attitudes and behaviors toward change. According to Piderit (2011), the success of organizational change is determined by employees' attitudes toward change, their understanding of the role of change, and their participation in the development and implementation of the change plan..

Employee attitudes regarding organizational change, on the other hand, can be influenced by past experiences in the same or a previous organization (Harunavame, 2021). Despite this, Hyunkang and James (2014) proposed that, while the outcomes of employees' attitudes toward organizational actions are important, the process variables, not the outcomes variables, are the ones that will most likely influence employees' job satisfaction and job security. This is something that needs to be investigated in an assessment of employees' attitudes toward organizational change in the Yeka Sub-City Land Management Pool in Addis Ababa Ethiopia.

1.2 Statement of the Problem

In Yeka Sub-city Land Management Pool in Addis Ababa Ethiopia, the researcher chose this look at as part of an assessment of employee attitudes toward organizational change. Due to their exceptional purpose as public institutions targeted Sub-city Land Management Pool engage with nearby particularly dishonored land invasions and greater insufficient land management practices in Addis Ababa constantly information document and publicly renounced their figure to land amendment pool.

In contrast, due to changes in government and policies, as well as the battle for limited resources and while social responsibility is questioned, the land management pool was restructured and repositioned in 2018 to ensure adequate use of the running environment and limited assets while maintaining felony management coverage. In 2021, a new structure was studied in the process of being grounded. However, many variables can contribute to the failure of changes made with the help of a public group, and one of the most common reasons for organizational change failure is

employee resistance (AACALM office document, 2020 and Yeka Sub City land administration office report, 2020/21). Employee attitude could be very essential in the modifications made by land control, but they still didn't comprehend what was going on. This divergence, despite this interest, research on predictors of attitudes toward organizational change is relatively sparse, as most researchers focus on the outcome of change.

Muluken(2019); Megersa& Belay 2020) investigate the relationship between organizational change and employee attitudes, as well as the variables that modify employee attitudes toward organizational change, in both business and education. However, neither of them sees changes in organizational culture, communication, technological advancement, job security (Fedor & Herold, 2014), change (Weber and Weber, 2011), and power (Oreg, 2016) as predictors of employee attitudes, not only in the land management pool but also in other sectors of change.

As a result, the most recent study also aims to determine which of the variables has the most powerful influence on employee attitudes about change. Finally, the study aims to determine whether the type of organizational change situation that an employee encounters has an impact on the relationship between the employee's attitudes about change.

1.3. Research Questions

1. What is the extent of employee readiness and openness to accept change in terms of employee attitudes toward change?
2. What really is the status of organizational change in the Yeka sub-city Land Management Pool in Addis Ababa, Ethiopia, in terms of organizational culture, communication, technological advancement, and job security?
3. Which organizational change in Yeka sub city Land Management Pool of Addis Ababa, Ethiopia, may be Evolutionary in cultivating the employee's attitude toward the change process and change outcomes?

1.4. Research Objective

1.4.1. General Objective

The study's ultimate goal is to gauge employee reactions to the modifications at the Yeka sub-city Land Management Pool in Addis Ababa, Ethiopia.

1.4.2. The Specific objective

The study's specific goal is to:

1. assess employee attitudes toward change in terms of their readiness and openness to accept change;
2. determine the current level of organizational change in terms of organizational culture, communication, technological advancement, and job security in the Yeka sub city Land Management Pool of Addis Ababa, Ethiopia; and
3. determine which organizational changes could be Evolutionary in nurturing employee attitudes.

1.5 purpose of the Study's

The findings of this study will primarily be applied to the area of land management pool in both the sub-city and the city of Addis Ababa, as well as all public sector employees' attitudes toward organizational change. On the other side, the study looks at several key factors of both negative and positive attitudes about organizational change. By focusing on some of the indicators evaluated, it would also help managers and change agents remove any unfavorable attitudes toward organizational change. Successful organizational adaptation and change is becoming increasingly reliant on generating employee support and enthusiasm; as a result, it is critical to understand how these employees perceive change programs, particularly in terms of what might trigger certain attitudes during the change process.

1.6 Limitation of the Study

The study was limited to the Addis Ababa Ethiopia-Yeka sub-city land management pool, which has 12 sectors and 504 employees. This research focused on two selected sectors (16.6 percent) of the total. Yeka manager office and Land Banking and Transfer office, which combined have 143 (28.4 percent) employees.

The subject of the study is analyzing the organizational change that Evolutionary has fostered in the Yeka sub city Land Management Pool of Addis Ababa, Ethiopia, in terms of employee attitudes about the change process and change outcomes. The research was conducted in an explanatory manner, employing a general liner model as the basis for evaluation. Because of the selected sectors, the research does not cover the entire pool.

CHAPTER TWO

2. Literature Review

2.1 Theoretical Framework

Models that are more conscious of the transition process Change was traditionally viewed as a planned activity in which a change agent (typically someone in positions of authority, such as managing directors, chief executive officers, members of upper management, or an outside representative) purposefully introduced change to the company (Jo Hatch 1997). Current models, on the other hand, see change as a dynamic and ongoing process in which positive indicators of the organization's position help to advise the need for change or a purposeful attempt to motivate drastic change. There are several models upon which organizational change may be based. Those models are rooted in two essential models; the model of deliberate trade 'by way of Kurt Lewin (1951) and the model of Evolutionary / Adaptive change 'bykanter, Stein, and Jick (1992). The paradigm of planned change (Lewin, 1951) depicts social institutions as a balance of forces, with some forces riding change and others resisting it. Unfreezing, changing, and refreezing are three independent operations in the model.

(1) Unfreezing: is motivated by a dissatisfaction with traditional behavior and a desire to change. According to Lewin (1951), human behavior is regulated by a quasi-stationary equilibrium that is maintained by driving and restraining forces. This harmony is critical because, in order for alternatives to emerge, it must be destabilized under difficult psychological conditions, resulting in a state of instability. The insecurity of gift behavior, on the other hand, makes it easier to overcome opposition to change. To put it another way, unfreezing the habit might be enough to overcome internal opposition to change. Unfreezing can be accomplished by producing additional pressures for change or lowering resistance (with the aid of instructing employees on the need for change).

(2) transferring/change: when there is enough unhappiness with existing situations, it is time to recognize what needs to be altered and then put the changes in place to transport to a new popular of behaviors. This is where the real transformation takes place. Influencing the direction of organizations through schooling, new conduct patterns, changing management practices, and reward structures are all examples of change.

(3) Refreezing: organizational change until a new balance between the riding and restraint forces is achieved. The quasi-desk bound equilibrium (stability) is re-established in this final part.

The novel behavior becomes habitual, stable, or institutionalized. This is expected that the new ways will become standard, and that what has been learned in the earlier steps will now be put into practice on the job (Durmaz, 2007; Jo Hatch, 1997). Given the fact that this model looks to represent the alternative system, the assumption that groups function in a stable nation is incorrect, given that companies no longer operate in a stable nation. The theory also believed that trade had evolved into a top-down structure, with all trade being controlled or initiated by management. However, this is no longer the case, as some organizational trade activities are the result of worker dissent. Because the approach paid little or no regard to institutional and discipline dynamics, it assumed that all trade situations were the same (Burnes, 2004). Despite these issues, the concept provides a straightforward framework for organizational change and serves as a degree guide to provide an overview.

The huge three model, also known as the Adaptive or Evolutionary model, was predicted by Kanter, Stein, and Jick (1992). According to Kanter and her colleagues, an employer is a "bundle of sports" that shifts as games evolve or new gadgets or dimensions are introduced. They recommend three levels of analysis: personal, organizational, and environmental. At all three levels, however, change occurs. Individual struggles for energy and control give rise to political forces for change. The organization acts as a frontline for various stakeholders to form their self-interests.

The organizational level defines factors that are involved with change, such as the organizational life cycle, which has implications based on organizational size, and age-related problems of growth and decline. The environmental stage identifies the forces of trade that arise from other organizations' actions. Such forces are defined using population, ecology, resource reliance, institutional dependence, and a variety of other techniques that are compatible with machine theories and contingency theories. Several theorists have identified a number of reasons why groups interact. Van de Ven and Poole (1995), for example, stated that the causes of organizational change can be identified by one of three theories: teleological principle, existence-cycle theory, or dialectical idea.

According to the teleological perspective, organizational transformation is a never-ending process of purpose-placing, execution, appraisal, and restructuring aimed at achieving an ideal nation. According to life-cycle theory, an agency is an entity that cycles through various degrees of delivery, growth, maturation, and declination based on its external environment. According to dialectical philosophy, an agency is similar to a multi-cultural community with competing values. When one force dominates others, a new organizational price and aim emerges, resulting in organizational change (Chen, Suen, Lin, & Shieh, 2011). Aside from these alternative models, there are other hypotheses that can be utilized to explain employee attitudes in businesses, particularly during periods of organizational transformation. The Rational Choice Theory is (Homans, 1961).

All activities are fundamentally rational in nature, according to this view, and people analyze the anticipated costs and rewards of every action before determining what to do. As a result, rational people are more inclined to choose the most satisfying option. Employees will rationalize based on projected outcomes and determine whether to support or oppose a change in an organizational change situation. In the vast majority of cases, the decision that benefits the employees is the chosen option. The above concept appears to be a good fit for explaining how employee decisions and attitudes are influenced. Employees, on the other hand, can be irrational, relying on emotions, perceptions, and social influence to make judgments (Vithessonthi, 2005).

Employees consider the impact of change on themselves and their organizations, and if the impact is beneficial, they support the change, but if the impact is negative, they reject it. Another primary problem is that not all employees will assess the change's outcome in the same way. So, which outcome does the employee deem satisfactory, and on which will decisions be made? The framework of social exchange theory (Blau, 1964) is beneficial for analyzing social relationships. Because it posits that trust develops through the frequent exchange of advantages between two individuals, it is the foundation of many trust theories. The motivational mechanisms driving the initiation of trustworthy behavior can be studied using this idea.

In a social change, one person voluntarily delivers a benefit to another, triggering the second party's responsibility to reciprocate by delivering a benefit in return. When first creating such social exchange ties, demonstrating one's trustworthiness can be difficult. Blau claims that trust can be built in two ways: (1) by regular obligation fulfillment (i.e., reciprocating for advantages

gained from others) and (2) through the gradual growth of exchanges over time (Blau, 1964). Thus, there are both extrinsic and intrinsic benefits in a social shift (for example, obtaining information or advice from someone) (e.g., social support). Because social change is more often than not informal, advantages are rarely bargained. Finally, while there is no guarantee of reciprocation of advantages in such interactions, confidence is formed in such reciprocation. Cropanzano and Mitchell (2005) explain the social change hypothesis by claiming that when subordinates trust their supervisors, they are more likely to have a positive exchange relationship. These modifications make the subordinate feel obligated to his superior, and he expects his superior to feel the same way. That is, trusting subordinates do so because of the benefits they have obtained from their manager in the past (Dirks & Ferrin, 2002).

People within organizations use information from others to generate ideas about the organization and proper action, according to the social information processing theory (Salancik & Pfeffer, 1978). Individual opinions regarding the merits of a given change, according to social information processing theory, are formed by personal assessments of the change, as well as evaluations and acceptance of coworkers' subjective reactions. Because social information plays such a large role in influencing perceptions, timing is crucial in the processing of social information. People seek clues and interpretations from others when faced with ambiguity and uncertainty (Jones, 2007).

As a result, the idea indicates that employees' decisions to support or oppose change are influenced by their interactions with various network partners. Employees' advice ties, it appears, can influence their judgments of the fairness of organizational policies and procedures, as well as their beliefs about supervisory treatment (Umphress, Labianca, Brass, & Kass, 2003). In order to learn others' behaviors, Bandura's (1986) social learning theory highlights the significance of observing and mimicking their behaviors, attitudes, and emotional reactions. Learning, according to Bandura (1977), would be extremely difficult if people had to rely exclusively on the consequences of their own acts to guide them.

Fortunately, the majority of human behavior is learned through observation and modeling: by observing others, one can gain an understanding of how new behaviors are carried out, and this coded information can then be used as a guide for action on subsequent occasions." The theory of social learning explains human behavior as a continuous reciprocal interaction between

cognitive, behavioral, and environmental influences. Employees observe managers' and colleagues' attitudes and behaviors during times of change and pick cues to support or oppose the change, according to this theory for organizational change.

2.2 Related Study

2.2.1 Attitudes towards Organizational Change and Perception of Change Process

The relationship between employees' perceptions of the organizational change process and their attitudes toward organizational change is explored in this section. It focuses on employee change communication, employee trust in management, and social impact as elements related to employee perceptions of change processes.

2.2.1.1 Communication in Organizational Change

Communication is a prized trait in all organizational techniques. Communication is a serious issue in any element of business, but it's especially so during times of organizational upheaval (Flock, 2006). Organizational demands, such as leadership empowerment, establishing organizational culture, forming powerful teams, and dealing with changes, are all critical to communication efforts today. According to some experts, communication is the process of changing statistics and transmitting meaning (Hall, 1996). Because the primary objective of communication is to elicit the intended meaning, communication is useless if no meaning is derived from it.

Communication, according to Visagie (2010), is dependent on the receiver's perspective of the communication process. The communication system entails not only the exchange of messages, but also the introduction of new perspectives on the truth within the interaction system between the sender and the receiver. Upward, downward, and horizontal communication are all possible. It's critical to communicate effectively about organizational change, as a breakdown in communication or a negative verbal exchange can cast doubt on the change program's purpose (Durmaz, 2007; Covin & Kilmann, 1990).

Three tiers of readiness, adoption, and institutionalization are accommodated by the organizational change method (Armenakis & Harris, 2002). By creating readiness and motivation for these three ranges, conversation at some point in the change coordinates these three ranges.

A reason for change must be defined so that employees understand why the organization needs to undergo transformational change, even if it is not in a crisis. Communicating partial success and progress in ongoing change tasks can help attract additional staff support for the change and foster positive attitudes toward the change. Publicizing all successful improvements is an effective way to combat pessimism and reduce negative employee attitudes toward change. Because failures in communication must most likely be explained and mistakes admitted in order for management credibility to be recovered and maintained, failures in communication must most likely be explained and mistakes admitted (Wanous, Reichers, & Austin, 2000).

When firms start on organizational change projects, Proctor and Doukakis (2003) discovered that poor communication is a primary driver for the development of negative feelings among employees. Employee perceptions of the sufficiency of communication regarding the intended change project are seen to be negatively correlated with unfavorable employee attitudes, cynicism, and skepticism. According to research, when the number of facts and communication is expanded, employees' cooperation improves, while their negative attitudes and reluctance to change decrease (Durmaz, 2007). The volume and quality of statistics presented can also influence how personnel in an organization react to change.

Employee participation in organizational decision-making has been more successful as a result of data presented to employees as part of the control process. Communications were employed to test cynicism and skepticism toward change by Stanley, Meyer, and Topolnytsky (2005). They posed three questions, including whether or not control has honestly described its motivation for enacting this change, and how well management communicated the motivation for the move. They realized that failing to communicate the reasons for personnel changes posed serious risks to the success of change attempts.

According to Stanley, Meyer, and Topolnytsky (2005), control should investigate various approaches such as identifying and utilizing trusted workers within the company to convey and persuade other employees of the sincerity of control's motivations for organizational change. They claimed that mistrust in change as a result of poor communication is a one-of-a-kind source of opposition. The ability to adapt to change can be cultivated through effective delivery of the alternative message. The most exciting point on change, that discourse equals top-down statistics distribution, needs to be revisited, because providing opportunities for discussion and

involvement in the context of organizational transformation (Cummings, 2004) can improve attitudes toward change.

Managers' emotions toward the initiative were influenced by their level of change information, according to Bovey and Hede (2001). Managers should also be committed to making staff feel well-trained and informed, especially during times of change, because effective communication decreases anxiety and uncertainty, as well as long-term resistance to change. In conclusion, Mac (1999) points out that dialogue is critical in the system of organizational change, particularly when there is an open dialogue between superiors and subordinates, because it creates a high degree of consideration in the change procedure.

Self et al. (2007) studied an organization that had gone through one significant reduction every 12 months for a decade and discovered that workers found it easier to comply when there was clear communication, suitable leadership connections, and a supportive environment. Miller et al., (1994) investigated the influence of providing precise statistics regarding a change to employees right away. The outcomes revealed a reduced aversion to trade. Employees who cited receiving timely, informative, and valuable information about an organizational change had a higher positive view of the change and a stronger desire to cooperate with it (Wanberg&Banas, 2000).

In his study on change resistance, Oreg (2006) discovered a strong link between people who acknowledged receiving change records and their reluctance to change. He suggested that the outcome could show that supplying records does not result in lower resistance to change, but rather that employees choose whether or not to oppose based on whether or not they agree or disagree with the planned change.

In a study on change management conducted by Gopinath and Becker (2000), it was observed that in the context of divestiture, communications from control assist employees in understanding the actions related to the revenue of enterprise devices. Excessive levels of belief in new possession and high levels of communication are positively connected.

The position of communication in organizational change with the aid of Elving (2005) tried to provide a conceptual framework for the take a look at of communication for the duration of organizational change. The framework led to 6 propositions in which aspects of conversation,

including data, feelings of belonging to a community, and feelings of uncertainty, have a power on resistance to change, so as to have an effect on the effectiveness of the change attempt.

These results were particularly impressive when it came to the informational function and communication as a means of fostering community. It was discovered that communication has an effect on not only preparation for change, but also sentiments of uncertainty and task insecurity. Uncertainty arises when a company fails to communicate clearly what changes are required of male and female employees. Rumors and other forms of informal communication arise as a result (Elving, 2005). Within the organizational change process, communication is crucial. Employees' willingness to cooperate or resist a change can be determined by how change is presented. It's vital to communicate the change's clear aim and to designate the stop countries with potential outcomes.

2.1.2. Social Impact

People are entrenched inside social systems that serve as reference variables for the formation of attitudes, according to social community theories (Erickson, 1988). The social structures in which an employee works play a significant effect in determining the employee's attitudes (Burkhardt, 1994; Gibbons, 2004). When others have an impact on one's feelings, views, or behaviors, this is known as social impact. Socialization, conformity, obedience, peer pressure, management, and persuasion are some examples. The social impact method assumes that people's opinions and behaviors are influenced by their social environment. Many biological and social events are seen to be entrenched within interdependent networks, and people are expected to be aware of the cues offered by the thoughts and behaviors of others. Although individuals are inspired by way of other people and social environments to a certain degree, their critiques and behaviors also are decided by means of their very own critiques and ideals of the social machine and the surroundings. Behaviors and reviews are built by using the social cues provided via substantial others, they're also shaped by different people's reviews and beliefs approximately the confronting state of affairs (Lee & gay, in press).

According to the social identity theory (Tajfel & Turner, 1986), humans tend to categorize others and themselves into social categories/organizations, and they prefer to associate with members of their own personal categories (in-institution) rather than members of other classes (out-group). Furthermore, according to the social studying theory (Bandura, 1977), position models for

behavior have an impact on people's behavior; that is, people learn a set of specific actions through observing others' acts and the consequences in their social context (Vithessonthi, 2005).

In an Biased social identity state of affairs, human beings generally tend to become aware of more with those who are similar alongside the dimension of social identification this is most salient to them. As in line with Rice and Aydin (1991) observe departmental responses to newly brought laptop health device. They set questions covered whether the gadget become worth the time to use, the quantity to which the device has eased the overall performance in their paintings and whether or not their paintings fine were stepped forward after the use of the machine. Additionally they requested respondents to charge how essential evaluations of supervisors and co-people have been to them respectively. They found that, social records processing influences respondent attitudes toward a new system over and above conventional tiers. Greater so, there has been greater affect from relational and positional assets of facts than from spatially proximal resources (i.e. Pals and managers influenced personnel higher than simply office associates or seat-friends). The number one assets of social statistics are those with whom one communicates freely and one's supervisor.

According to Jones (2007), an individual's views and ideals are shaped in part by the attitudes and beliefs of those around them through systems of social appraisal and social statistics processing. Overall, the literatures on feel-making and social records processing imply that humans seek to others for standards and advice on how to think and conduct, particularly in times of uncertainty at work.

Burkhardt (1994) investigated alternative sources of social influence as well as the role of interpersonal ties in propagating beliefs, attitudes, and behaviors in an organization after a technology shift. The links between belief, mind-set, and behavior distinction matrixes and structural matrixes reflecting interaction distance and frequency have been investigated using network analytic methodologies.

The majority of the findings revealed that the people with whom one interacts have an immediate impact on beliefs about private mastery, but that attitudes and behaviors are more laid low with structurally equal co-workers. Employees turn to peers for information on organizational norms and values, according to Morrison (1993) and Bryant (2006), who found that peers are more

reliable sources of information than supervisors (Go & Prusak, 2002). Because it results in exposure to the coworker's beliefs about organizational activities, regulations, and processes, casual data exchange with coworkers shapes a focal worker's employer-related attitudes and opinions (Bordia, Jones, Gallois, Callan, & Difonzo, 2006).

Friendship links, like recommendation relationships, play an important role in social influence. Friendship ties entail private affect expressions, social guidance, and a sense of identity and private belongingness (Gibbons, 2004). Individuals rely on their friends for advice, companionship, and social support. They also have a tendency to share resources with friends after a disaster (Krackhardt & Stern, 1988); and they make career selections that are similar to those of their friends (Kilduff, 1990).

In addition, friendship bonds allow for free and honest conversation, which has the potential to stimulate agency interchange (Gibbons, 2004). As a result, friends' impressions and attitudes towards similar activities and businesses may spread. Employees in an organizational transition situation are thus expected to be influenced or directed by the decisions made by their peers in the immediate aftermath of the shift. In the literature, it has been discovered that courtship between a supervisor and a peer can shift competence from a person to a character, group, or organization (Peroune, 2007).

Studies on the impact of social networks on organizational reactions show that when an employee's social environment (i.e., coworkers, supervisors, and subordinates) is more likely to accept a change, the employee is far more likely to accept it.

2.2.1.3 Management trust

In an organization, a contemplative atmosphere and a well-known attitude that employees can expect their superiors to do what is best for the organization and its members should be fostered (Kotter, 1995). The foundation for organizational change programs is a trustworthy relationship between managers and employees (Gomez & Rosen, 2001; Simons, 1999). Mayer and Davis (1999) define trust as a willingness to take risks in the context of a central celebration. Believe, according to Rousseau, Sitkin, Burt, and Camerer (1998), is a psychological realm characterized by the desire to embrace vulnerability primarily based on high-quality expectations of another's

intentions or actions. Agree with can also be defined as a viewpoint held by one person (the relying party) toward another (the trustee). This idea is intriguing.

Employees' willingness to act on management's words, movements, or decisions under conditions of uncertainty or chance is defined by Albrecht (2002) as trust in management. Mayer, Davis, and Schoorman (1995) found that employees who believe they are in charge are putting themselves at risk for capacity hazards that may arise as a result of management's decisions and actions. In order to implement change in a company, risk and vulnerability must be carefully considered. As a result, it's possible that there's a link between employee views about trade and trust in management. Employees who agree with management are more likely to respond positively to various efforts, which is a fantastic method to boost the popularity of the company.

There is a relationship between psychological contracts and trust (Mishra & Spreitzer, 1998). Because consider entails expectations of every other birthday celebration's future movements based entirely on outside moves, when contracts are broken or expectations aren't met, mistrust is likely to rise (Robinson, Kraatz & Rousseau, 1994). Indeed, it's been suggested that managers' actions and behaviors supply the foundation for trust, and that it's entirely up to management to take the first step and initiate trusting connections (Whitener, Brodt, Korsgaard, & Werner, 1998). Whitener et al., (1998) highlighted behavioral consistency, behavioral integrity, sharing and delegation of control, communication, and demonstration of concern as significant features people look for in management, and those characteristics support employees in achieving their goals.

Furthermore, control credibility, which is based entirely on sincere family members, boosts favorable worker responses to change (Kramer, 1996). However, Kanter and Mirvis (1989) explained that employees act cynically when they don't consider the motives of top management. Acceptance can reduce the level of ambiguity in the painting environment and eliminate assumptions and anxieties. Albrecht (2002) proposed a model for identifying antecedents of negative employee attitudes that are more closely related to trade. As antecedents of cynicism, he employed judgments of honesty, competence, and acceptability in management. Albrecht received 750 replies from two public quarter groups via an employee opinion poll. The findings

of the study revealed that senior management acceptability had an impact on worker attitudes about change.

While employees remember that management must be trustworthy and open, they maintain more effective attitudes toward trade activities. He went on to say that in the presence of consider in control, trade applications may be carried out more effectively within the public zone, and that as a result, management does not need to spend as much time on change activities and dealing with resistance.

As a result, it was discovered that agreement in control was a key contribution in the direction of favorable employee views about purposeful organizational change. Weber and Weber (2001) looked into how intentional organizational change affects employee attitudes and perceptions. Before using the organizational change software, they assessed employee attitudes of management, supervisory assistance for improvement, and organizational readiness for change. After that, they re-tested the same factors six months after starting the alternate endeavor. They expected that all of the factors that were measured would co-vary. They also predicted that from time 1 to time 2, trust in management, views of supervisory assistance for development, and perceptions of organizational readiness for change would all rise.

As structural factors, they measured consider in control, perceptions of supervisory aid for improvement, and perceptions of organizational readiness for change. Unbiased variables were feedback, autonomy, worker participation, and mission clarity. For this study, they used a traditional and hierarchical hearth department. The first set of statistics is accumulated prior to the start of the change program. They acquired the second set of statistics six months later, after a few management education sports and the deployment of first-class control techniques.

Weber and Weber (2001) discovered that views of supervisory support for development and perceptions of organizational readiness for change are all in the same ballpark. They came to the conclusion that the more familiar people are with the company, the more they aid management and the change software. According to Block (1993), resistance can arise when people distrust or harbor deep resentments toward those driving the change, as well as when they have unique interpretations or assessments of the situation. Employees will resist organizational transformation initiatives if they no longer agree with management. Agreeing can help to reduce

uncertainty, worries of losing a task, and remove hypothesis, all of which can help with organizational change tasks. Pinnacle executives should be aware of this. Employee belief may be eroded or elicit feelings of acceptance as a result of behavior during the change technique (Kanter&Mirvis, 1989). As a result, agreement is a vital component in the evaluation of organizational trade. Employees are more likely to trust the decisions of experienced managers, even if the situation is chaotic or uncertain (Durmaz, 2007).

According to Fox and Amichai-Hamburger (2001), the failure of change initiatives is caused by change managers' incapacity to persuade employees to support the projects. As a result, change managers must work to build trustworthy relationships throughout the business, as mistrust and ambiguity about change managers can lead to opposition to the planned change. Mishra and Mishra (1994) found trust to be a crucial element determining CEOs' efforts in managing organizational change in their study on downsizing organizations. Trusting people decreases defensiveness in threatening or unclear situations while increasing information-seeking (Mayer et al., 1995). Individuals who trust management prior to an organizational shift may thus behave in a more accommodating and positive manner.

In contrast, O'Neill and Lenn (1995) claim that survivors' loss of trust causes them to mistrust information from management because they suspect it has been distorted. That is, a lack of faith in management causes employees to react negatively to organizational change. Cooperative connections are born out of mutual trust. In the workplace, trust is a key factor of productivity in people, groups, and the company as a whole (Dirks & Ferrin, 2002; Rousseau, Sitkin, Burt, & Camerer, 1998).

Trust in the boss is favorably connected to job performance and organizational citizenship behavior (OCB) and adversely related to counter-productive consequences, such as the intention to leave the organization, according to meta-analyses of the trust literature (Colquitt, Scott, & LePine, 2007; Dirks & Ferrin, 2002). This claim is true.

2.2.2 Attitudes toward organizational change and perceptions of change outcomes

The relationship between employees' perceptions of organizational change outcomes and their attitudes toward organizational change is explored in this section. The section focuses on job security, intrinsic job happiness, and power shifts as elements that influence how employees perceive change results.

2.2.2.1 Job Security

Job security is a wide phrase that refers to risks to any desired work characteristics, such as advancement chances and pay. Job security can be a problem if employees believe that changes in their organization will result in their future jobs having less attractive attributes. Employees' expectations of work stability are referred to as job security (Davy, Kinicki, & Scheck, 1997). Position security, according to Vithessonthi (2005), refers to a person's perception of permanence in a job in exchange for their commitment to the organization. Job insecurity, on the other hand, is described as a lack of control over a precarious job position that prevents intended continuity (Hui and Lee, 2000).

This could also relate to an individual's level of concern regarding the future of his or her employment (Greenhalgh, 1982). Job insecurity is a subjective experience, according to Sverke et al. (2004), and people see it differently depending on their circumstances. The fear of losing one's job, especially during periods of organizational upheaval, can be a source of concern for employees. Employees in various positions and occupations inside a company may be concerned about losing their employment to differing degrees (Burke & Greenglass, 2001).

Throughout reality, change jeopardizes an employee's personal safety and belief in his or her ability to work (Bryant, 2006). Employees' behaviors and attitudes toward change, according to

Vithessonthi (2005), can be driven by a sense of uneasiness when employees begin to doubt their abilities to perform and stay with their company. Employees may go into defense mode as a result of their feelings of insecurity, which can lead to negative attitudes and reactions to organizational change. Employees direct their opposition toward the source they believe is responsible for the change, which is a natural reaction to their feelings of uncertainty. Several studies have found considerable consistency in the strength, if not the direction, of the job-related connections.

De Witte (1999) observed that job security has an impact on psychological well-being in another study. With such findings in the research, it's reasonable to assume that employees' views of job security may influence their reactions to organizational change as well. Because work security can sometimes be stressful, reports of concern and stress are sometimes used as proxies for job security perception. Because employees are unable to actively respond to the circumstances, it is believed that vague threats to job security would elicit particularly intense reactions (Jacobson, 1991).

Signals indicating looming labor reductions, such as asset downsizing, can put job security in jeopardy. The perceived job security of workers whose occupations had been drastically modified was higher than that of people whose work duties had not been changed yet, according to a study conducted in a shrinking Swedish retail firm (Isaksson, Hellgren, & Pettersson, 2000).

A study of the reactions of Canadian government managers over a two-year period (Armstrong-Stassen, 1998) found that as layoffs occurred but no new information received, perceived job insecurity grew. Worries and tension were found to be at an all-time high in firms facing layoffs (Grunberg, Moore, & Greenberg, 2001).

Job security has also been found to be influenced by social interactions and proximity factors. The level of job insecurity corresponded to the extent of contact with downsizing, according to data acquired from over 2,000 employees in a manufacturing organization. Job insecurity was lowest among employees who had no contact with workforce reductions, increased among those who had friends or coworkers laid off, and highest among those who had been warned they would be laid off or had been laid off and then rehired (Grunberg et al., 2001).

Rosenblatt and Ruvio (1996) investigated the impact of job security on Israeli teachers' attitudes toward employment. Job uncertainty had a negative impact on organizational commitment, perceived organizational support, and intention to quit, according to the researchers.

Employees at different organizational levels have based on multi - objective of uncertainty, according to Bordia et al. (2004). Employees' positions in the organizational hierarchy are linked to their experience of various sorts of uncertainty, according to them. Jones, Watson, Bordia, Hobman, Gallois, and Callan (2008) backed up this claim in their study, finding that executives frequently mentioned structural uncertainty (i.e., structures, policies, and practices), but supervisors and non-supervisors reported job-related uncertainty more frequently (such as job security, changes to job roles and promotion processes).

These findings matched Armstrong Stassen's (1997, 2005) finding that CEOs have stronger job security perceptions than middle managers, while non-supervisors have the lowest. When there are feelings of threats to job features, i.e., when some components of one's employment (features) are threatened, job insecurity appears. For example, an organizational shift may make it difficult for a person to advance in the company, keep his or her existing salary, or receive a raise. It may also have an impact on their standing in the firm, their ability to schedule work, the diversity of duties they undertake, and the importance of their jobs. Threats to job characteristics might also take the shape of difficulties gaining access to previously readily available resources..

Ultimately, job insecurity can manifest itself in employees' emotions of powerlessness, or their inability to change occurrences in their workplace that they disagree with. In conclusion, the literature on job security shows that employees feel more insecure during organizational change, particularly downsizing, and that these sentiments are heightened when the situation is confusing and individuals lack knowledge..

2.2.2.2 Intrinsic Job Satisfaction

Job Satisfaction is delineated as definite impressions about one's job established one's judgment of the traits of the task (Robbins & Judge, 2007). It can again be outlined as a positive spirits that results from the judgment of the happenings likely apiece task (Locke, 1976), or as a set of feelings and ideas that one has about welcome task (George & Jones, 1999). Further so Dorman and Zapf (2001) declare that task satisfaction is —a delightful spirits developing from the

estimation of one's task. Namely to reply that job delight indicates by means of what one feels about work task for example, either he is satisfied or unlucky accompanying work task. Job satisfaction may be top-secret as basic or foreign (Weiss, Dawis, England & Lofquist, 1967; Spector, 1997).

Extrinsic satisfaction refers to satisfaction accompanying facets that have little commotion accompanying the task tasks or content of whole itself. They are usually commercial and concrete rewards likely by managers in the way that pay rises, active environments, bonuses, benefits and coworkers. In contrast, intrinsic vindication is a cognitive reward that laborers accept delivery of something achievement significant work and performing it well. It refers to the task tasks themselves containing sort, ability exercise, and independence (Buitendach & De Witte, 2005; Hafiza, Shah, Jamsheed, & Zaman, 2011; Thomas, 2009).

Intrinsic rewards have become more influential and more accepted in the institution contemporary (Thomas, 2009). Usually when handling administrative change, researchers and change powers feeds to devote effort to something foreign delight only but administrative changes can also warn the basic delight that operators gain from their tasks. For many, the expectation of dispatching to a less entertaining, less independent and less questioning task would form negative evaluations of the change in comparison accompanying those the one want current situation, or even bettering of these determinants (Hackman & Oldham, 1980). In the organizational framework, the skill to assuage these basic needs has happened proved to influence employees 'concerning feelings and intuition answers in the business. Perceptions that the change is independently advantageous concern the extent at which point clerks feel that they will or will not benefit from the exercise of the engaged change (Holt and others., 2007).

Organizational change initiatives that are viewed as beneficial to the employees have a better rate of success than if employees feel that they will not benefit from the organizational change. The perception of the impact of Organizational change can be subjective as some employees may perceive themselves in a better position, whilst others perceive themselves in an unfavorable position due to the organizational change (Jansen & Michael, 2010).

Thomas (2009) identified four characteristics of a job which are indicators of intrinsic rewards to employees. (1) Sense of Meaningfulness in the job one does. A feeling that an employee is on a

path that is worth his time and energy, gives him a strong sense of purpose or direction. (2) Sense of choice; thus employees feel free to choose how to accomplish tasks. This creates a sense of ownership and responsibility for the work employees do. (3) Sense of competence; employee feel that their work performance meets or exceeds their personal standards creating a sense of satisfaction and pride. (4) Sense of progress; Employees are encouraged that their efforts are really accomplishing something. They see convincing signs that things are working out, giving their confidence in the choices they have made and confidence in the future. Several studies have tried to explain relationships between job satisfaction and a variety of decisions and behaviors.

The relationship between job satisfaction and job transition was investigated by Boswell, Boudreau, and Tichy (2005). They expected that poor work satisfaction would precede a voluntary job move, with an initial improvement in satisfaction (the honeymoon effect), followed by a drop in job satisfaction (the hangover effect). The study's participants were all high-ranking executives from diverse companies. Surveys were conducted before and after the employment transition, and the results backed up the premise. As a result of their dissatisfaction, many employees expressed a desire to change occupations. This indicates that if employees anticipate increased job satisfaction as a result of the organizational change, they will have a positive attitude toward it.

When the correlations are correctly corrected (for sample and measurement errors), the average correlation between job satisfaction and job performance is stronger, according to Judge, Thoresen, Bono, and Patton (2001). Furthermore, for complicated professions, the association between job satisfaction and performance was found to be much stronger than for less complex jobs.

Thus, contrary to previous studies, job happiness appears to be a predictor of performance, and the link is even stronger for professional jobs. Employees who believe that the change will lessen the complexity of their tasks and turn them into a routine may acquire negative attitudes since they will be inherently unhappy. According to Parlalis (2011).

Overall job satisfaction was measured using the Job Satisfaction Survey (JSS) scale, which was completed by 38 workers. Workers were content with some aspects of their jobs but dissatisfied with others, according to the data, with an average job satisfaction score across the participants.

Worker satisfaction can be aided by factors such as good relationships with coworkers, training opportunities, and job flexibility. The findings support the idea that if employees regard the outcome of an organizational change as a potential danger to their intrinsic job satisfaction, they are more likely to have unfavorable feelings about it.

Kline and Boyd (1994) conducted research to see if there was a link between organizational structure, context, and climate and work satisfaction at three levels of management. Employees at various levels of organizations are affected by various job circumstances, according to their research. They recommended that different factors of the work environment be looked into when addressing concerns of job satisfaction among different positions based on the findings of this study.

Suggestion implies that the factors that influence job satisfaction differ according on the degree or type of employment (Sempane, Rieger, &Roodt, 2002). It also implies that, because satisfaction indicators differ, employees' reactions and attitudes toward organizational change differ based on their "category of work" (manager or non- manager) According to Saari and Judge (2004), the work environment has an impact on job satisfaction. Contrary to popular opinion, the nature of the work itself, often known as intrinsic job characteristics, has the most significant situational influence on job happiness. They pointed out that when employees are asked to evaluate different aspects of their employment, such as supervision, compensation, and advancement chances, coworkers are more likely to give positive responses (Judge, & Church, 2000). This isn't to say that extrinsic rewards aren't useful; it just means that there's a lot that can be done to improve job satisfaction by making work as exciting and demanding as feasible. Unfortunately, some managers believe that compensation is the most important aspect of a job, to the exclusion of other factors such as exciting work.

In a research investigating the relevance of job qualities, for example, Kovach (1995) found that employees ranked exciting work as the most significant job attribute and excellent wages as the fifth, but managers assumed employees wanted good earnings first and interesting work fifth. Employees' attitudes toward organizational transformation may be influenced by a concentration on extrinsic rewards at the expense of intrinsic benefits. Employees' intrinsic job pleasure is a generally healthy and long-term source of motivation. With this type of motivation, there is less risk of burnout. On the job, employees with high reward levels have more pleasant feelings and fewer negative ones. They are happier at work, have less stress symptoms, and are more likely to get promoted.

2.2.2.3 Change in Power

Organizational change frequently necessitates changes in power distribution. A few employees can be given more powerful positions while others lose their control over people or resources (Oreg, 2006). Positions that were formerly suitable and had some status and standing may be stripped of their honor. Employees' evaluations of an organizational shift are frequently triggered by their expectations of such dangers (Goltz&Hietapelto, 2002). In the case of an organizational transition, accessible statistics can be used to influence expectations regarding relative post-change power (Rentsch& Schneider, 1991).

Strength is frequently connected with a hierarchical position in the organization when it comes to organizational transformation; as a result, the higher a person is on the organizational chain, the more power he has. As a result, any change in an employer is significant.

There are three amazing employee companies for every change. Employees in the first organization will gain or profit from increasing authority inside the organization as a result of transformation. The second group consists of individuals who, as a result of change, will have less power inside the company. The final category is made up of any employee who will not see a change in their influence or status inside the company (Vetherssonthi, 2006). Several studies on organizational power have found that a lack of electricity is linked to a negative attitude (resistance) toward organizational change (e.g., Agocs, 1997; dealer-Leigh, 2002).

Aversive psychological effects can occur from a perceived lack of power as a result of an organizational change. The actual effects that occur in a trading environment no longer always match expectations for a ramification of incentives. If the most employees expect from change is to maintain their present level of electricity, any departure in actual outcomes from expectations may have an impact on their attitudes to change. Employees can also limit negative deviations

(electricity losses) by resisting change. Employees who understand they will gain electricity, on the other hand, are more likely to support the move (Vetherssonthi, 2006).

The supply of power can be ascribed to a character's relative popularity in his or her social agencies. According to studies, someone's standing is entirely determined by the prestige, honor, and deference bestowed upon her or him by other contributors to the organization (Lovaglia& Houser, 1996). The introduction of reputation ranking and the attempt to achieve excessive popularity rating are two standards that can be used to discuss status: (1) the introduction of reputation ranking and (2) the attempt to achieve excessive popularity ranking (Waldron, 1998). Any scenario that causes employees to lose their reputation causes them to respond badly, whether consciously or unconsciously. According to organizational change management research, employees' popularity in an organization causes resistance to change, especially when a change threatens the status quo (Spreitzer& Quinn, 1996).

Better-ranking executives, according to Spreitzer and Quinn (1996), are also subjected to change initiatives. People in positions of authority frequently want to maintain the status quo in the absence of commerce. When a suggested change is seen to have a negative influence on one's power, a protective mechanism is activated, leading to resistance to change. Supervisors and non-supervisory employees (managers and non-managers) have distinct attitudes toward organizational change, which originate from their disparate studies of the exchange system, which reflect power, autonomy, and affect inequalities. Employees at higher levels may have the power to influence decisions because they are directly involved in the decision-making process, whereas lower-level employees are less concerned. Furthermore, there are organizational considerations (Goltz&Hietapelto, 2002; Stewart &Manz, 1997). .

Because job-related issues have been shown to affect employees' sense of control and well-being (Bordia et al., 2004), and because perceived threats to control are strongly linked to cognitive resistance to change (Oreg, 2006), it's far expected that employees who perceive a loss of power as a result of an organizational change will have a strong negative attitude toward the organizational change. According to Rapoport and area (2011), in an organizational transformation situation when the hierarchy structure is broken down and positions are amalgamated, it becomes impossible to tell whether employees are being promoted or degraded following the change.

By those writers, unless the new duty is clearly inferior, it is unlikely that the employee will be considered a demotion if there is no reduction in overall salary. They go on to say that promotions are simpler to deal with since they signal an increase in authority for the employee. It also implies a raise in pay. A demotion as a result of change, on the other hand, is associated with a loss of authority, prestige, and status, and individuals who perceive such consequences are more likely to have negative attitudes toward organizational change.

2.2.3 Types of Organizational Change and attitudes towards organizational change

As a manager, you must continuously make decisions about how to best respond to change pressures. Managers can implement a variety of changes to help their organizations attain their intended future reputation. Organizational change can be either evolutionary or progressive, according to George and Jones (2007). Evolutionary change is slow, sporadic, and focused. Its main goal is to keep growing in order to adapt to changes in the environment (Weick& Quinn, 1999). On the other hand, revolutionary change is swift, spectacular, and vast in scope. It typically occurs when the current operation method can no longer meet the demands of the external environment, and a significant change must be performed in a short period of time in order to keep the business afloat.

Organizational change, according to Steyn (2010), puts pressure on how things are done, resulting in feelings of anxiety and uncertainty. As a result, many employees are concerned about their future employment prospects as a result of the imminent change at the agency. Such uncertainty and fear lead to higher levels of stress, worse levels of trust between management and staff, and low levels of organizational commitment, all of which lead to an increase in employee resignations (Schweiger&Denisi, 1991).

Organizational changes occur in each region of an organization, according to Cohen (1999). In today's competitive markets, organizational changes such as the introduction of new technology, reorganizing teams of workers, designing processes, and downsizing are common. The literature is clear in stating that the manner in which the trade is controlled has an immediate impact on the behavior of the employer's team of workers (Cohen, 1999).

In their study, Bareil and Savoie (2007) investigated the level of suffering experienced by 321 employees as a result of structural restructuring, workplace relocation, and technological change. The overall impacts discovered that each exchange causes an incredible amount of pain.

Modifications to the structure are made via means of mergers, downsizing and redesigning (restructuring) as types of organizational change.

According to Cascio (1993), downsizing is a functional reduction in the size of an organization's workforce. Downsizing is defined by Freeman and Cameron (1993) as a series of activities carried out by an organization's management to increase operational performance, productivity, and/or competitiveness. Many companies have used downsizing as a tactic to deal with fundamental, structural changes in the worldwide financial system over the last decade (Mishra & Spreitzer, 1998). Generally, the goal of organizational reform has been to lower costs—most typically through personnel reductions—and, every now and again, to restructure the company's shape as a strategy to increase earnings (Cameron, 1994).

However, studies have shown that, despite their good intentions, these programs cause more harm than good to the firm and its employees (Cascio, 1993). This injury is not only detrimental to organizational production and profitability, but also to the way in which the company learns (Griggs & Hyland, 2003). A merger occurs when two companies of roughly comparable size decide to merge into one new company rather than being owned and operated separately. An acquisition, on the other hand, is a strategy by which businesses search out weight, effectiveness, and improved market connectivity discounts. The most effective distinction between mergers and acquisitions is that the change is purchased by one organization. Mergers and acquisitions (M&A) are a critical strategy for businesses looking to grow their market share or growth (Fairfield, Ogilvie, Del Vecchio & 2002).

Mergers and acquisitions can give acquiring companies access to new technologies, products, distribution networks, and market positions (Schweizer, 2005). The primary motivation for businesses to engage in mergers and acquisitions is to gain synergy by integrating two businesses to increase their competitive advantage (Lee, Wu & Lee, 2009). Other goals include boosting shareholder wealth (Meeks, 1997), maintaining or gaining market share (Nguyen & Kleiner, 2003), and expanding a company's knowledge base (Nguyen & Kleiner, 2003). (Vermeulen & Barkema, 2001). The ways through which businesses alter their operations are referred to as redesigning (restructuring).

Overall organisational remodel (restructuring) usually affects the span of control or changes by-product barriers, as well as changing the levels of management inside the organization. This plan also necessitates a shift in production techniques as well as pay. The principle of organizational restructuring is pressure, and the goal is to have the smallest possible impact on the overall performance of the organization (Bowman, Singh, Useem, & Bhadury, 1999). Vithessonthi (2005) sought to answer the question of what attitudes influence employees' resistance to change and employee help for change in the context of a perception-based totally View of workers in which employees' reactions to change were studied. Employees from two companies participated in a cross-sectional survey..

A group of 100 teachers from a downsizing college and 500 employees from a company in the process of privatization were hired. The study discovered significant connections between perceptions and reluctance to change. The findings provide some empirical support for the employee's perception-based perspective. A few perceptions and/or attitudes were found to be substantially predictive of employees' reactions to change using multinomial ordered probit modeling. It was also discussed the parallels and contrasts in mindsets between the two converting conditions..

Durmaz (2007) investigated officers' attitudes toward organizational change in the Turkish police force as a whole. The goal of his research was to understand officer attitudes about organizational change (restructuring) inside the Turkish National Police (TNP), as well as the significant elements influencing those officer views. A total of two survey techniques were used. A number of 560 people participated after 470 people completed a paper-based questionnaire and 90 people completed a web-based questionnaire. The results showed that the officials' attitudes version of 11 IVs predicts employee officers' attitudes about organizational change significantly. Even though demographic variables and commitment were not widely represented, receptivity, readiness, trust, communication, and training all played a key role in the model. savor and rank

Visagie (2010) conducted research on the relationship between employee attitudes toward planned organizational change and organizational commitment in a specific case within the South African telecommunications industry that was undergoing restructuring to see if there was a link between affective, continuous, and normative commitment and perceptions of attitudes

toward planned organizational change. A cross-sectional survey of 380 participants from a single organizational unit, spanning from operational personnel to senior managers, was employed. The survey was conducted entirely online using web-based technologies. The findings revealed strong links between affective commitment and employee attitudes and perceptions of change (for that reason better affective commitment is related to extra tremendous perceptions of change).

There was also a strong link between employee attitudes and views of trade and normative commitment. There were no significant associations between long-term commitment and employee attitudes and perceptions as the organization changed. It's often assumed that higher levels of trust are linked to higher levels of activity performance after a layoff, because it allows for positive responses such as loyalty, obedience, and initiative (Mishra & Spreitzer, 1998).

In a multi-organizational pattern, such as downsizing organizations, loyalty to one's company was found to be negatively associated with perceived agreement violations (Turnley & Feldman, 1999). A research on employee attitudes in a downsizing organization found that as downsizing progressed, there was a decline in pronounced workgroup belief, as seen by subsequent increases in accept as true with after.

In their study of Survivors' Responses to Downsizing, Spreitzer and Mishra (1997) suggested that survivor acceptance of control is positively connected to more hopeful and accommodating answers and negatively related to more cynical and apprehensive responses. At some time during downsizing, Lal, Srinivas, and Varma (2003) examined worker perceptions and feelings regarding their organization. The survivors' organizational commitment, trust, and turnover intentions were examined in relation to equity (procedural, interactional, and distributive), perceived organizational support, and empowerment. The research was carried out in one of India's oldest and largest private region groupings. Information were gathered in stages, with 15 senior executives of the company being interviewed (audio taped) and a survey being conducted.

It was hypothesized that the survivors' perceptions of procedural equity would be linked to their perceived legitimacy of the downsizing exercise, and that perceived personal benefit from the downsizing exercise would be linked to their perceptions of procedural fairness and distributive fairness toward the survivors. Consequences showed a strong support for researcher's hypothesis, confirming the claim that firms should be concerned about the impact of downsizing on

remaining employees. This is critical when dealing with employee attitudes during organizational downsizing. Hallgrímsson (2008) investigated organizational transformation and transition readiness: employees' opinions during proposed merger times. The study's goal was to look into the effects of organizational change (mergers) on employees' opinions. Job pride, uncertainty, dedication, and change readiness were all measured by Hallgrímsson. The author used both qualitative and quantitative data collection strategies, starting with questionnaires distributed to three Icelandic government employers who were all involved in mergers. The contrary statistics were gathered by conducting interviews with executive managers from all types of businesses.

According to the findings, when measured ranges of task pride increase, change readiness will increase. The findings also show that when uncertainty reduces, change readiness would increase; however, the data cannot be used to determine the link between change readiness and dedication. Two of the three agencies polled reported incredibly high levels of change preparedness. Employees' alternate readiness is also taken into account in executive Managers' views, according to the report. As a result, the finding suggests that positive attitudes toward organizational change are bred by feelings of task pride, control, and reduced uncertainty as a result of effective communication (mergers).

It became also recognized that most studies including, Vithessonthi (2005), Bareil and Savoie (2007), Durmaz (2007), Oreg (2005), Gopineth & Becker (2000), Elving (2005), Wanberg and Banas (2000), and Hallgrímsson (2008) followed the move sectional research approach, which is ideal for subject research due to its capability to accumulate information shape a wide variety of respondents over a short length. This approaches but caused researchers missing some essential aspects of the alternate that would have elicited sure employee reactions. Lacking such information inside the studies can flaw the kind of inferences that can be drawn from the cross sectional research. Some longitudinal researchs have been reviewed. They encompass a downsizing examine via Luthans and Sommer (1999) and a planned organizational change by means of Weber and Weber (2001). Longitudinal studies offer a higher possibility to make greater knowledgeable inferences and interpretations on worker behavior throughout organizational change. Effects of such research are but problem to troubles such as employees leaving the process before the next facts collection time or situations wherein employees become

bored in studies and therefore are unwilling to take part any more. A few research additionally blended both qualitative and quantitative methods in the records collection procedure.

Durmaz (2007), Hallgrímsson (2008) and Lal, Srinivas and Varma (2003) all used this university of Ghana <http://ugspace.ug.edu.gh> forty seven technique in their information series. A mixture of the 2 techniques can improve the first-class of the records amassed and create room for better interpretation of the behaviors and attitudes recognized in the organization. But differences in respondent attitudes will be attributed to the technique of data collection and peculiarity of the focal point corporations.

For higher evaluation a mixture of each, thus quantitative then observed by means of qualitative or vice versa for the same set of respondents could improve the statistics and make sure that inferences drawn from the research are correct and informative. Correlation studies were also dominant within the research reviewed. Studies by using Boswell, Boudreau and Tichy (2005) choose, Thoresen, Bono, and Patton (2001), Westman et al. (2001), King (2000), De Witte (1999), Vithessonthi (2005), Gopinath and Becker (2000), Oreg (2005) and many others, tested relationships between job associated factors and attitudes toward change. The foremost drawback with correlation research is that the studies inform relationships and their electricity but are unable to explain the reason of the relationships or different supporting factors. A few researchers used more than one organizations /sort of exchange to observe attitude. Researcher like Bareil and Savoie (2007), Vithessonthi (2005) and Hallgrímsson (2008) used a couple of varieties of organizational change conditions in their research. In all three research employees exhibited variations in attitudes based totally on the form of trade they have been involved in. The use of a couple of organizations permits higher comparisons and improves information of the way personnel deal with trade in unique scenario. However, inferences drawn can be mistaken as differences in attitudes might be a result of the differences in change setting and now not vital the type of change.

The have a look at by way of Visagie (2010) on deliberate organizational change is one of the few studies performed in Africa. This web based take a look at changed into set in South Africa. The effects confirmed effective correlations among employee affective and normative commitment and their attitudes and perceptions of trade however no large correlations between continuance commitment and employee attitudes and perception toward organizational change.

The trouble with internet based research is the truth that it is achieved in an out of control environment and therefore now and again verifying if respondents qualify to participate inside the have a look at can be tough. This could move a protracted way to have an effect on the consequences and the inferences drawn from such studies.

Knowledge Gap

From the article, it is apparent that most of whole exhausted this area fixated on significance of administrative change (e.g. turnover, commitment and job vindication) accompanying little interest on which presages stances towards administrative change. The other researches on stances towards change appeared expected busy accompanying the negative impact of change and therefore interested in attendant opposition to change (for instance Bovey &Hede, 2001; Oreg, 2006). Researches that tried to study determinants that bring about employee stances either intentional only friendships betwixt the determinant of interest and the stance or the friendship between the determinant and the wonted concerned with manner of behaving effects (for instance De Witte, 1999; Gopinath& Becker, 2000; Greenberg &Cropanzano, 2001; Vithessonthi, 2005; Vakola& Nikolaou, 2005). Most of these researches were set except for Africa and the few exhausted Africa fixated on banks and telecommunication activities.

Moreover many of these researches fixated on alone institutions and the idiosyncratic type of the changes those institutions were experience so making inference of results to different change situations troublesome. Although the part of administrative traits in the change process has happened widely analyzed and considered in the drama, determinants that influence operators stances, that are evenly crucial for the gain of change, have happened partially ignored. The current study will then tackle a various dimension by concentrating on concerning feelings and intuition clues of agents ‘stances towards administrative change. The relationship 'tween the concerning feelings and intuition determinants will be checked. Also their influence on stances towards change either as individual variables or communicating variables would be called. More so the study will visualize worker stances from various types of administrative change determinates in Ethiopia.

2.3 Conceptual Frame Work



Figure1: conceptual frame work model derived from (Fedor&Herold, 2014) and change (Weber and Weber, 2011) and Oreg (2016)

CHAPTER THREE

3. Research Methodology

3.1 Introduction

The development of an effective research design that demonstrates the logical link between the data collected and the analysis and conclusions to be drawn is an important aspect of the research activity. The most appropriate methods of study, the nature of the research tools, the sample plan, and the sorts of data were all fulfilled (De Wet, 1997). The research design, sampling type, and research method employed in the study are all discussed in this section..

3.2 Research Design

The researcher was used explanatory research design. So, explanatory research design is believed to be appropriate for this study as it consists of mainly how and why questions of the study, behavioral real events which are possible to control and contemporary and simple social phenomenon whose boundary is not clear (sing, 2006). For undertaking this research, according to Gabrielian, et. al. (2008) it stated that on Explanatory research design as an overall approach for its ability to incorporate different methods and techniques in the collection and analysis of data that focuses on the various issues of the study for explanation in a scientific way and phenomena.

3.3 Research Approach

The research employs both quantitative and qualitative methods. Because of the nature of the study problem, non-representativeness of the sample, or the type of questionnaires that predict clue, a quantitative technique may induce bias in the dependability of conclusions. As a result, quantitative research using simple random sampling was utilized to obtain accurate data, and because the study was objective and measurable, it was reported in terms of quantified analysis. Despite its many advantages, qualitative research design has some drawbacks: the lack of standardized rules reduces the objectivity of the findings, the researcher's personal viewpoint and position may cause bias in data interpretation, and the findings cannot be statistically generalized to a larger population under investigation (Creswell, 2003).

3.4. Population of the study

The research employs both quantitative and qualitative methods. Because of the nature of the study problem, non-representativeness of the sample, or the type of questionnaires that predict

clue, a quantitative technique may induce bias in the dependability of conclusions. As a result, quantitative research using simple random sampling was utilized to obtain accurate data, and because the study was objective and measurable, it was reported in terms of quantified analysis. Despite its many advantages, qualitative research design has some drawbacks: the lack of standardized rules reduces the objectivity of the findings, the researcher's personal viewpoint and position may cause bias in data interpretation, and the findings cannot be statistically generalized to a larger population under investigation (Creswell, 2003)..

3.5. Sampling Techniques and Sampling Procedures

3.5.1. Sample Techniques

A sample design refers to a specific plan for collecting the sampling frame, as well as the technique or approach that the researcher will use to pick selected sampling units from which inferences about the population will be drawn. The practice of selecting a smaller and more manageable number of research units from a defined population study is known as sampling. Due to the homogeneity of the land management pool in the same region, primary data was collected from respondents (Yeka manager office and Land Banking and Transfer Office) using a purposive sampling technique to accomplish the study's objectives.

3.5.2. Sample Size

The sample size was calculated using a simple method based on the number of persons (working in the operational field in Yeka management office and Land Banking and Transfer Office). Employees are thought to be homogeneous in nature and to be impacted by the system's operation. The study's target audience, according to the researcher, was employees of Yeka's manager office and Land Banking and Transfer Office in the primary service operation departments (it is the core activity), and the sample was estimated from 143 employees in the operating region.

Yamane (1967) presents a simplified formula for calculating sample size. According to this calculation, the level of confidence is 95%, the level of accuracy is 5%, and the level of uncertainty is 5%.

$$n = \frac{N}{1+N(e)^2} \quad \text{Formula (Yamane, 1967)}$$

n - sample size

N - population size

e - acceptable sampling error

** 95% confidence level and $p = 0.5$ are assumed*

Using this formula $n = \frac{110}{1+110(0.05)^2} = 78$

Therefore, based on the above analysis the sample size was determined by 78 respondents.

3.6. Data and Data Source

The researcher was used both primary and secondary data to conduct the research with concerned employees. The primary data was obtained from Questionnaires. Secondary data was obtained from various office documents, audit Report and other references that are related to financial inclusion.

3.6.1 Methods of Data Collection

The primary source of data was collected through questionnaire from Yeka manager office and Land Banking and Transfer Office. The survey instrument was used which includes closed ended. Secondary data was gathered from reports from the internal audit department, published and unpublished theoretical literatures and empirical studies and other relevant documents pertaining to research under consideration in order to understand the analysis of the data from each source.

3.7. Validity and reliability Test

Reliability and validity tests are important in standardizing instruments' scale and demonstrating whether the scale correctly measures what it is supposed to measure. Thus, series of tests were made three times to check the validity and reliability of the quantitative data (Creswell, 2009). A reliability analyses was conducted to each variable of the instrument. The reliability of the measures was examined through the calculation of Cronbach's alpha coefficients.

For scale acceptability, Hair et al. (1998) suggested that Cronbach's alpha coefficient of construct is 0.6. If each domain obtains the value 0.6, it means that, the items in each domain are

understood by most of the respondents. On the other hand, if the findings are far from the expected value of 0.6,

The Cronbach's alpha values for all the variables considered are greater than 0.6 and this indicates the items in each of the domains are well understood by the respondents. The items have measured what they were designed to measure.

3.8. Methods of Data analysis

According to Cooper & Schindler (2008), data analysis is a manner of examining, cleaning, transforming, and modeling information with the purpose of discovering beneficial statistics, suggesting conclusion, and assisting decision making. After the gathering of data, it changed into computed and provided the analysis, interpretation and presentation with the intention to cope with the problem.

The quantitative statistics turned into presented the use of descriptive records together with imply, frequency and trendy deviation also was used to analyze the information the various different groups. because, Descriptive statistics had been used to describe the basic features of the facts that offer simple summaries about the sample and the measures and stop together with easy graphics analysis, they form the premise of virtually every quantitative analysis of data (Struwig& Stead, 2001).

In other hand, with inferential statistics, researcher can try to attain conclusions that extend past the immediate data alone in conducting the casual relationship between variable (Gall & Borg (2007). therefore, researcher become used inferential facts to explain the data obtained indicted the casualty relationship of variables to indicate how (monetary inclusion approach signs) varies as independent variable closer to the dependent variable of (financial inclusion Realizations).

With this regard, inferential statistics which is general liner model is an analysis was used to expose up the case, effect analysis. GLM model as regression evaluation used to predict the value of a variable based totally at the cost of or more different variables the use of to expect the value of the dependent variable relay on independent variables (or every now and then, the predictor, explanatory or repressor variables). now and again it also called multivariate linear regression for GLM model. **The prediction equation is: $Y' = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_kX_k$**

There is still one intercept constant, a , but, each independent variable (e.g., X_1 , X_2 , X_3) has their own regression coefficient. Thus, both the strength of the relationship between variables and the outcome of independent on dependent variable predicted on statistical significance after result portrayed.

3.8.1. Model specification

β_0 = the intercept (value of EY when $X = 0$);

β_{1-n} = the regression coefficient or change included in Y by each χ ;

ϵ_i = error term

3.9. Ethical Consideration

The study is required the participation of human respondents not for welfare of proficient language, it is for the matter of ethical consideration that needs to have permissions from specifically human resource professionals or form institutions. By explaining these important details, the respondents were able to understand the importance of their role in the completion of the study. With this, the participants were not forced to participate in the research.

The confidentiality of the participants was also ensured by not disclosing their names or personal information in the research question. Only relevant details that helped in answering the research questions were included. Generally, this study were avoided full of harm on the Yeka sub city land management pool and kept the confidentiality of the participants in the study.

CHAPTER FOUR

4. Data Presentation, Analysis and Interpretation

4.1. Introduction

This chapter deals with the analysis and presentation of the quantitative data collected through questionnaire. The questionnaires composed of close-ended questions, which are summarized and presented quantitatively in tables using SPSS 26 software. The researcher used supplementary formations from some secondary data from published and unpublished documents from Yeka sub city Land Management Pool manager office and Land Banking and Transfer Office Addis Ababa, Ethiopia.

Out of 78 questionnaires distributed, all 78 were collected which makes the response rate is 100% of the questionnaires the returned. Questionnaires were usable because, respondents were filled properly. The researcher, as much as possible, made the questionnaire easy to read and answer without difficulties.

4.2. Demographic Characteristics of Respondents

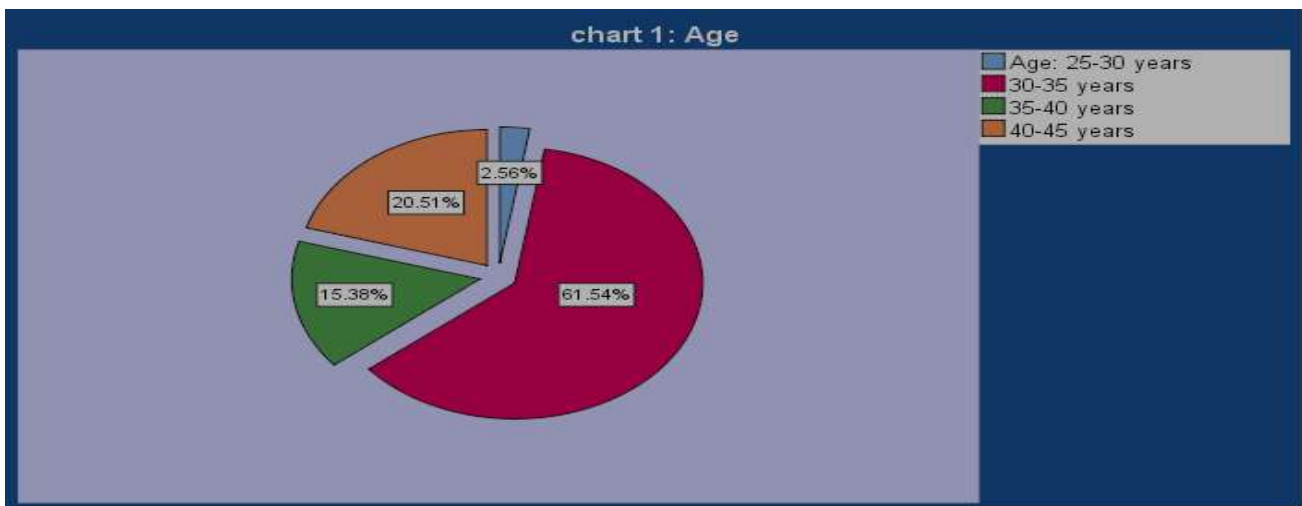
The study analysed the demographic characteristics of respondents involved in the study. In this section the respondent's profile is presented. It includes gender, age, marital status, level of educational, length of service; training received, obtains another post, and outcome to perform in the current position. Analysing these variables was meant to provide any evidence of association between these variables and the various responses.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	47	60.3	60.3	60.3
	Female	31	39.7	39.7	100.0
	Total	78	100.0	100.0	

Source: Own Survey, 2022

The above Table 1, regarding to respondent's gender, majority 47 respondents are male consisting 60.3% of the workforce while 31 respondents are female consisting 39.7%. From the above table 1 it can be observed that the difference in gender composition in the Yeka manager

office and Land Banking and Transfer Office Addis Ababa, Ethiopia. is marginally high which the respondents rating promotes gender balance in its employment practices.



Source: Own Survey, 2022

Out this we can see the age of respondents that, (61.54%) were within the age group of 30-35 years. (20.51 %) of the respondents were between the age group of 40-45 years and other (15.38%) of the respondents were between the age group of 35-40 years. The rest (2.56%) were between the ages of 25-30 years. Therefore, this implies that more than half of the respondents of Yeka manager office and Land Banking and Transfer Office employees are between the age group of 30-35 years.

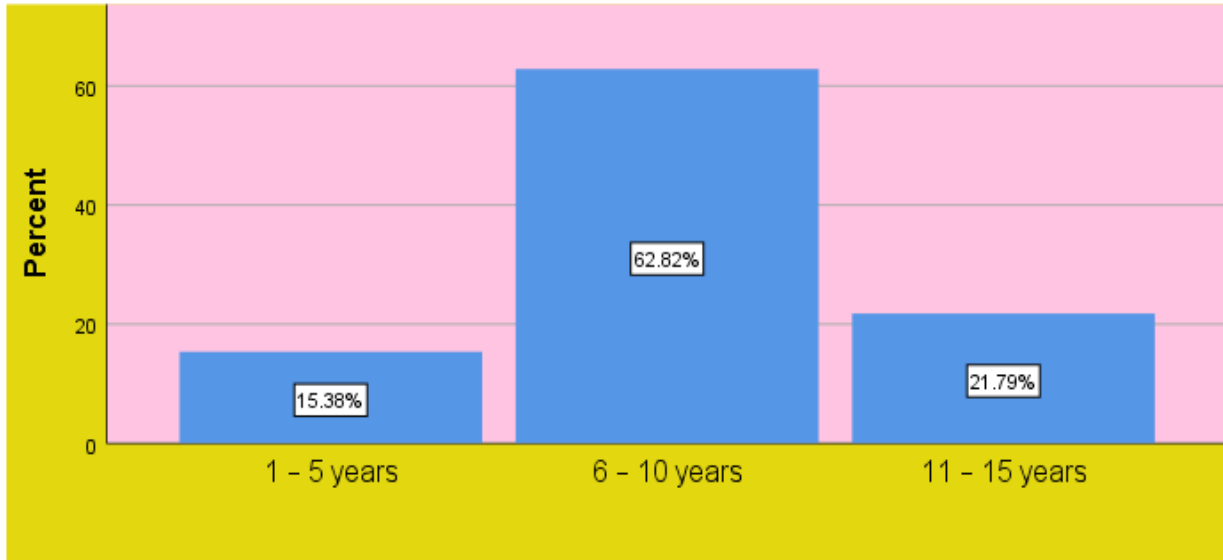
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	5	6.4	6.4	6.4
	Bachelor degree	62	79.5	79.5	85.9
	Master degree	11	14.1	14.1	100.0
	Total	78	100.0	100.0	

Source: Own Survey, 2022

With regard to the level of education, 6.4% of them have diploma and 79.5% of them have Degree. And the rest of this 14.1% of the respondents have Master's degree. Study also shows that majority of the

respondents who are participated in this study found educated to a level of Bachelor's Degree or have first degree.

Chart 2: work experience



Source: Own Survey, 2021

Following above chart 3, portrays that the distribution of length of service that respondents have been working in *Yekasub* city Land Management Pool employees. Out of the total respondents, (62.82%) are between 6-10 years, (21.79%) are between 11-15 years and the rest of (15.38%) are served between 1-5 years. Therefore, majority of the respondents have been working in Yeka manager office and Land Banking and Transfer Office employees, between six to ten years.

4.3. Descriptive statistics Analyzing Employees aptitude towards organizational change

4.3.1. Employee Readiness and openness to Accept change

Table 3: descriptive statistics analyzing Employee Readiness and openness to accept change			
Item Statistics	Mean	Std. Deviation	N
1. Because of my willingness and openness to embrace change, I am able to work alone on the job.	4.2179	.71437	78
2. This move would allow me to become more involved in	4.3077	.76120	78
3. I would be able to do things that are not against my conscience as a result of this change.	4.0513	.91022	78
4. The change will ensure that my job continues to	4.2179	.90665	78
5. This change will provide me with the opportunity to	3.9359	.94443	78
6. The change will provide me with the opportunity to do something that will allow me to put my skills to good use.	3.9872	.93272	78
Grand Mean = 4.1197		.94320	78

Range Description- Mean Difference: by Wimmer & Dominick (2018).

1.00-2.50 = Near to the ground 2.51-3.50 = Inconclusive

3.51-5.00 = in compromised level

Source: Own Survey, 2022

From Table 3: descriptive statistics analyzing Employee Readiness and openness to accept change in Yeka manager office and Land Banking and Transfer Office in the main service operation departments found in compromised level indicated in mean difference of 4.1197 and depicted in standard deviations of 0.94320 shows employees are aware of what adjustments to attitudes need to be made or what resources need to be acquired for prosperous change to occur. The study shows that there is rarely do employees resist change without first considering the potentially negative consequences for themselves, so it is unlikely that employees frivolously adopt resistant attitudes.

Prior to possible resistance workers will consider how their personal work situation will be affected. Other researchers have similarly argued that individuals are not naturally resistant to change, but rather they resist the imposition of change, or the way change is imposed on them. Therefore, it is evident by Hendrickson and Gray (2012) that individuals make assumptions

about change processes, evaluate them, assign meaning to them, and develop feelings about them, rather than automatically resisting proposed changes.

4.3.2. Organizational culture change

Table 4: Descriptive statistics analyzing Organizational culture change			
Item Statistics	Mean	Std. Deviation	N
Through meetings, presentations, individual discussions, and other means, our company informs employees about the nature of change and the reasons for it.	4.1410	.73369	78
Participation and employee involvement in the planning and execution stages of the change effort are encouraged at our institution.	4.1410	.78499	78
Managers constantly make sure that staff have the resources they need to make changes.	4.2436	.84031	78
Listening to the issues and difficulties of employees is also crucial.	4.2692	.83235	78
There is always offering employees incentives, to ensure their support and cooperation in change effort.	4.3077	.82663	78
Grand Mean = 4.2205		.87607	78

Range Description- Mean Difference: by Wimmer & Dominick (2018).

1.00-2.50 = Near to the ground 2.51-3.50 = Inconclusive

3.51-5.00 = in compromised level

Source: Own Survey, 2022

From table 4 above descriptive statistics analyzing organizational culture change is found in compromised level indicated in mean difference 4.2205 and depicted in standard deviations of 0.87607 shows argued that shared and compromised values enable management to predict employee's reactions to certain strategic options and by reducing these values, the consequences maybe undesirable. In finding was that cultural and behavioral aspects of Yeka sub city Land Management Pool office is intimately linked to both short term performance and long-term survival.

According to Yeka manager office and Land Banking and Transfer Office culture is an issue of Escalating importance when structural changes like downsizing, merging & restructuring occurs which leads to increase in complexity and unpredictability of the fast changing external environment. It continues that understanding, assessing and managing organizational culture can help the organizations to achieve both stability and adaptability Yeka sub city Land Management Pool office related culture found moderately shared way of being, thinking and acting of a

collective of people in coordination with reciprocal expectations & that provide some predictability with certain specific in each organization.

4.3.3. Communication of Organizational Change

Table 5: Descriptive statistics analyzing the Communication of Organizational Change			
Item Statistics	Mean	Std. Deviation	N
Our organizations is informing employees about the nature of change and the reasons for making change through meetings, presentations, individual discussions, etc	4.1410	.73369	78
Our institution's is Entreating participation and employee's involvement in designing as well as implementation stages of the change effort.	4.1410	.78499	78
Managers always provide employees with the needed resources to make change.	4.2436	.84031	78
In addition, listening to employee's problems and difficulties is also important.	4.2692	.83235	78
As a result of change always offering employees incentives, to ensure their support and cooperation in change effort.	4.3077	.82663	78
Our institutions has successful implement the organization change is through the establishment of Good communication process	4.2179	.76697	78
Information strategies within the in our organization; as communication is well recognized as influential to organizational growth and survival	4.2308	.75461	78
Our institutions officer receives necessary information about organizational changes in the agency	4.2179	.74985	78
Organizations is using technology to address service to customer	4.0128	.94654	78
There are higher utilizations of digital technology that easing service and organizations employees	4.1538	.96802	78
Grand Mean = 4.1936		.976541	78

Range Description- Mean Difference: by Wimmer & Dominick (2018).

1.00-2.50 = Near to the ground 2.51-3.50 = Inconclusive

3.51-5.00 = in compromised level

Source: Own Survey, 2022

It shows that employees attitude towards the Communication of Organizational Change in above table 5 is found compromised level indicated in average mean difference of 4.1936 and depicted in standard deviations of 0.976541 shows partial success and development in on-going change initiatives can garner more employee support for change and create positive perceptions towards the office change.

Communication of Organizational Change in study rebuilt is found be positive in overcome pessimism, and to diminish negative employee attitudes about change, is to publicize all successful changes. In the same way past failures should be explained and mistakes admitted in order for management credibility to be restored and maintained. Proctor and Doukakis (2003) found that, poor communication is a key driver for the development of negative feelings amongst employees when organizations embark on organizational change initiatives.

4.3.4. Job security of Organizational Change

Item Statistics	Mean	Std. Deviation	N
Through meetings, presentations, individual discussions, and other means, our company informs employees about the nature of change and the reasons for it.	4.1410	.73369	78
Participation and employee involvement in the planning and execution stages of the change effort are encouraged at our institution.	4.1410	.78499	78
Managers always provide employees with the needed resources to make change.	4.2436	.84031	78
In addition, listening to employee's problems and difficulties is also important.	4.2692	.83235	78
There is always offering employees incentives, to ensure their support and cooperation in change effort.	4.3077	.82663	78
Our institutions has successful implement the organization change is through the establishment of Good communication process	4.2179	.76697	78
Information strategies within the in our organization; as communication is well recognized as influential to organizational growth and survival	4.2308	.75461	78
Our institutions officer receives necessary information about organizational changes in the agency	4.2179	.74985	78
Organizations is using technology to address service to customer	4.0128	.94654	78
There are higher utilizations of digital technology that easing service and organizations employees	4.1538	.96802	78
I felt that the organizational change would enhance my future carrier opportunities in this organization.	3.7821	.87753	78
I felt that due to the change my organization would provide me with stimulating job content in the near future	3.8205	.97692	78
My Pay development in the organization after the change looked promising.	3.7692	.93868	78

I am committed to work and satisfied with all organization change outcomes	3.6026	.94443	78
Grand Mean = 4.0650		.912092	78

Range Description- Mean Difference: by Wimmer & Dominick (2018).

1.00-2.50 = Near to the ground 2.51-3.50 = Inconclusive

3.51-5.00 = in compromised level

Source: Own Survey, 2022

From study result indicated in above Table 6, Descriptive statistics analyzing the Job security of Organizational Change is found more likely in compromised level predicted in mean difference of 4.0650 and depicted to in standard deviations 0.91209231 firm, showed that perceived job security was greater among workers whose jobs had been changed significantly than among workers who had not had work tasks changed yet.

Job insecurity was lowest among those employees who had no contact with workforce reductions, with higher insecurity among those who had friends or co-workers laid off, and the highest insecurity among those who had been warned that they would be laid off or who had been laid off and then rehired. In summary, the study shows job security generally demonstrates that employees experience increased insecurity during organizational change especially in downsizing, and that these reactions are most pronounced when the situation is ambiguous and employees lack information.

4.3.5. Change process & change outcomes

Item Statistics	Mean	Std. Deviation	N
Through meetings, presentations, individual discussions, and other means, our company informs employees about the nature of change and the reasons for it.	4.1429	.73832	77
Participation and employee involvement in the planning and execution stages of the change effort are encouraged at our institution.	4.1299	.78389	77
Managers constantly make sure that staff have the resources they need to make changes.	4.2468	.84536	77
Listening to the issues and difficulties of employees is also crucial.	4.2597	.83355	77
Employees are constantly offered incentives in order to ensure their	4.3117	.83129	77

support and participation in the change endeavor.			
Through the construction of a good communication strategy, our institutions have been able to successfully undertake organizational transformation.	4.2208	.77159	77
While communication is increasingly understood as being important to organizational growth and survival, we have developed information methods within our business.	4.2338	.75909	77
Our institution's officer obtains important information concerning the agency's organizational adjustments.	4.2208	.75434	77
Organizations are utilizing technology to provide customer service.	4.0260	.94554	77
Digital technology is being used more frequently, which benefits both customers and staff.	4.1558	.97421	77
I believed that the organizational shift would improve my future career prospects at this company.	3.7792	.88293	77
I expected my organization to supply me with stimulating job content in the near future as a result of the transformation.	3.8052	.97386	77
After the transition, my pay advancement in the company appeared to be promising.	3.7662	.94446	77
I am dedicated to my work and pleased with the outcomes of any organizational changes.	3.5974	.94951	77
The organization's Unfreezing initiative stems from a dissatisfaction with the old organization's culture and a desire for change.	3.7662	.87202	77
My organization, Unfreezing, discovered a significant change outcome because change must be destabilized under difficult conditions in order to occur.	3.7792	.85260	77
	3.7922	.90812	77
However, the current reform's instability aids in reducing opposition to change, and it would be sufficient to overcome internal resistance to change.	4.2208	.77159	77
Our organizations have been accepted, and the lessons learnt in the previous steps will now be put into practice on the job on the sub-city level.	3.8571	.85400	77
New staff responsibilities, funding increases or cuts, the acquisition of new technology, new missions, visions, or goals, and the desire to reach out to new members or clients are all reasons for change.	3.5974	.94951	77

Changes have opened up new possibilities, but they are frequently met with resistance by the group's resistive members.	4.1688	.76782	77
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Range Description- Mean Difference: by Wimmer & Dominick (2018).

1.00-2.50 = Near to the ground 2.51-3.50 = Inconclusive

3.51-5.00 = in compromised level

Source: Own Survey, 2022

From study result analyzing from above table 7, Descriptive statistics analyzing change process & Moreover, organizational change frequently includes considerable changes in responsibilities, resources, and responsibility, which can be characterized by hierarchical level. Given that job-related misbehavior has been shown to affect employees' sense of control and well-being (Bordia et al., 2004), and that perceived threats to control are positively associated with cognitive resistance to change (Oreg, 2006), it is reasonable to assume that employees who perceive a loss of power as a result of an organizational change will have a strong negative attitude toward the change. It is unlikely to be deemed a demotion as long as the employee's overall salary in the new role does not decrease, unless the new position is clearly defined.

4.5. General liner model analyzing the nurturing of the employee's attitude towards the change process and change outcomes

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.075	.311		3.456	.001
	Readiness and openness to accept change	-.109	.073	-.111	-1.495	.003
	Organizational culture	1.078	.096	1.203	11.217	.000
	Communication of Organizational Change	.722	.071	.800	10.203	.000
	Job security	-.830	.093	-.902	-8.970	.000

a. Dependent Variable: Change process & change outcomes



Source: Own Survey, 2022

From study regression result above table 7 shows that shows that Readiness and openness to accept change, Organizational culture, and Communication of Organizational Change and Job security are significantly change the attitude of employees towards organizational change at 5% significance level.

Discussion

Analyzing results from MLM regression At the 5% significance level, employee attitude has been linked to strong levels of communication for homeowners and high levels of reply commitment to the Yeka management office and Land Banking and Transfer Office. Employees' impressions of the procedural change of the divestment and layoffs were also positively influenced by the events, which encouraged employee engagement and support for the change, according to the study.

Elving (2005) aimed to create a conceptual framework for the study of communication in organizational change in his study on the function of communication in organizational transformation. Six propositions emerged from the framework, in which factors of communication, such as information, sentiments of belonging to a community, and feelings of belonging to a community, were considered. The findings distinguished between the Yeka manager office and Land Banking and Transfer Office employees attitude towards it cultural change as positively perceived by employees at 5% significance level. It was revealed that

organizational culture has an effect not only on readiness for change, but also on feelings of uncertainty and job insecurity. Uncertainty occurs when the organization does not communicate clearly what changes individual employees have to adapt. This leads to rumors and other forms of informal work (Elving, 2005).

In other hand studied the job security on attitudes toward work among Yeka manager office and Land Banking and Transfer Office in the main service operation department's employees. Job instability had a negative impact on organizational commitment, perceived organizational support, intention to quit, and resistance to change, according to the researchers. Their findings have ramifications for how job security is managed in changing circumstances. As a result, persons who are assured of job stability are more likely to be optimistic about change, whereas those whose jobs were once threatened are more likely to be negative about change (Oreg, 2006; Harunavamwe, 2010)

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATION

5.1. Conclusions

The current study also aims to determine which of the variables has the greatest impact on employee change attitudes. Finally, the study aims to discover if the sort of organizational change circumstance that an employee's encounter has an impact on the employee's attitude toward change.

Whereas, descriptive statistics result Employee Readiness and openness to accept change in Yeka manager office and Land Banking and Transfer Office in the main service operation departments found in compromised level indicated in mean difference of 4.1197 and depicted in standard deviations of 0.94320 shows employees are aware of what adjustments to attitudes need to be made or what resources need to be acquired for prosperous change to occur. The study shows that there is rarely do employees resist change without first considering the potentially negative consequences for themselves, so it is unlikely that employees frivolously adopt resistant attitudes.

Starting of the descriptive statistics analyzing organizational culture change is found in compromised level indicated in mean difference 4.2205 and depicted in standard deviations of 0.87607 shows argued that shared and compromised values enable management to predict employee's reactions to certain strategic options and by reducing these values, the consequences maybe undesirable. In finding was that cultural and behavioral aspects of Yeka sub city Land Management Pool office is intimately linked to both short-term performance and long-term survival.

It shows that employees attitude towards the Communication of Organizational Change in above table 5 is found compromised level indicated in average mean difference of 4.1936 and depicted in standard deviations of 0.976541 shows partial success and development in on-going change initiatives can garner more employee support for change and create positive perceptions towards the office change.

The study result indicated in Descriptive statistics analyzing the Job security of Organizational Change is found more likely in compromised level predicted in mean difference of 4.0650 and

depicted to in standard deviations 0.91209231 According to the study, workers who had their occupations drastically modified had a higher sense of job security than individuals who had not yet had their work tasks changed. Finally, the results of the study suggest that organizational transformation generally includes major changes in roles, resources, and responsibility, which can be characterized by hierarchical level.

From general liner Modeling Employee attitudes regarding Yeka land management pool, Land Banking and Transfer Office culture, and change outcome have been positively accredited with high levels of in new ownership, according to the regression results. On the other hand, the study discovered that employee readiness and openness to accept change, as well as employee attitude toward job security from management, are negatively perceived the events, which helped decrease perceptions of the procedural change of the divestiture and layoffs, which discouraged employee participation and support for the change found Yeka manager office and Land Banking and Transfer Office.

5.2. Recommendations

The following are major recommendations to attain supportive employee attitudes toward organizational change:

- It is recommended that management provide adequate change communication (especially formal communication). Change communication should be viewed from both cognitive and affective dimensions. Open communication could be the key to enhance other predictors in the model. Change communication should be used carefully to build positive attitudes toward organizational change.
- Change message should communicate five key components: Self-efficacy that builds confidence in a group's ability to successfully implement the change. Principal support suggests that key organizational members are committed to the successful implementation of the change.
- Appropriateness which attempts to convince organizational members that change is the correct reaction to the discrepancy, and personal valence which clarifies the intrinsic and extrinsic benefits of the change.
- Emotions should be used in the change message through five methods: the use of metaphor for symbolic realities and emotionally connotative words of success in the

core messages about the change, the use of pictures, slogans, color in packaging the change messages, the emphasis on the credible, fair, likeable characteristics of the change leaders while they interact with their employees, and considering cohesive group and ceremonies as preferred setting in which communication takes place.

- Top management is recommended to further show its support to change by encouraging employees to embrace change, exerting all possible support, and show senior managers commitment to change.
- It is suggested that top level management extend the reach of bottom-up communication, engaging only those employees who have the potential to influence the change process or provide significant insight into future decisions.

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Appendix

Addis Ababa University

College of Business and Economic

Department of Management

Questions prepared for the Partial Fulfillment of Master's Degree in management

Appendix I: Questionnaire

This questionnaire is designed to collect data on the employee attitudes toward Organizations change in Yeka manager office and Land Banking and Transfer Office in the main service operation departments. Kindly tick in the space provided with the correct answer or supply the required information where, required, please specify and elaborate.

Part I

I. Back ground information (**Make Circle**)

1. Sex

A. Male

B. Female

2. Age

a. 25-30

b. 31-35

c. 36-40

d. 41-45

3. Above 46

4. Educational Background

a) Diploma

b) Degree

c) Masters

d) Doctorate (PHD)

5. Position/Status in the organization
 - a) Senior Manager
 - b) middle level manager
 - c) lower level
 - d) other (specify) _____
6. Work Experience
 - a. 1-5 Years
 - b. 6-10 Years
 - c. Above 10 Years

PART TWO: ATTITUDE TOWARDS ORGANIZATIONAL CHANGE

To complete the questionnaires read and then rate each statement according to the following scale:

Strongly Disagree

2 -Disagree

3 –Moderately agree

4 -Agree

5 -Strongly Agree

ITME VARIABLE	1	2	3	4	5
Readiness and openness to accept change	1	2	3	4	5
1. Because of my willingness and openness to embrace change, I am able to work alone on the job.	1	2	3	4	5
2. This move would allow me to become more involved in the community.	1	2	3	4	5
3. I would be able to do things that are not against my conscience as a result of this change.	1	2	3	4	5
4. The change will ensure that my job continues to provide stable employment.	1	2	3	4	5
5. This change will provide me with the opportunity to help others.	1	2	3	4	5
6. The change will provide me with the opportunity to do something that will allow me to put my skills to good use.	1	2	3	4	5
Organizational culture	1	2	3	4	5
Through meetings, presentations, individual discussions, and other means, our company informs employees about the nature of change and the reasons for it.	1	2	3	4	5
Participation and employee involvement in the planning and execution stages of the change effort are encouraged at our institution.	1	2	3	4	5
Managers constantly make sure that staff have the resources they need to make changes.	1	2	3	4	5
Listening to the issues and difficulties of employees is also crucial.	1	2	3	4	5
There is always offering employees incentives, to ensure their support and cooperation in change effort.	1	2	3	4	5
Communication of Organizational Change	1	2	3	4	5
Our organizations is informing employees about the nature of change and the reasons for making change through meetings, presentations, individual discussions, etc	1	2	3	4	5

Our institution's is Encourage participation and employee's involvement in designing as well as implementation stages of the change effort.	1	2	3	4	5
Managers always provide employees with the needed resources to make change.	1	2	3	4	5
In addition, listening to employee's problems and difficulties is also important.	1	2	3	4	5
As a result of change always offering employees incentives, to ensure their support and cooperation in change effort.	1	2	3	4	5
Job security	1	2	3	4	5
Through meetings, presentations, individual discussions, and other means, our company informs employees about the nature of change and the reasons for it.	1	2	3	4	5
Participation and employee involvement in the planning and execution stages of the change effort are encouraged at our institution.	1	2	3	4	5
Managers always provide employees with the needed resources to make change.	1	2	3	4	5
In addition, listening to employee's problems and difficulties is also important.	1	2	3	4	5
Change process & change outcomes	1	2	3	4	5
Through meetings, presentations, individual discussions, and other means, our company informs employees about the nature of change and the reasons for it.	1	2	3	4	5
Participation and employee involvement in the planning and execution stages of the change effort are encouraged at our institution.	1	2	3	4	5
Managers constantly make sure that staff have the resources they need to make changes.	1	2	3	4	5
Listening to the issues and difficulties of employees is also crucial.	1	2	3	4	5
Employees are constantly offered incentives in order to ensure their support and participation in the change endeavor.	1	2	3	4	5
Through the construction of a good communication strategy, our institutions have been able to successfully undertake organizational transformation.	1	2	3	4	5
While communication is increasingly understood as being important to organizational growth and survival, we have developed information methods within our business.	1	2	3	4	5

If you have some please

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.....!!

Thank you!!