

Factors Affecting Organizational Change Management Success: in the case of
Commercial Bank of Ethiopia, Arada district



ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS, AND ECONOMICS

SCHOOL OF COMMERCE

DEPARTMENT OF BUSINESS ADMINISTRATION AND INFORMATION SYSTEM

MASTERS OF BUSINESS LEADERSHIP PROGRAM

**A Project Submitted in Partial Fulfillment of Requirement Masters of Art in Business
Leadership (MBL)**

By: Mubarek Sadik

Advisor: Abraraw Chane (PhD)

Addis Ababa, Ethiopia

July, 2024

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Addis Ababa University, College Of Business, and Economics
School of Commerce

Statement of Declaration

I declare that the project work entitled” **Factors Affecting the Success of Organizational Change Management in the Case of Commercial Bank of Ethiopia**” is my original work and all sources used in the study have been properly acknowledged.

Mubarek Sadik

**Addis Ababa University, College Of Business, and Economics,
School of Commerce**

Statement of Certification

This is to certify that, this project work “**Factors Affecting the Success of Organizational Change Management in the Case of Commercial Bank of Ethiopia**” conducted by **Mubarek Sadik in** in Partial Fulfillment of Requirement Master of Art in Business Leadership at Addis Ababa University School of commerce, is the original work and not submitted earlier for any degree either in this university or any other universities.

Abraraw Chane (PhD)

Research Advisor

Addis Ababa University, College Of Business, and Economics, School of Commerce

Approval

Factors Affecting the Success of Organizational Change Management: in the case
of Commercial Bank of Ethiopia, Arada district

By: Mubarek Sadik

Approval Committee

Name

Signature

Date

Abraraw Chane (PhD)

(Research Advisor)

(Internal Examiner)

(External Examiner)

Acknowledgment

Firstly, I would like to give my warmest gratitude to my project advisor Dr. Abraraw Chane for his dedicated and professional guidance and advice to finish my project. I would like to thank you for your sincere advice and commitment to the completion of this project. Your effort is fully recognized and highly appreciated.

Secondly, I would like to thank my dear friend Mr. Anwar Adem (PhD Candidate) for his ongoing support, comment and advice especially to understand the SPSS software used in the study.

Thirdly, I would like to thank the employees of Commercial Bank of Ethiopia, of the head office, Arada districts, and branches found in these districts for giving your precious time and relevant information for the study.

Finally, I would like to thank all others who made any kind of contribution in terms of comment, idea and finance to complete this thesis project.

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Abbreviations

ADKAR- Awareness, Desire, Knowledge, Ability, and Reinforcement

ANOVA- Analysis of Variance

ATM – Automatic Teller Machine

OCM- organizational change management

SMART- specific, measurable, attainable, reliable, time bounded

SPSS- statistical package for the social science

Abstract

We are in the era, everything is changing rapidly. Organization could not ignore changes, or continue by their existing system; they should proactively forecast, manage, and positively used the influence of change. The main objective of the study is to examine factors affecting change management success in the case of the Commercial Bank of Ethiopia, Arada district. To achieve this objective, the researcher used explanatory research design. A quantitative research approach was used in the study. The source of data applied in this study was primary source of data. The researcher collected data from the bank's employees using a five point Likert scaled questionnaire. The sampling technique used in this research was both probability and non-probability sampling techniques. The researcher employed a stratified and convenient (mixed) sampling technique. The sample size of the study is 320. Consequently, questionnaire was distributed for all 320 respondents. This study used a linear regression model to analyze the collected data, examining the effect of independent variables on change management success, using SPSS version 26 software. The study's findings revealed that leadership, communication, and motivation have a positive and significant effect on the success of change management, whereas organizational culture has an insignificant effect. Based on the findings of the study, the researcher forwarded a possible recommendation of creating a mechanism that make employees motivated, recognizing the feedback, etc.

Keywords: leadership, communication, motivation, change management, commercial bank of Ethiopia.

CHAPTER ONE

1.1. Background of the Study

In today's business environment, everything is changing dramatically and rapidly. An organization's ability to adapt to this rapid change now determines its survival. Turbulent changes in the marketplace, highly shifting organizational structures, alliances, and the dynamic rate of change necessitate a deep understanding of strategies for managing changes. Change management refers to the process of ongoing renewal of an organization's structure, system, and capabilities to serve the frequently changing needs and requirements of both internal and external clients (Moran & Brightman, 2001). Determining the methods and models of effective organizational change is a major strategic issue for current business leaders (Jimmieson et al., 2008).

The success of change is not determined by one factor; rather, it is a matter of multifaceted reasons, and managers should consider different aspects to determine the success factor of organizational change management (Korsakienė et al. 2017). Studies revealed that more than 70 percent of organizational changes fail to achieve their intended result or ultimate objectives due to various reasons (Beer & Nohria, 2000; Hammer & Champy, 1993; Kotter, 1996). According to Oakland & Tanner (2007), the success rate of organizational change management is only 10 percent. According to Al-Haddad and Kotnour (2015), the success rate of new change programs was 30 percent. On the other hand, according to Jenni et al. (2019), the belief that 70% of all organizational change failures did not have enough empirical evidence to support it is a mere belief.

There are many factors that have a direct effect, and contribute to organizational change management success. Literature showed that different factors had different effects on the success of change management. Factors that have a positive and significant relationship with the success of organizational change management are clear vision, effective communication, top management commitment, leadership style and role, readiness to change, employees' attitude and motivation, and organizational culture (Roberts, 2017; Al-Haddad et al., 2015; Errida & Lotfi, 2021; Ayan, 2018; Dempsey et al., 2021; Jenni et al., 2019). Conversely, factors that contribute to the failure of organizational change management include resistance to change, organizational culture, employee empowerment, a lack of clear vision and communication, a lack of leadership skills, and

the perception of change initiatives as short-term programs, among others (Dempsey et al., 2021; Errida & Lotfi, 2021; Nyaguthii, 2016).

The above-mentioned factors are some of the critical factors that can affect the success of change management, either positively or negatively. However, the effect of these factors on organizational change management success can vary from organization to organization based on the size of the organization, the change model applied, structure, system, strategies, and human resources (Al-Haddad et al., 2015; Korsakienė et al., 2017). According to Korsakienė et al. (2017), there is little agreement among scholars about the impact of change management success. Various factors, including context, individual behavior, content, and the change process, can determine success.

1.2. Statement of the Problem

In the current world situation, you cannot skip, ignore, or reject change; everything is changing dramatically. Organizations are trying different organizational change initiatives to respond to current situations; however, studies have shown that, most change initiatives face the chance of failure (Beer & Nohria, 2000; Hammer & Champy, 1993; Kotter, 1996).

Different studies show different reasons for the failure or success of change initiatives. The success or failure of organizational change management can be influenced by various factors such as leadership, readiness to change, organizational culture, effective communication, active participation, involvement, and motivation of employees, organizational structure, and resistance to change, change management model, commitment of top managers, and resources, among others (Errida & Lotfi, 2021, Al-Haddad et al., 2015).

Predişcan and Roiban (2014) state that the readiness and willingness of individuals to accept and adapt to change is key to the success of change management. According to Obonyo & Kerongo (2015), organizational culture and leadership have a great impact on change management. According to Dempsey et al. (2021), communication, vision creation, and early and active involvement of affected groups were success factors for change management, while resistance to change and viewing change as a short-term and standardized concept were failure factors.

Krzysztof et al, (2021) states that communicating of the issues for employees and motivating them about the change can create a high support for the new change to become successful. Jenni et al, (2019), states that a more flexible type of leadership style, transparent, clear and continues

communication, participation and motivation of employee have good effect for the successful change management.

Ayan, (2018), states that organizational culture expressed in terms of structure of the organization, belief and values of employees have a significant impact on the success of organizational change. The researcher believed that positive culture has positive impact and negative culture has negative impact on change management success. Nyaguthii, (2016), states that when organizations motivate their employee through appropriate reward for their effort and recognition for their achievement, they will to maximize their effort toward the success of the change.

Based on the best understanding of the researcher there is little prior studies on the area especially in the banking industry, rather there is related studies conducted. Abate, & Mengesha, (2020) conducted a study on implementation of kizen in Ethiopia; Hailu, (2018), conducted a study on the successful implementation of the study. This indicates there is shortage of empirical studies, and the need for research in the area. According to Korsakienė et al., (2017), there is a little consensus among scholars regarding the factors affecting success of organizational change management, which require further studies about the factor affecting change management success, and there is inconsistency regarding the effect of some variable in change management success, such as communication. Abate, & Mengesha, (2020), finding states that communication has insignificant effect on the implementation of Kizen.

This study has identified four key factors (leadership, effective communication, employee motivation, and organizational culture), these are crucial for the success of change management, because change could not be successful without effective leader that lead the change, ongoing and proper communication about the change, motivation of employee by using intrinsic and extrinsic rewards and conducive organizational culture capable to accept the change, and these variables are frequently utilized by other researchers such as (Errida & Lotfi, 2021, Hailu, 2018). The aim of this study is to investigate factor affecting the success of organizational change management by using four variable (leadership, effective communication, organizational culture, and employee motivation) and the in the case of the commercial bank of Ethiopia, Arada districts.

1.3. Research questions

- What is the effect of leadership on the success of organizational change management?
- What is the effect of employee motivation on the success of organizational change management?
- What is the effect of effective communication on the success of organizational change management?
- What is the effect of organizational culture on the success of organizational change management?

1.4. Objective of the Study

1.4.1 General objective

The general objective of this study is to determine the factors that affect the success of organizational change management.

1.4.2. Specific objectives

The study will have the following specific objectives

- Investigating the effect of leadership on the success of organizational change management
- Examining the effect of employee motivation on the success of organizational change management
- Examining the effect of effective communication on the success of organizational change management
- Investigating the effect of organizational culture on the success of organizational change management

1.5 Hypothesis of the Study

In line with the objective of the study, the following hypothesis will be articulated for investigation.

Based on the five specific objectives, the following hypothesis will be tested:

H₁: There is a significant and positive relationship between leadership and the success of organizational change management

H₂: There is a significant and positive relationship between employee motivation successes of organizational change management

H₃: There is a significant and positive relationship between effective communication and the success of organizational change management

H₄: There is a significant and positive relationship between organizational culture and the success of organizational change management.

1.6 Significance of the study

The goal of this study is to investigate the factors that affect the success of organizational change management. The study's findings will hold substantial significance for a variety of stakeholders. The study's outcome will assist in identifying the factors that contribute positively and negatively to the success of change management at the Commercial Bank of Ethiopia. Based on these findings, the bank will implement successful change initiatives. The study will assist other related organizations in determining the impact of these factors on the change management model, serve as a valuable source of information for policymakers, regulatory bodies, and other stakeholders, and serve as an empirical reference for other researchers conducting similar studies in the field.

1.7 Scope of the study

The scope of this study is geographically limited to the Commercial Bank of Ethiopia, Addis Ababa, Arada District, and selected branches found in Arada District, such as Arat Kilo, Arbegnochu, Finfinnee, etc

Conceptually, the study was investigating factors that affect the success of organizational change management, this study was limited only by selecting four factors namely, leadership, employee motivation, effective communication, and organizational culture.

Methodologically, this study used descriptive and explanatory research design, with a quantitative research approach, primary source of data, questionnaire as a collection instrument, and SPSS as a statistical software

1.8 Limitation of the study

This study mainly focus on investigating the effect of four variable on change management success in the case of commercial Bank of Ethiopia, Arada district. Focusing only on the four variable (leadership, communication, motivation and culture) in terms of variable, selecting commercial

bank of Ethiopia, Arada district, in terms of geography and company, using questionnaires only in terms of methodologically, can be some of the limitation of the study.

1.9 Organization of the Paper

The study has five chapters. The first chapter was introductory parts that included a statement of the problem, the objective of the study, the significance of the study, etc. The second chapter was a literature review, which included both theoretical and empirical review, the third chapter was research methodology, the fourth chapter was data presentation, analysis, and interpretation, and the last chapter included a conclusion and recommendations.

CHAPTER TWO

REVIEW RELATED LITERATURE

In this chapter, we will discuss and analyze the theoretical and empirical reviews related to change management and the factors that can affect change management.

2.1. THEORETICAL REVIEW

2.1.1. Change Management Models

There are several theories related to change, however, in this section, we will discuss some of the most known and basic theories of change

2.1.1.1. Kurt Lewin's three-three-stage model

According to Kurt Lewin as cited by there are two forces one is a force that maintains the status quo, it does not require change, it wants to keep the existing system, behavior, or condition and the other force is a for pursuing for change.to make the change we have to use the change model called the three-stage model. **Unfreezing**: in this stage, we have to use various methods and techniques to reduce the forces that require the status quo and the promotion of forces that need new change. It overall involves preparing the organization to accept that change is required. **Moving/Change**: in this stage, we have to apply the new and intended change. The organization and people around start believing, accepting, and acting in a new way. **Refreezing**: in this stage, we have to stabilize and institutionalize the new change. The company should act in a new way and stick with the new change. (Thomas, and Christopher, 2008).

2.1.1.2. Kotter's Eight Stage Model

According to John P. Kotter. (1996): most organizations are making various change initiatives, however, only a few changes are becoming successful and most of them are failed. If organizations go through the Series Eight model change process they can be successful. These eight stages are, **Establishing a great sense of urgency**: in this stage, it is necessary to convince employees, shareholders, and other stakeholders of the importance of change and the risks and threats for new making change, **Forming a powerful guiding coalition**: this stage involves assembling individuals and groups with different knowledge, qualifications, power, capacity, and experience for leading the new change since change may not happen by only one person, **Creating a vision**: creating a clear vision and developing a strategy to achieve the vision, **Communicating the vision**:

in this stage, we have to communicate our vision, the desired future, and the need for change because it can motivate and inspire stakeholders towards the new change, **Empowering others to act on the vision**: when you start implementing change obstacles will occur. to remove obstacles you have to give training and empower your employees, make quick decisions, and convince others, **Create short-term wins**: you have to celebrate your short-term wins since it motivates your employees and inspires them to more wins, **Consolidate improvement**: after celebrating short-term victory and success you have to keep going for the larger one, improve your way of doing, and correct your mistakes and errors, **Institutionalize new approaches**: make the change stick and institutionalize it and make the new approach the culture of the organization.

2.1.1.3. McKinsey 7S Model

Kaplan, R. S. (2005), states the McKinsey 7S model change framework. These 7S are:

Strategy: a detailed and clear strategy the organization creates for implementing the change and obtaining a competitive advantage, **Structure**: it shows how tasks are divided among employees, how authorities are distributed, who reports for whom, and the overall mechanism things are coordinated and managed, **Systems**: the procedure and infrastructure employees use to do their tasks and accomplish their objectives and the organization managed and evaluated, **Staff**: the way people are recruited, rewarded, trained, motivated, the number and competencies, experienced employees, etc... **Skills**: the knowledge, competencies, experience, and performance of the employees of the organization to complete their tasks and do their responsibility, **Style**: the leadership style of the organization, **Shared values**: the culture, set of values, norms, and assumptions shared by employees of the organization, the way things are done, and how people react and interact.

2.1.1.4. ADKAR MODEL

According to Hiatt, (2006), there are five elements or objectives that can be used as a backbone for successful change management. The term ADKAR stands for the first letter of these five elements. These are: **Awareness**: means the overall understanding of people about the need, the way, and the outcome of change, **Desire**: means the willingness and need of people to engage and support the new change, **Knowledge**: means the necessary knowledge, skill, know-how training, and information about the change, **Ability**: means the ability of the people to change the desire to

come to truth or the ability to change the theory into action, and **Reinforcement**: means the internal and external drivers that make the change stable and stick with the organization.

The above change models are very crucial whenever we want to make any changes in a given organization. The new change to be successful and acceptable by stakeholders first we have to unfreeze the existing system. We have to create doubt, dissatisfaction, about the existing system and communicate the importance and necessity of the new change. Once we unfreeze, the next step is implementing the new change and making institutionalize. The above theories very crucial and important whenever we make change in a given organization.

2.1.2. Leadership and Change Management

Northouse, (2021), States that leadership is a process in which the leader influences the followers toward achieving common objectives. Daft, & Lane, (2018), states that leadership is the relationship between leaders and followers in which the leader influences the follower to real changes and results manifested by their common purpose.

2.1.2.1. Types of Leadership Styles

Bolden, (2003), state some types of leadership styles. These are: **Servant Leadership**: it is a philosophy that states that leaders should serve others. To serve, first, you have to serve, it is the interaction of the leader with the follower to get authority rather than power. **Transactional Leadership style**: is a leadership style based on transaction. In this approach, the leader uses reward and punishment as motivation and achieve the goal. **Transformational Leadership**: a leadership style the leader transforms the follower into a higher rank of ethics and motivation.

Authentic Leadership: a leadership style manifested by deeply ethical, open, and transparent and works for the fulfillment of followers' requirements (Northouse, 2021)

a. As cited by Bolden, (2003) Tannenbaum & Schmidt's Leadership Continuum describes the four styles of leadership in Continuum:

Autocratic: a leader that decides his needs and wants by using power, simply he/she gives the commands to followers and acts without questioning and a non-participative type of leadership.

Persuasive: the leader makes all decisions without discussing with followers but persuades them about the goodness of the decision. **Consultative**: a leadership style in which the leader takes advice and suggestions from followers to motivate the followers but does not accept and

include them, and **Democratic**: a participative style and the advice, comments, and suggestions of subordinates are accepted and decided based on the discussion.

Mansaray, (2019), states that leadership is the very crucial element in change management success. He states leaders most of the time they support the change, since changes are initiated by leaders and it is their duty to plan the change, communicate to employees, and allocate the necessary resource etc. change to be successful the capability of leader in influencing, communicating, motivating and handling conflicts is very critical.

Nyaguthii, (2016), found that the leadership style used by managers for achieving goal of the organization should be innovative, enhancing the skills and talent of employees and flexible.

Singh, (2011), leadership is an essential factor for changing organization for traditional to modern and learning since leaders, help employee, communicate vision, facilitate the environment to be conducive.

2.1.3. Organizational Culture and Change Management

Organizational culture refers to a set of key values, norms, assumptions, and understandings shared by all members of the organization and considered correct and taught to new employees (Daft, & Lane, (2018), Johnson and Scholes, (1999), showed the cultural web and it includes organizational structure as one attribute of organizational culture.

Robbins, et al. (2019), described organizational culture as a belief, values, norms, and assumptions of shared value held by the employees of the organization and it differentiates the organization from another organization.

Mayende, & Wanyoike, (2016), state that organizational culture shows the way jobs are done in organizations, the common goal and standards of behaviors expected from the employees of the organization in attaining the objective of the organization

Al-Ali, (2017), states that organizational culture has found significance factor for the success of organizational change management.

According to Ayan, (2018), organization culture has a positive or a negative impact on the success of organizational change management. When the organization culture of an organization is good

it has a positive impact and when the culture is not good it has a negative impact on change management.

2.1.4. Employee Motivation

Employee participation and motivation is a very crucial factors in the success of the change management process. Early, and active involvement of employees, recognition, reward, and motivation on the change increases the commitment of employees and ultimately this has a good effect on the success of organizational change management.

Motivation can be defined as internal or external driving forces that makes a person that induce to his/her devotion, passion and persistence in a certain activities or actions (Richard L. Daft, 2016).

According to Daft, & Lane, (2018), humans can be motivated by the nature, the environment and process of the work that creates internal joy, satisfaction and happiness, which called intrinsic reward, or by promotion, increase in payment etc. called extrinsic reward.

Theories of Motivation

Hierarchy of Needs Theory

This theory was developed by an American psychologist Abraham Maslow in 1943. In his paper Abraham states that human beings are motivated by various needs and they are in hierarchy, which means before the next needs, the first should be satisfied. He categorized these needs into five, these are

Physiological needs: the needs for basic necessities such as food, shelter, etc. **Safety needs:** the need to be protected from any damage, violence and to be safe and free. **Social belongingness:** the need to be part of the society, creating friends, accepted by others etc. **Esteem:** the needs of recognition for achievement, respect by others, gaining the attention of others, autonomy etc, and **self - actualization:** felling of self-fulfillment, competent and capable (Daft, & Lane, (2018), Robbins, et al. (2019)

Goal Setting Theory

According to Robbins, et al. (2019), humans are motivated when they have a clear, specific, challenge, easily measurable goal. When the goal is SMART, employees motivated to achieve the objective and accomplish the task.

Expectancy Theory

This theory was developed by Victor Vroom, and he argues that employees highly motivated and exert their full potential when they expect their effort leads to something good and demotivated when they expected their effort is not leads to good result or their effort is appropriately not recognized Robbins, et al. (2019).

Reinforcement Theory

This is a motivation theory mainly related to shaping and modifying behavior based on the consequences. The theory mainly propose that behaviors that leads to positive and desired consequence should be repeated, and behaviors that leads to negative outcome should be avoided (Daft, & Lane, (2018). This can be implemented by varies way such as:

Positive reinforcement: adding pleasant and rewarding thing when the employee shows the desired behavior, **Negative reinforcement:** avoiding unpleasant things from the employee, and **Punishment:** adding unpleasant reward when undesired behavior is happened.

According to Lines, (2004), the participation of employees has a positive relationship with successful change implementation. The active participation of employees has a positive effect on motivating employees and this ultimately leads to goal achievement, reduces resistance to change, and builds trust.

Waddell, & Sohal, (1998), state that the active participation of employees has a positive management method of handlings for reducing the resistance to change.

Jimmieson, et al. (2008), state that good communication and participation opportunities make the employees support the change initiatives.

Motivation of employees in the change process continually are crucial for building trust, supporting changes

Sidikova, (2011) conducted studies to prove the impact of motivational theories in employee motivation by taking a given company. The finding of the study revealed that most of motivational theories mentioned above and other have a significant impact in motivating employees.

2.1.5. Effective communication

Communication is a process whereby information, ideas, and understanding are transmitted from the leader to the follower. It is a very important tool for transferring our ideas, thoughts, feelings, vision, and desired future to others. It is the key to the success of organizational change management, employee motivation, and creating our vision in the minds of followers. It is a means for persuading subordinates, and affected groups, a way of exchanging information, receiving feedback, and reducing resistance to change. It is a means to convey our message, knowledge, and experience to others; it is the basic tool for overcoming conflicts. (Dempsey, et al. 2021, Robbins, et al. 2019, Daft, & Lane, (2018).

Husain, (2013), states that providing the necessary information by addressing employee issues and motivating them, creating team spirit, building trust, employee motivation, involvement and effort, receiving feedback, decreasing uncertainty and maintaining job securities are some of the basic objective of communication. Communicate plays an important role in change management process.

Packer, (2014), states that communicating the change process to employees on ongoing basis makes employees motivated, encouraged and cooperative to make the change visible.

Pundzienė, et al, (2007), states that proper communication is one of the main factor which the success of organizational change depends on.

Effective communication is one factor for the success of organizational change management. Clear, open timely, and ongoing communication has a direct impact on the success of organizational management by increasing the motivation of employees and decreasing resistance to change.

On the other hand, lack of clear, ongoing and clear communication is a factor in the failure of change management. (Korsakienė, 2017, Ismail, & Ahmad, 2003, Mayende, & Wanyoike, 2016), Dempsey, et al. 2021)

Creating a conducive environment for communication, asking questions to subordinates, listening to their feeling and ideas, and making a dialogue with followers is a good way for effective communication. (Daft, & Lane, (2018)

There are two directions of communication upward and downward, and there are various modes of communication formal and informal, oral, and written (Robbins, et al. 2019)

2.2. EMPIRICAL REVIEW

According to Jenni et al, (2019) transparent and flexible leadership style is a crucial factor for the success of change management. Dempsey et al. (2021) state that top management's active participation, high commitment, support, and regular presence a factors that contribute to the success of organizational change management. Leadership is a very important element for achieving successful change management (Kinuu. 2012)

Ayan (2018) states that the relationship between leaders' influence and organizational change management is positive and significant. According to Errida, and Lotfi, (2021) leadership, ongoing and good communication, involvement of affected groups, and employees' motivation a critical factors for the success of change management, and conversely, lack of leadership competencies, lack of involvement of affected groups and absence of effective communication the reasons for failure of change management.

Mayende, & Wanyoike, (2016) state that organizational culture has a positive influence on the effective change management process. Strong organizational culture could have a positive or a negative effect on change management (Ayan, 2018)

Effective communication is very important for the success of any change initiatives, in the process of change management nothing is more important and worthy for calming people down and reducing resistance to change than good and effective communication (Paula and Mark, 2014). Anthony et al. (2002) state that clear explanation and communication for employees about why actions were being taken as well as listening to the employees for their fruitful recommendations to become change successful.

Ismail, & Ahmad, (2003), states that effective communication is very crucial to make change initiatives successful, this is not merely by giving certain information but by giving sound evidence in words and actions about the change. Ongoing and effective communication is a key factor for the success of organizational change (Jenni et al, 2019). According to Dempsey et al. (2021), effective communication is a key factor for the success of organizational change management

Kinuu. (2012), state that the success of change is highly affected by a lack of clear communication and failure to show the future of the organization.

According to Abate, & Mengesha, (2020), organizational culture is a major determinant of successful change management, however, good communication is not a determinant of successful change management, because of a top-down method of communication.

Rune, (2004) States that employee participation has a great effect on the successful implementation of change.

Folger, & Skarlicki, (1999), state that in any organization change management to be successful require the involvement and participation of employees and this helps to reduce the resistance to change and increase the motivation of employees. Ismail, & Ahmad, (2003), states that employee active participation in the change process and motivating employees by using reinforcement and clear communication increases the commitment of the employees and visibly supports the change, and decreases the resistance to change. According to Jenni Jones et al, (2019), the involvement and participation of employees in the change process have high importance in the likelihood of success in change initiatives. According to Dempsey, et al. (2021) early involvement and participation of employees and other affected groups, support and training of employees is a factor that contributes to the success of organizational change management

2.3. CONCEPTUAL FRAMEWORK

The conceptual framework of this study is depicted in the above figure. In the left side the four independent variables (Leadership, communication, motivation and culture and on the right side the dependent variable (Success of Organizational Change Management), was sited. The line shows the effect of these independent variable on the Success of Organizational Change Management.

Independent Variables

Dependent Variable

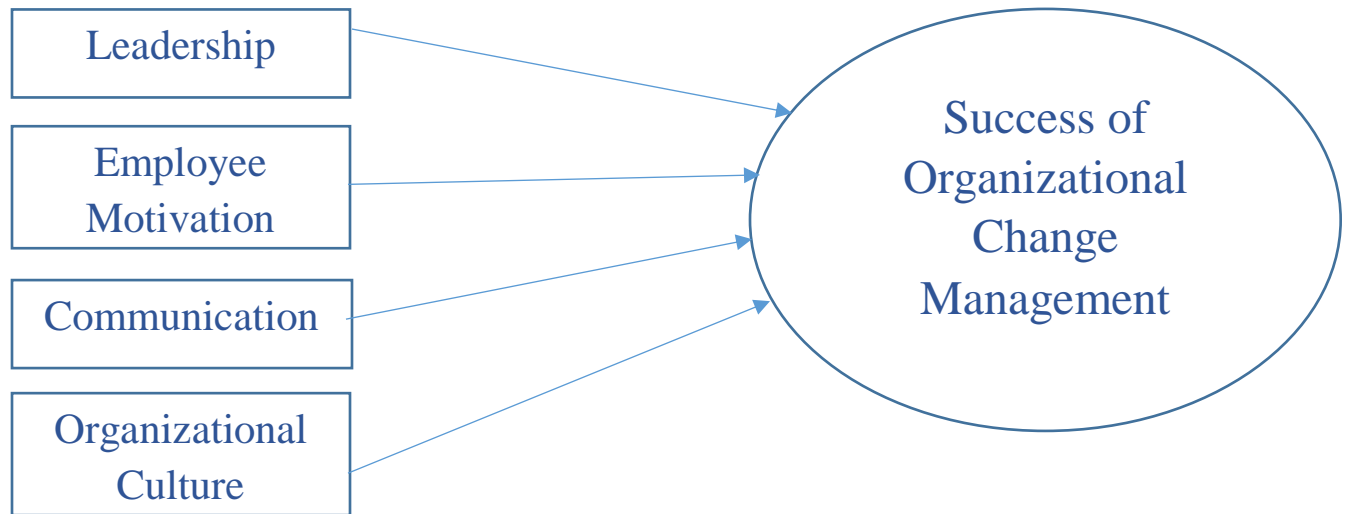


Figure 2.1: Conceptual Framework

Source: self- compiled

CHAPTER THREE

RESEARCH METHODOLOGY

In this chapter, the researcher discussed the research methodologies that were used to conduct this study including the research design, approach, source, and method of data collection, sample sizes and sampling method, and data analysis techniques.

3.1 Description of the Company

Commercial Bank of Ethiopia is one of Ethiopia's largest banks, having worked in the banking industry since 1942 and legally becoming a share company in 1963. With over 40 million account holders, a pioneer in the introduction of ATMs and interest-free banking, over 1,200 branches nationwide, over 50,000 employees, and the tallest building in the country, the bank significantly contributes to the socio-economic development of the country. In 2023, the bank boasted a total asset value exceeding 1,305.9 billion birr, a deposit of 1.05 trillion, and a gross profit of 22 million.

3.2 Research Design

Research design refers to the conceptual structure, which is the roadmap for collecting, measuring, and analyzing data. The blueprint guides the selection and application of methods to address research questions (Kothari, 2011). The aim of this study is to investigate the impact of leadership, communication, motivation, and culture on the success of organizational change management at the Commercial Bank of Ethiopia. To achieve the intended outcome, the researcher used an explanatory research design. Explanatory research design helps to determine the relationship between dependent and independent variables. The nature of the study is cause-and-effect; therefore, the research design is explanatory.

3.3 Research Approach

Research approaches are methods of achieving our research objectives. The common research approaches are qualitative, quantitative, and mixed research approaches. Researchers use the quantitative approach to quantify data and examine cause-and-effect relationships. This study aims to investigate the effect of the four independent variables on the success of organizational change management through a five-point Likert scale, which is quantitative in nature. Therefore, in this study, the researcher used a quantitative research approach.

3.4 Source of Data

To achieve the intended objectives and because of the nature of the study, the researcher was limited to using primary data sources. Data collected from primary sources is crucial for the reliability and accuracy of research output, as it provides the researcher with a comprehensive understanding of the problem at hand. In this study, the researcher gathered data from the employees of Commercial Bank of Ethiopia Arada district, encompassing both the district and selected branches within Arada district, regarding the factors that influence the success of change.

3.5 Data Collection Instruments

To collect primary sources of data, the researcher used questionnaires. Questionnaires are the most widely used and convenient method of data collection when there is a large sample size, and they are good for limiting inconsistency and saving time. The researcher used questionnaire to collect data from the bank's employees, which included both background and study-related data. To get appropriate data, the researcher used a five-point Likert scale model.

3.6 Sampling Technique and Sample Size

3.6.1 Sampling Technique

In this study, the researcher used both probability and non-probability sampling techniques. The researcher employed stratified sampling techniques, separating the data into branches and the Arada district, based on the probability sampling method. Non-probability sampling techniques employ a convenient sampling method to gather the necessary data for the study's cases. In the Commercial Bank of Ethiopia, Arada districts, there are 1,598 employees, both in the district and 40 branches, both managerial and non-managerial.

3.6.2 Sample Size

In this study, the researcher used the most known and frequently used sample size determination method which is Yamane Taro, (1967) which is

$$n = \frac{N}{1+N(e)^2} = \frac{1,598}{1 + 1,598 (0.05)^2} = 320 \text{ respondents}$$

Where:

n = is the sample size

N = is the target population

e = margin of error

Table 3.1: Sample distribution and response rate

S.No	List of respondents	Questionnaire Distributed	Questionnaire Returned	Response rate
1	Arada district	60	55	91.6%
2	Branches	260	233	89.61%
	Total	320	288	90%

3.7 Data Presentation and Analysis Techniques

The researcher collected the required data, then used descriptive and inferential statistics to present and analyze the data for the study. The researcher used descriptive statistics to analyses and present the data, utilizing frequencies, mean, mode, and median, among others, and employed linear multiple regression analysis to explore the relationship between dependent and independent variables. The researcher analyzed the collected data using the Software Package for Social Science (SPSS) 26 version.

3.8 Description of Variable

3.8.1. Dependent Variable

Success of organizational change management: refers to the rate of success that the organization achieved for making and managing changes for its change initiates. The success of change was measured in terms of achieving its objective with allocated resources, allotted time, employee satisfaction, and compliance with ethical standards.

3.8.2. Independent variable

Leadership: refers to the process the leaders of the organization influence the followers, its ability to listen, manage, and coordinate the team to achieve the intended outcome (Errida, A., & Lotfi, B. (2021)

Motivation of employees: refers to the method used by the organizations to make the employee committed, energetic, and satisfied in their job such as appropriate recognition and reward for their

improvement and performance, leadership style, working environment, etc. (Errida, A., & Lotfi, B. 2021)

Effective communication: it is a process made by the organization to clearly and appropriately communicate the strategy, desired future, methods, outcome, vision, and scope of the change for relevant employees (A. Errida and B. Lotfi, 2021)

Organizational culture: refers to values, norms, assumptions, and beliefs shared by members of the organizations, the way people act and interact (Daft, R. L., & Lane, P. G. (2018)).

3.9 Model Specification

To analyze the effect of the independent variable (leadership, employee motivation, effective communication, and organizational culture) on the dependent variable (success of organizational change management), a linear regression model was developed and tested to achieve the desired objectives of the study.in this regard, the following model was developed:

$$Y = \alpha + \beta^1 X^1 + \beta^2 X^2 + \beta^3 X^3 + \beta^4 X^4 + \mu I$$

Where:

Y= independent variable

α = constant

β^i = independent variable coefficient

μi =error terms

X^1 = Leadership

X^2 = Effective Communication

X^3 = Employees Motivation

X^4 = Organizational Culture

3.10 Assumption of Linear Regression Model

Linear regression on is the most basic and commonly used predictive analysis. It is a model used to estimate or predict the value a given unknown variable (dependent) by another known variable (independent variables).

Linear regression makes several key assumptions:

- ❖ Linearity

- ❖ Normality
- ❖ multi collinearity
- ❖ Homoscedasticity

Linearity

The fundamental assumptions of linear regression model is linearity. Linearity refers to the linear relationship between the predictor or explanatory variable and the dependent variable. There should be a linear relationship between the independent variables (leadership, communication, motivation, and culture, and the dependent variable (organizational change management success).this can be checked by using scatterplot graph.

Normality Test

One of the basic assumptions of linear regression model for multivariate analysis is Normality. It shows the distribution of the data around the mean. It shows whether the data collected from the respondents is normally distributed or not. When the data has a normal distribution it shows bell-shape. This assumption can be checked with a histogram or Q-Q plot.

Multicollinearity Test

Multicollinearity means there is a linear relationship between the explanatory variables which may cause the regression model biased (Gujirati and Porter, 2009). According to Dereny and Rashwan (2011) as a rule of thumb, if the Variance Inflation Factor (VIF) of independent variable is greater than 10, there is a multicollinearity problem. In other word, the VIF should range between 1 and 10.

Heteroscedasticity

This assumption states that the covariance between the error terms over time (or cross-sectional, for that type of data) is zero. According to (Brooks, 2014) “it is assumed that the errors are uncorrelated with one another. If the errors are not uncorrelated with one another, it would be stated that they are „auto correlated“ or that they are „serially correlated“”. Therefore, a test of this assumption is required on the residuals since population disturbances cannot be observed. One of these tests is Durbin and Watson (1951); it is a test for the first order autocorrelation i.e. it tests only for a relationship between an error and its immediately previous value. (Brooks 2014) discusses that, DW test statistic is approximately equal to $2(1 - \rho^{\wedge})$.

3.11 Reliability and Validity

3.11.1. Reliability

Nunnally (1978) stated that reliability is the consistency of a test, survey, observation, or another measuring device. The level of reliability of the instrument indicates the consistency of the variables. Cronbach 's alpha is an index of reliability associated with the variation accounted for the true score of the underlying construct and it can only be measured for variables which have more than one measurement question.

3.11.2. Validity

Validity of an instrument is how accurate the instrument is in obtaining the data it intends to collect (Mugenda 2003). Validity indicates the degree to which the instrument measures what it is supposed to measure (Kothari, 2004). To ensure precision, relevance and content validity of the instrument, the questionnaire was subject to critical evaluation by the researcher. The questionnaire was standardized and adopted from previous literature with few modifications.

3.12 Ethical consideration

All data collection and processing for this study will be done with extreme caution to ensure that it was ethical. The researcher advises respondents that participating in the study is voluntary and that there is no risk or benefit to participating in the study. During data collecting, the researcher will attempt to respect respondents' rights. The acquired data will be maintained and not used for any other purpose, the names of any respondents were not revealed during or after the data collection process. The respondents' responses will be kept completely confidential and accurate. Participants will be advised that the information acquired in this study was only used for academic purposes.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

INTRODUCTION

In this chapter, the researcher presented and interpreted the actual data gathered from employees of the Commercial Bank of Ethiopia, Arada districts through a questionnaire. Based on descriptive and inferential regression results of SPSS, the actual findings of the study were presented and analyzed.

4.1 Reliability Test

Reliability is an important test to measure the consistency and dependability of the characteristics included. In this study, the researcher tested the reliability by using a frequently used measure of test of reliability which is Cronbach's Alpha (1951);

Table: 4.1 Reliability Test

Variables	Number of items	Cronbach's Alpha
Leadership	5	0.821
Communication	5	0.869
Motivation	5	0.764
Culture	5	0.787
The success of organizational change	5	0.801
Overall	25	0.930

Source: SPSS result, 2024

According to Tavakol & Dennick, (2011), the acceptable level of Cronbach's alpha may range from 0.70 to 0.95 given the differences among different reports. Lower alpha values (below 0.70) can indicate poor interrelatedness between items in the construct. While too high alpha values (above 0.95) may indicate redundancy of items. As presented in Table 4.1 above, Cronbach's alpha values of the five variables are in between the recommended values. Therefore, the questionnaire and the data collected are said to be reliable

4.2. Descriptive statistics of background data of respondents

In this section, the descriptive statistics of the background data of respondents were presented. In total, 320 questionnaires were distributed to employees of the Commercial Bank of Ethiopia in Arada districts, at the district and branch levels. From 320 questionnaires distributed to employees, 288 questionnaires were returned with a response rate of 90%.

Table 4.2 Demographic characteristics of respondents

	Category	Frequency	Percentage
Gender	Male	194	67.4
	Female	94	32.6
	Total	288	288
Age	20 – 25	3	1.0
	26 – 30	103	35.8
	31- 40	128	44.4
	41- 50	50	17.4
	Above 50	4	1.4
	Total	288	288
Educational Statuses	Degree	170	59.0
	Masters	113	39.2
	Above Masters	5	1.7
	Total	288	288
Experience	1 - 5 years	50	17.4
	6 – 10 years	126	43.8
	11 – 20 years	105	36.5
	Above 20 years	7	2.4
	Total	288	100

Source: SPSS result, 2024

Table 4.2 indicates that 194 (67.2%) of the respondents were male and the remaining 94 (32.8%) of the respondents were females. in terms of age distribution, 128 (44.4%) of the respondents were

between the age of 31 – 40 years, 103 (35.8%) of the respondents were between the age of 26 – 30 years, 50 (17.4%) were between the age of 40 -50 years, 4 (1.4%) of the respondents were in the age of above 50, and the remaining 3 (1%) respondents were found between the age of 20 - 25 years. as far as educational statues are concerned 170 (59%) of the respondents were first degree holders, 113 (39.2%) of the respondents were masters holders, and the remaining 5 (1.7%) of the respondents were above masters. Finally, 126 (43.8) of the respondents have an experience of 6-10 years, 105 (36.5%) of the respondents have an experience of 11 – 20 years, 50 (17.4%) of the respondents have 1 – 5 years of experience and the remaining 7 (2.4%) of the respondents have more than 20 years of experience in the banking industry.

The respondents' background characteristics suggest that the study was inclusive, as it included both males and females. The majority of the respondents held a degree or a master's degree, demonstrating their level of literacy and aiding in their understanding of the change process. Additionally, more than 80% of the respondents were young and adults, which is crucial for the change process due to their energy and maturity. Furthermore, the majority of the respondents had over six years of experience in the banking industry, which significantly contributed to their understanding of the banking environment.

4.3. Descriptive Statistics of the Study

This section presented descriptive statistics in the form of mean and standard deviation for the five variables, indicating the degree of agreement with their respective success in organizational change management in the case study.

The mean value measures the average value of all the respondents who responded to each statement. It calculates the sum of the values divided by the number of values. This implies that most respondents rated the highest mean item highly. While the item with the lowest mean has the slightest rating from respondents,

The standard deviation, a measure of dispersion, quantifies the extent to which the variables deviate from the average or mean. When the value of the standard deviation is small, it implies a small deviation from the mean; a higher number of standard deviations implies a high deviation.

This means that an item on the Likert scale with the smallest standard deviation indicates that respondents gave a similar answer to that item compared with the others, and vice versa.

Table 4.3 Descriptive statistics of the study

Variables	N	Mean	Std. Deviation
Leadership	288	3.6958	.80399
Communication	288	3.0479	.97369
Motivation	288	3.4806	.83155
Culture	288	3.6792	.75287
AVDP	288	3.3819	.84899
Valid N (list wise)	288		

Source: SPSS result, 2024

The mean and group mean statistical values approaching 3.00 and less indicate poor perception, while 3.00 and above indicate the good perception of respondents on that variable. The standard deviation shows how different respondents' answers are for a given construct: whether data are likely to be widespread (high deviation) or whether respondents have similar opinions (low deviation).

Leadership scores yielded a grand mean of 3.69 and a standard deviation of 0.80. This grand mean indicates that respondents have generally positive perceptions of the bank's leadership. This implies that respondents perceived the leadership to be good at planning changes, implementing them, supporting employees towards change, properly supervising and monitoring progress, and resolving conflicts among employees.

Communication scores yielded a grand mean of 3.04 and a standard deviation of 0.97. This average suggests that the respondents have a positive perception of the bank's communication. Leaders and employees engage in two-way communication, which involves understanding each employee's role, communicating the reasons and necessities of change, and ensuring that bank employees perceive the intended outcome and implementation method positively. However, the respondents perceived that there was some limitation in accepting and recognizing their feedback.

Employee motivation scores have an average mean of 3.48, with a standard deviation of 0.83. This average indicates respondents' positive perceptions of the bank's employee motivation. In other words, the respondents felt that the bank's leadership, communication approach, working conditions, recognition, and reward mechanisms were motivating. However, the respondent's perception of the bank's culture is not motivating.

Organizational culture scores an average mean of 3.67 and a standard deviation of 0.75. This average indicates the respondent's positive perception of the bank's organizational culture. This suggests that the respondent holds a positive perception of the bank's organizational culture, which is characterized by clarity, engagement, innovation, adaptability, and consideration of their values during times of change.

Finally, organizational change management's success has an average mean of 3.38 and a standard deviation of 0.84. This indicates respondents have a generally good perception of the success of change management. This means respondents perceive that changes have achieved their intended objective with the allocated time and resources, satisfying employees, and bearing in mind ethical considerations.

4.4. Correlation

Correlation can be defined as the degree and strength of the relationship between two or more variables (Karagiannidis et al., 2020). The coefficient of correlation indicates the degree, strength, and direction of the relationship between the explanatory and explained variables. The value of the correlation coefficient ranges from -1 to +1. 1 or -1 means perfect correlation; the (+/-) sign indicates direction; a zero value means absence of correlation; and values between 0 and 1 imply small, moderate, and strong correlation.

The following table 4.4 present the Pearson correlation matrix.

Correlations						
		Leadership	Communication	Motivation	Culture	Success of OCM
Leadership	Pearson Correlation	1	.456**	.535**	.601**	.597**
	Sig. (2-tailed)		.000	.000	.000	.000

	N	288	288	288	288	288
Communication	Pearson Correlation	.456**	1	.538**	.491**	.668**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	288	288	288	288	288
Motivation	Pearson Correlation	.535**	.538**	1	.667**	.611**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	288	288	288	288	288
Culture	Pearson Correlation	.601**	.491**	.667**	1	.562**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	288	288	288	288	288
Success of OCM	Pearson Correlation	.597**	.668**	.611**	.562**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	288	288	288	288	288
**. It shows significance of the correlation between variables						

Source: SPSS regression result, 2024

Table 4.4 shows that there is a moderate and positive relationship between leadership, communication, motivation, culture, and the success of OCM. Similarly, there is a positive and moderate relationship between communication, leadership, motivation, culture, and the success of OCM. Additionally, there is a positive and moderate relationship between motivation, leadership, communication, culture, and the success of OCM. All these relationships are significant.

4.5. Linear Regression Model Assumption Test

Linear regression is the most basic and commonly used predictive analysis. Regression analysis is used to analyze the effect of the independent variable on dependent variable.

Linear regression makes several key assumptions:

1. Linearity
2. Normality
3. Model fit
4. Multi collinearity
5. Homoscedasticity

1. Linearity

The fundamental assumption of a linear regression model is linearity. Linearity refers to the linear relationship between the predictor, or explanatory variable, and the dependent variable. There should be a linear relationship between the independent variables (leadership, communication, motivation, and culture) and the dependent variable (organizational change management success). A linear scatterplot graph can verify this. It is also important to check for outliers, since linear regression is sensitive to outlier effects.

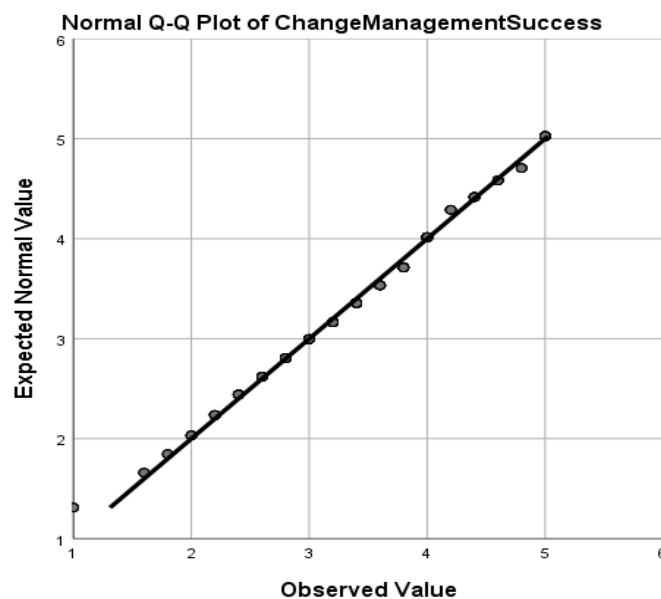


Figure 4.1, Q-Q plot for linearity

Source: regression result, 2024

As indicated in figure 4.1, the Q-Q plot shows a straight line which shows the presence of linear relationship between the dependent and independent variables.

2. Normality Test

One of the basic assumptions of a linear regression model for multivariate analysis is normality. It shows the distribution of the data around the mean. It indicates whether the respondents' data is normally distributed or not. When the data has a normal distribution, it shows a bell shape. A histogram or Q-Q plot can verify this assumption.

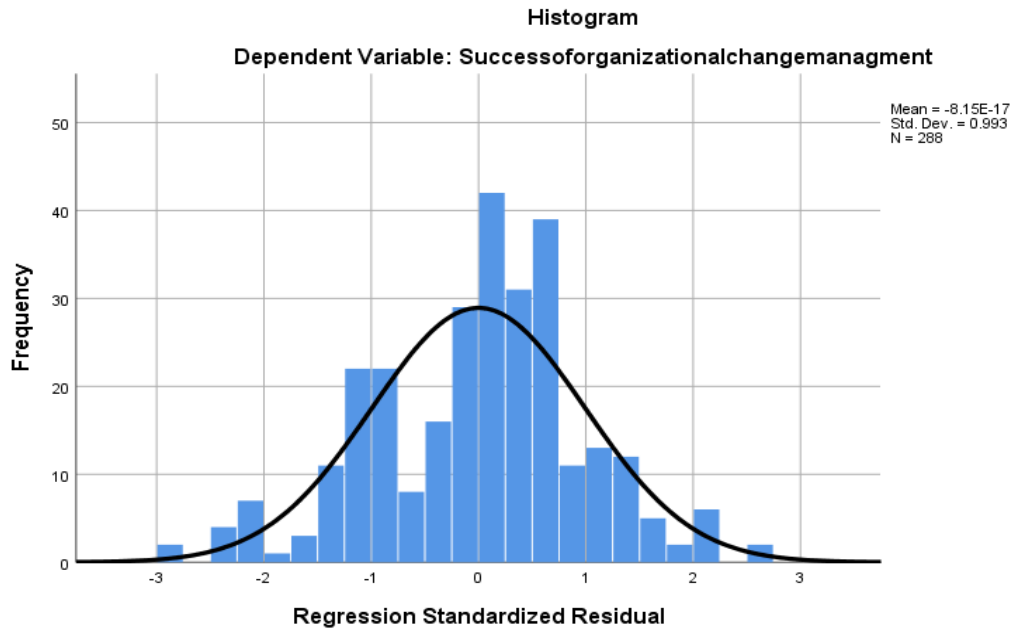


Figure 4.2: Histogram

Source: regression result, 2024

Fig 4.2 indicate that there is a slight deviation from the normal distribution of data, which means the data were normally distributed. This histogram show that the data collected from respondents were distributed around the mean.

3. Multicollinearity test

Explanatory or predictor variables exhibit multicollinearity when they exhibit strong correlations with each other. The presence of multicollinearity can be tested by using a correlation matrix or the variance inflation factor (VIF). When the correlation coefficient between independent variables is less than 0.8 or the VIF is less than 10, we can say there is no multi collinearity. If the value of VIF is greater than 10 or the coefficient of correlation between independent variable is above 0.8 it is the sign of multi collinearity.

Table 4.5 Multicollinearity Test

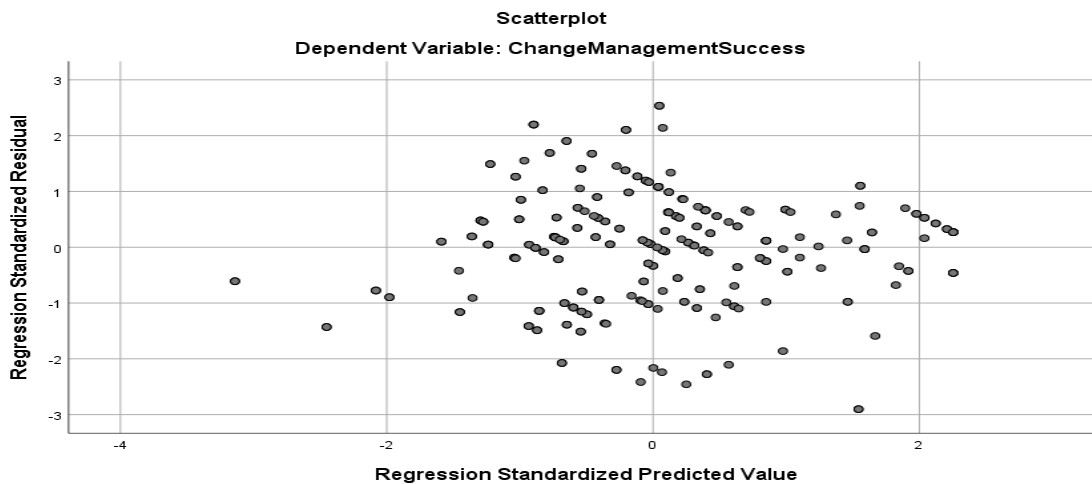
Model		Standardized Coefficients		t	Sig.	Collinearity Statistics	
		Beta				Tolerance	VIF
1	(Constant)			1.534	.126		
	Leadership	.260		5.240	.000	.589	1.699
	Communication	.404		8.611	.000	.659	1.518
	Motivation	.209		3.818	.000	.484	2.068
	Culture	.068		1.218	.224	.464	2.156

Source: SPSS regression result

Table 4.5 indicate the absence of multi collinearity because the VIF of each independent variable is less than 3, and the correlation coefficient between independent variable is less than 0.7.

4. Homoscedasticity

This describes a situation where the error term remains constant across all values of the independent variables. All explanatory variables exhibit uniform, constant, and consistent variance of errors. Heteroscedasticity (the violation of homoscedasticity) occurs when the size of the error term differs across independent variable values. The impact of violating the assumption of homoscedasticity is a matter of degree, increasing as heteroscedasticity increases.



Source: SPSS regression result, 2024

Figure 4.3 Scatter Plot for homoscedasticity

4.6. Linear Regression Analysis Results

In this part the regression result has been presented. The following linear regression was developed on variables considered in the model.

4.6.1. Regression Model Equation

$$Y = \alpha + \beta^1X^1 + \beta^2X^2 + \beta^3X^3 + \beta^4X^4 + \mu I$$

$$= 0.271 + 0.274\text{Leadership} + 0.352\text{Communication} + 0.213\text{employee motivation} + 0.077 \text{organizational culture} + \mu i$$

According to Brooks (2019), the value of R squared (R^2) measures how well the regression model applied in the study predicts the actual variation in dependent variables. The value of beta (β) indicates the level of influence of the independent variables (leadership, communication, employee motivation, and organizational culture) on the dependent variable (success of organizational change); the P-value indicates the level of precision or at which percentage the variable is significant.

Table: 4.6 ANOVA Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122.133	4	30.533	101.977	.000 ^b
	Residual	84.734	283	.299		
	Total	206.866	287			
a. Dependent Variable: Change Management Success						
b. Predictors: (Constant), Culture, Communication, Leadership, Motivation						

Source: SPSS regression result, 2024

The above table indicates that the regression model predicts the dependent variable significantly. It indicates the statistical significance of the regression model $p < 0.05$. And it indicated that the overall, the regression model statically significantly predicts the outcome variable (good fit for the data).

4.6.2 Model Fitness

Table 4.7 Model Fitness

Model Summary				
Model	R	R Square	Adjusted R Square	Durbin-Watson
1	.768 ^a	.590	.585	1.953
a. Predictors: (Constant), Culture, Communication, Leadership, Motivation				
b. Dependent Variable: Success of organizational change management				

Source: SPSS regression result, 2024

As indicated in the above table, the value of adjusted R^2 is 0.585 (58.5%), which means the independent variables (leadership, communication, employee motivation, and organizational culture) in aggregate predict the dependent variable (success of organizational change management). Other variables not included in this study explain the remaining 0.415 (41.5%) of the dependent variable.

4.6.2. Regression Result

Table: 4.8 Regression result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.271	.176		1.534	.126
	Leadership	.274	.052	.260	5.240	.000
	Communication	.352	.041	.404	8.611	.000
	Motivation	.213	.056	.209	3.818	.000
	Culture	.077	.063	.068	1.218	.224

Source: SPSS regression result, 2024

The model predicts the dependent variable success of organizational change using four variables: leadership, communication, employee motivation, and organizational culture. The results revealed that leadership, effective communication, and employee motivation have positive and statistically significant effects on the success of organizational change, with a P-value of 0.00. However, although organizational culture has a positive effect on the success of organizational change, it is not statistically significant.

4.7. Discussion of the research result

In this section, the researcher presents and discusses the relationship of each independent variable (Leadership, Communication, Employee Motivation, and Organizational Culture) with the dependent variable (Success of Organizational Change) by considering the sign and level of significance. Therefore in this section, the researcher will analyze the result of the regression by the result of respondents, and prior studies.

4.7.1. Leadership and Success of Organizational Change

As indicated in the regression result of Table 4.8, the β estimate value is 0.274 and the P-value is 0.00. This means leadership has a positive and significant effect on the success of organizational change, with a significant p-value of 0.00. This indicates that if the leadership or management of the bank properly plans the change and its process, strives to implement the plan into action, makes the appropriate supervision and monitoring on during the change process, motivates employees to change the plan into action, and properly handles and resolves the conflict between employees whenever happened, it will have significant and positive effects on the chance of success in the organizational change of the bank. The result is consistent with Obonyo and Kerongo (2015), who state that leadership has a significant impact on strategic change management because leadership is the critical element in organizational change efforts in any context. Errida and Lotfi (2021), state that the leadership of the change manager is the major factor in the success of the success of the change, and conversely, a lack of leadership skills is one of the main reasons for the failure of changes. Ayan (2018) stated that for the success of change initiatives within an organization, leadership is very essential. When we analyze the responses of respondents at the Commercial Bank of Ethiopia, most of the respondents agreed that the bank's leadership is very good at planning the change process, transforming the plan into action, supervising and monitoring the progress, and supporting employees to achieve the intended change. Commercial Bank of Ethiopia is one of the biggest government-owned commercial banks in the Ethiopian banking industry in terms of capital, branches, deposits, etc., and the banking industry is showing various change initiatives related to technologies and the digitalization process. Therefore, in the case of the Commercial Bank of Ethiopia, leadership has a positive and significant effect on the success of organizational change management.

4.7.2. Communication and Success of Organizational Change

As indicated in the regression result of the above table, the beta (β) estimate value for communication is 0.352 with a significant level of P-value of 0.00. This shows that effective communication has a positive and significant effect on the success of organizational change management. Proper and effective communication of the vision to the employees of the bank, two-way communication between the management and employees, and accepting and incorporating feedback from employees' help employees understand the reason and necessity of change, to perform their duties and responsibilities, and what is expected from each of them individually and as a group in the change process. This has finally had a positive and significant influence on the success of organizational change management. In the case of the Commercial Bank of Ethiopia, the responses of respondents revealed that overall, there is a good way of communicating in the bank, but still, there are some limitations in some issues, such as two-way communication between management and employees and accepting and recognizing feedback from employees. Since the Commercial Bank of Ethiopia is a huge bank with more than 1200 branches throughout the country, if there is proper and effective communication, whenever a change is made in the bank, the change can be successfully implemented, the plan can be changed into action and ultimately, the bank will achieve its intended result, but if there is a lack of proper communication in the bank, changes are not communicated well to employees, absence of accepting feedback about the change, it may create failure. Communication is a very important tools to influence employees, and achieve the necessary change. The result of the study is consistent with Errida & Lotfi (2021), which state that proper and continuous communication during the change process is one of the critical factors for the successful implementation of change. According to Dempsey et al. (2021), communication is one of the most significant factors in the success of change. Jenni Jones stated that organizations with continuous communication are more likely to achieve their change successfully. Abate and Mengesha (2020), state that proper communication is one of the most essential factors that helps facilitate the adaptation of any organizational change. Therefore, effective communication has a positive and significant effect on the success of organizational change management.

4.7.3. Employee Motivation and Success of Organizational Change Management

The regression result of Table 4.8 shows that the beta (β) estimate value for employee motivation is 0.213 with a significant level of P- value of 0.00. This indicates that employee motivation has a positive and significant effect on the success of organizational change management. Employees can be motivated by various reasons and mechanisms based on the nature of the work itself, their attitude, characteristics, personality, and level of education. In commercial banks of Ethiopia, the respondents requested whether the leadership, way of communication, working conditions, recognition and reward system of the bank, and the organizational culture of the bank motivate them or not. Most of the respondents agreed that the leadership, communication approach, working conditions, and recognition and reward system of the bank motivate them except the organizational culture of the bank. This implies that the motivation of employees is one main factor for the success of organizational change management. This indicates that the way the leader lead its employee, motivating mechanism, conducive working environment, fair payment and on time reward and recognition, has a major contribution in the success of organizational change management. In the opposite, when the leadership style of the bank is not attractive, when there is poor communication, unfavorable working environment, and unfair payment for the job and absence of recognition for achievements may create demotivation on the employee, and finally, it can be the reason for change failure. From this we can understand employee motivation is one main factor for the success of change in organizations. The result is consistent with Errida, A., & Lotfi, B. (2021), who state that the motivation of employees is one most relevant factors for the success of change. According to Ismail, M. N., & Ahmad, S. (2003), positively reinforcing employees, through reward and recognition. Self-development and self-esteem have a positive effect on the success of change initiatives. Therefore, employee motivation has a positive and significant effect on the success of organizational change management. Nyaguthii, G. A. (2016), states that when employees are rewarded for their achievements, and recognized for their efforts by the management it has a positive influence on the change process. Hidajet et al, (2018) state that motivation makes employees improve and work harder to achieve the goal of the organization.

4.7.4. Organizational Culture and Success of Organizational Change

The regression result of Table 4.8 revealed that the beta (β) estimate value for organizational culture is 0.07 with a significant level of P-value of 0.24. This indicates that organizational culture has a positive relationship with the success of organizational change, but it has an insignificant effect. The selected employees of the Commercial Bank of Ethiopia believed that the bank has a clear set of values that motivate employee engagement, is innovative, capable of coping with change, and considers its norms and values. Even though the organizational culture of the bank has a positive relationship, this has an insignificant effect on the success of organizational change management. The reason behind this insignificant effect might be due to misalignment of the change objectives and organizational strategy, poor leadership commitment to bring the necessary culture capable to the new changes, a level of resistance to change among employees, the change of leaders, cultural and religious issues, etc.

Mayende and Wanyoike (2016) believed that organizational culture has a direct connection with the behavior and attitude of employees. Change can be successful when there is consistency between intended behavior and culture. There may be behavioral issues with the insignificant effect of culture on change management success.

4.8. Summary of Hypothesis testing

Table: 4.9 Hypothesis Testing

Variable	Expected result	Actual result	Statistical significance test	Hypothesis status, H1
Leadership	Positive and Significant	Positive and Significant	Significant at 1%	Fail to reject
Communication	Positive and Significant	Positive and Significant	Significant at 1%	Fail to reject
Employee motivation	Positive and Significant	Positive and Significant	Significant at 1%	Fail to reject
Organizational Culture	Positive and Significant	Positive and Insignificant	Insignificant	Rejected

CAPTER FIVE

SUMMARRIES, CONCLUSION AND RECOMMENDATION

5.1. SUMMARY OF FINDING

The main objective of the study is to investigate the factor affecting the success of organizational change management by using variables (leadership, communication, employee motivation, and organizational culture), in the case of the commercial bank of Ethiopia in Arada district. The study employed explanatory research design and quantitative approach. The source of data was primary and questionnaire was used to collect data from respondents. A mixed sampling technique was applied in the study.

The study tested the necessary assumptions of linear regression model, the model fitness was checked, and regression analysis was run. Based on the SPSS result of regression analysis, 59% of the dependent variable was explained by the four variables.

The findings of the study revealed that good leadership, effective communication, and employee motivation have a significant positive effect on the success of organizational change management in commercial bank of Ethiopia Arada district. However, organizational culture found it has an insignificant effect on the success of organizational change management.

5.2. CONCLUSION

The main objective of the study is to examine factors affecting organizational change management success. Several factors can affect the success of organizational change management, such as readiness to change, resources, leadership, commitment, communication participation and motivation of employee etc. However, the researcher selected only four variables (leadership, communication, employee motivation, and organizational culture) and examined their effect on change management success at a commercial bank in Ethiopia. Addis Ababa, Arada districts, and selected branches of Arada districts were selected purposefully as areas of study.

In this study, more than 67% of respondents were males, 44% were aged 30 to 40, 59% were bachelor degree holders, and 43% had experience spanning 6 to 10 years.

As mentioned in chapter four, multiple linear regression model was used, model fitness was checked, and assumptions were tested. Based on the regression result, the value of R^2 was 0.59 (59%), and the adjusted R^2 was 0.585 (58.5%). This implies that the 58.5% change management success of the commercial bank of Ethiopia is explained by the four variables. While the result of change management success would be 0.271 if all predictor variables became zero,

The result of the regression showed that leadership, effective communication, and employee motivation have a positive and significant effect on change management success in the case of commercial banks in Arada districts. Conversely, the effect of organizational culture on the success of change management is insignificant.

Leadership has a positive and significant effect on change management success. This indicates that the management of commercial banks properly plans the change management, transforms the plan into action, supports staff to make change visible, and provides the necessary ongoing monitoring and supervision. Additionally, the way conflict management was handled among employees was good.

Communication has a positive and significant effect on change management success. This implies that the communication mechanism of the bank is generally good, particularly the good two-way communication that properly communicates the necessity and reasons for change whenever change occurs, but there is some limitation in feedback.

Employee motivation has a positive and significant effect on change management success. This means employees of the Commercial Bank of Ethiopia were motivated by the leadership, communication, working conditions, culture, and reward and recognition system.

Organizational culture has a positive but insignificant effect on the success of change management. This indicates that culture has a positive effect on change management success, but its effect is insignificant. This may be due to the inconsistent change objective and culture of the bank; there may be some limitations on the management in bringing the necessary culture required for change; the resistance to change in the bank might be high, etc...

Overall, leadership, communication and employees motivation has significant effect on the success of organizational change management.

5.3. RECOMMENDATIONS

Based on the finding of the study the following recommendations were forwarded by the researcher;

- ✚ The overall communication approach of the bank is good. However, there are some limitations to feedback. Most respondents feel that their feedback is not recognized. In order to solve this problem, the bank should accept feedback from employees and incorporate their feedback into the company's policy. The feedback mechanism might be a 360-degree approach, regular meetings, or creating a good feedback culture from the management.
- ✚ The management of the bank should create a culture that motivates employees, because most of the respondents believed that the culture of the bank was not motivating them. The management should identify which area of culture is demotivating employees and make the necessary adjustments because change could not be successful without the positive effort of employees, and employees cannot exert their full potential unless they are motivated. When employees are motivated they become encouraged, supportive and cooperative
- ✚ The culture has an insignificant effect on change management success. As mentioned earlier, this might be due to a lack of leadership commitment to help the culture cope with change, inconsistency in the bank's strategy and change objectives, poor communication, etc. The bank should identify which reasons make the effect of culture insignificant and take corrective action. Whenever there is innovative and flexible culture it is good for making change, but when the culture of the bank is rigid it may adversely affect change management success.
- ✚ Frequent changes in structure, system, and other issues create inconsistency; therefore, bank management should be consistent with changes initiated by the bank as much as possible. When there is high inconsistency and frequent change of policy and structure, it may create dissatisfaction and uncertainty.

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ANNEXS



Addis Ababa University
College of Business and Economics
School of Commerce
Department of Business Administration and Information System (BAIS)

I am a students in Addis Ababa University, School of Commerce in the area of Masters of Business Leadership. I am conducting a research on the title **“factors affecting the success of organizational change management”** in **Commercial Bank of Ethiopia**.

This questionnaire is aimed to collecting information which will be useful in the above mentioned research study as part of the program requirement. You have been selected as one of the respondent in this study. The information you provide will be used for academic purposes only and will be treated with utmost confidentiality.

- ✓ Please **Do Not Write Your Name** anywhere on the questionnaire.
- ✓ All the questions in this study can be answered by ticking the box that best represents your views.
- ✓ Please do not tick more than one box as a response to a question.
- ✓ Kindly complete all sections of the survey including the demographic section

Your cooperation will be highly appreciated.

Mubarek Sadik
Mobile: +251-913-018-298
Email: minaster.mub@gmail.com

Background Information

- ✓ **Sex** Male Female
- ✓ **Age**

20 - 25 years	<input type="checkbox"/>	30 - 40 years	<input type="checkbox"/>
25 – 30 years	<input type="checkbox"/>	above 50 years	<input type="checkbox"/>
41 - 40 years	<input type="checkbox"/>		
- ✓ **Educational Background**

Diploma	<input type="checkbox"/>	Master’s degree	<input type="checkbox"/>
Bachelor degree	<input type="checkbox"/>	above Masters	<input type="checkbox"/>

✓ **Year of experience**

1 – 5 years

5 – 10 years

10 -20 years

above 20 years

The followings are questions related to the determinant of the success of organizational change management. Please indicate to what extents do you agree or disagree with the following statements.

S. No	Leadership	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	The leaders/management properly plan the change process					
2	The leaders/management strives to transform the word into action					
3	The leaders/management highly support the employee to make the change visible					
4	The leaders/management make the necessary supervision and monitoring of the change					
5	The leaders/management properly handle conflict among employees					
	Communication					
1	There is two-way communication between leaders/management and staff members.					
2	The leaders/management properly communicate the reasons and necessity of the changes to employees					
3	I clearly know my duties and responsibilities in the change process					
4	I'm fully aware of how the changes implemented and the intended outcome.					
5	The bank recognize our feedback					
	Employee Motivation					

1	I'm highly motivated by leadership of the bank					
2	I'm highly motivated by the overall communication method of the bank					
3	I'm highly motivated in the working environment					
4	I'm highly motivated in the recognition and reward system of the bank.					
5	I'm highly motivated in the culture of the bank					
	Organizational Culture					
1	The bank has a clear set of values that dictates the way things are done					
2	The culture of the bank encourage employee engagement					
3	The bank beliefs and values are more innovative					
4	The bank is considering our values while implementing changes					
5	The bank's culture is capable of coping with change					
*	Success of Organizational Change					
1	The change attained its intended result					
2	The change achieved with allotted time period					
3	The change attained with allocated budget					
4	The change achieved with employee satisfaction					
5	The change achieved in compliance with ethical standards					



የኢትዮጵያ ንግድ ባንክ
COMMERCIAL BANK OF ETHIOPIA
INTER DEPARTMENTAL MEMORANDUM

DATE
ቀን : May 15, 2024

TO
ለ : Manager: HR MIS

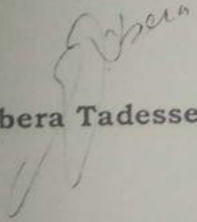
FROM
ከ : Team Leader: Training Operation and Logistics

SUBJECT
ጉዳይ : Request for Cooperation to Conduct Research

Addis Ababa University College of business and Economics school of Commerce BAIS under its letter reference BAIS/H/086/24 dated 15/05/2024 has requested our bank to assist **Mubarek Sadik (post graduate student)** to undertake his research paper under the title "**Factors affecting the success of change management.**"

This is, therefore, to kindly request you to provide him the required assistance and cooperation without compromising confidentiality.

Best Regards,


Abera Tadesse



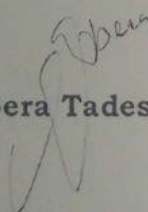
የኢትዮጵያ ንግድ ባንክ
COMMERCIAL BANK OF ETHIOPIA
INTER DEPARTMENTAL MEMORANDUM

DATE : May 15, 2024
ቀን :
TO : Director: Arada District
ለ :
FROM : Team Leader Training Operation and Logistics
ከ :
SUBJECT : Request for Cooperation to Conduct Research
ጉዳይ :

Addis Ababa University College of business and Economic school of Commerce BAIS under its letter reference No BAIS/H/086/24 Dated 15/05/2024 has requested our bank to assist **Mubarek Sadik (Post Graduate Student)** to undertake his Research paper under the title **“Factors affecting the success of Change Management.”**

This is, therefore, to kindly request you to provide his the required assistance and cooperation without compromising confidentiality.

Best Regards,


Abera Tadesse