


**ADDIS ABABA UNIVERSITY**

**COLLEGE OF BUSINESS AND ECONOMICS**

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# CHANGE MANAGEMENT PRACTICE AND EMPLOYEE JOB PERFORMANCE: A CASE STUDY OF ENTOTO RESTAURANT

**BY**

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**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTERS IN MANAGEMENT**

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# DECLARATION

I hereby declare that this thesis entitled **“** CHANGE MANAGEMENT PRACTICE AND EMPLOYEE JOB PERFORMANCE: A CASE STUDY OF ENTOTO RESTAURANT **”** has been carried out by me under the guidance and supervision of Tewodros Wuhib (Assistant Professor). The thesis is original and has not been submitted for the award of any degree or diploma to any university or institution.

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This is to certify that the thesis prepared by Meron Hailemeskel, entitled "Change management practices and Employee job performance: A case study of Entoto Restaurant" and submitted in partial fulfillment of the requirements for the Master of Business Administration (MBA) degree, complies with the regulations of Addis Ababa University and meets the accepted standards concerning originality and quality.

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## List of Acronyms

**CMP** - Change Management Practices

**POS** - Point-of-Sale (systems)

**SPSS** - Statistical Package for the Social Sciences

**NBE**-National Bank of Ethiopia

**VIF** -Variance Inflation Factors

**Tech** - Technological Change Management (used in variable names, e.g., Tech1–Tech4)

## ABSTRACT

The purpose of this study was to examine the effect of change management practices on employee job performance at Entoto Restaurant in Addis Ababa, Ethiopia. Specifically, the study investigated the effects of technological, cultural, strategic, and operational change management practices on employee job performance.

A mixed-method research approach was employed using questionnaires and interviews. A total of 178 questionnaires were distributed to employees, of which 170 were properly completed and returned, resulting in a response rate of 95.5%. Data were analyzed using the Statistical Package for the Social Sciences (SPSS) through descriptive statistics, correlation analysis, and multiple linear regression analysis.

The findings revealed that employees had positive perceptions of the change management practices implemented at Entoto Restaurant. The descriptive analysis indicated that all change management dimensions recorded mean values above the neutral midpoint. Correlation analysis showed that technological, cultural, strategic, and operational change management practices were positively and significantly associated with employee job performance. The regression analysis further revealed that the four dimensions of change management explained 59.2% of the variation in employee job performance. Among the dimensions, strategic change management was identified as the strongest predictor of employee job performance, followed by technological, operational, and cultural change management practices.

The study concludes that effective implementation of change management practices significantly enhances employee job performance. The findings highlight the importance of strategic planning, technology adoption, operational improvement, and supportive organizational culture in facilitating successful organizational change and improving employee productivity. The study contributes to the limited empirical literature on change management and employee job performance within the Ethiopian hospitality industry.



**Keywords: Change Management Practices, Employee Job Performance, Strategic Change, Technological Change, Hospitality Industry, Entoto Restaurant.**

# CHAPTER ONE

# INTRODUCTION

## 1.1 Background of the study

Organizational change is when new initiatives, programs, or processes are put into place that require people to modify the way they do their jobs. The business environment is changing all the time due to technical developments, changing client expectations, competitive pressures and other external variables. As such changes take place more often and in more complicated ways, good leadership and good change management are more and more necessary if a company is to succeed. Organizations differ in culture, structure and operational procedures; nonetheless, they have to adapt to changing conditions if they are to remain competitive, ensure long-term sustainability and improve overall performance (Burnes, 2017; Kotter, 2012).

Change management is the systematic process that companies use to transfer individuals, groups and the organization as a whole from one state to another. The individuals have to be prepared, supported and helped to make changes in the organization as part of this process. The restaurant industry requires change management to meet the changing demands of consumers, technological developments, and economic changes. Change management is a huge spectrum and different projects and organizations do this quite differently. An organization's complex structure changes. There are internal and external elements working (Phillips & Klein, 2022).

Organizational change is driven by a variety of external factors, such as technological developments, competitive market pressures, regulatory requirements, and changes in economic conditions. Organizations must continuously adapt to these environmental forces to maintain their effectiveness and competitiveness (Burnes, 2017). Every company must improve its ability to handle the changes in order to overcome the impending changes. According to Kotter (1995), the majority of organizational reforms aim to make fundamental adjustments to the way business is performed in order to adapt to a changing and more competitive market environment. An organization's change management is the practice of continuously updating its

direction, organization, and capacity to meet the dynamic demands of both internal and external clients.

Change Management Practices (CMP): Learn about the key elements of organizational change, including management models, communication tactics, support resources, and other best practices for change management, before announcing anything. If you prepare in advance, you can enter the implementation process with assurance that your alteration was carried out successfully. According to Hayes, J. (2014), what are the best methods for change management to follow.

Employee Job Performance: A restaurant's ability to perform is a key component of its success. The efficiency with which workers carry out their duties and aid in the accomplishment of corporate goals is compiled into employee job performance. In this industry, maintaining customer satisfaction, operational effectiveness, and overall business sustainability all depend heavily on good performance (Adewale & Arogundade, 2021)

The Alignment Imperative: Today's corporate environment is changing so quickly that it is more important than ever to match change initiatives with employee performance and engagement. Employee support and careful change management put firms in a better position to succeed in the long run and foster a happy, productive workplace (Maha Mahamoud Hasan et al., 2025).

Given the recent organizational changes at the Entoto Restaurant in Addis Ababa, the study's objective is to determine how employee performance is impacted by organizational change (Entoto Restaurant, 2026).

## 1.2 Statement of the problem

Organizational changes in the restaurant business may lead to a drop in worker productivity and service quality. Because employees deal directly with customers on a daily basis and have an impact on their pleasure, loyalty, and profitability, restaurants place a high value on staff performance. The performance of a restaurant can be greatly impacted by high employee turnover, reluctance to embrace new digital technologies (such POS systems or online ordering platforms), and difficulties adjusting to new operational or cultural changes (Cheruto, 2024).

Many restaurants in Ethiopia's hospitality sector struggle because of a lack of expertise in current management techniques, technological utilization, and customer service. These discrepancies may lead to uneven service quality, lower client satisfaction, and a decline in competitiveness. Research on how change management techniques impact employee performance in Ethiopian restaurants is few, despite the fact that change management in the hospitality industry has been studied extensively worldwide. A new change management structure was just put into place at Entoto Restaurant. It's unclear, though, how these adjustments would affect workers' job performance. It is necessary to comprehend how the restaurant's change management procedures affect worker efficiency, production, and general job satisfaction (Admasu & Bekele, 2023).

According to research, employee performance is greatly impacted by a number of change management-related factors, including leadership, structural, strategic, and technology changes. Research conducted in Ethiopia has indicated that while structural changes may have a detrimental effect on employee performance, leadership changes have the biggest beneficial link. One major factor impacting changes in management and employee performance has been found to be technological advancements (Worku, 2023).

An organization's success or failure is determined on the performance of its workforce. The hospitality earnings and reputation may suffer if employee performance declines. Employee performance in the hospitality industry has been a key cause of worry throughout Africa due to a lack of ICT, innovation, and managerial skills (Aina & Olaywola, 2024; Ofondu, 2018).

The new technology has affected workers since many of them lack the skills, experience, training, and understanding needed to adjust appropriately; consequently, many have lost their jobs (Nkurunziza, 2015). There is no visible relationship between worker performance and technological developments, citing Dauda and Akingbade's (2014) research. Employee performance and the areas of change (organizational structure, technology, and persons) were found to be positively correlated by Al-Jaradat et al. (2013). The word "change" describes the ongoing adjustments that people or organizations undertake to address changes in any situation (Waraich and Bhardwaj, 2007). Change management is essential for the survival and growth of a firm in the always changing environment brought forth by globalization, technological evaluation, or increased client expectations. Change is therefore a process rather than an occurrence. "The application of the set of three tools, processes, skills, and principles for managing the people side of change to achieve the required outcomes of a change project or initiative" is one of the three integrated perspectives that the National Learning Consortium has defined for change management (Kliewe, Davey, and Baaken, 2013).

It also identifies the problem of change management and initiation as a challenge to leadership.
(Schuler, 2003; Pardo del Val & Martinez, n.d.; Hernandez, 2011) and discussed by a number of other writers. According to Smollan (2011), organizational reform is a necessary procedure that shows development. The desire to enhance performance and adjust to the organization's surroundings is what propels organizational change. In either case, the most practical and affordable approach is frequently chosen to start a change. However, resistance to change is the reason why two thirds of change initiation tactics in businesses fail. This shouldn't be the case because change can spur improved performance if it is handled well. by starting an innovation process and providing assistance in locating and fixing organizational flaws (Smollan, 2011).

The hospitality sector has been the subject of a study on change management techniques (Ritich, 2011). Since there hasn't been a thorough investigation into the sector, there is little data on the issues and procedures that are common to the sector. Although previous studies examined change management in hotels and other sectors, limited empirical evidence exists regarding the effect of change management practices

on employee job performance in Ethiopian restaurants. This study addresses this gap by focusing on Entoto Restaurant.

It is essential to comprehend the implementation of these change management techniques and how they impact employee performance in the context of Entoto Restaurant. Therefore, the purpose of this study is to investigate how employee job performance is affected by change management practices at the Entoto restaurant. The researcher considered recent organizational changes and conducted the study from a broader perspective. Thus, the goal of this study was undertaken to address the current research gap.

## 1.3. Research question

1. What is the effect of operational change management practices on employee job performance at Entoto Restaurant?

2. What is the effect of cultural change management practices on employee job performance at Entoto Restaurant?

3. What is the effect of strategic change management practices on employee job performance at Entoto Restaurant?

4. What is the effect of technological change management practices on employee job performance at Entoto Restaurant?

## 1.4 Research objective

### 1.4.1 General objective

The main objective of this study is to evaluate the effect of change management practices on employees' job performance at Entoto restaurant, Addis Ababa.

### 1.4.2 Specific Objectives

The specific objectives of the study are:

- To examine the effects of operational changes on employees' job performance.
- To assess the effects of cultural changes on employees' job performance.
- To investigate the effects of strategic changes on employees' job performance.
- To evaluate the effects of technological changes on employees' job performance.

## 1.5 Scope of the Study

The purpose of this study was to examine the effect of change management strategies on employee performance in the hospitality sector with special reference to Entoto Restaurant in Addis Ababa. The study includes employees from key functional areas of the restaurant including management, procurement, customer service, and culinary operations. These departments were selected for this study because these departments are directly involved in the activities of the organization and are highly affected by change initiatives that the organization does..

## 1.6 Limitation of the Study

The study focuses only on Entoto Restaurant in Addis Ababa, it does not focus on other hospitality establishments such as Cafes or Hotels. In addition, the results might not be generalized to the complete hospitality industry of Ethiopia but they provide useful insights to restaurants, which constitute a large share of the market.

## 1.7 Significance of the Study

Insights into how change management practices control employee job performance was useful to restaurant managers, stakeholders in the hospitality industry, and politicians. The study's findings can be used to develop plans to improve staff adaptability, service quality, and employee turnover. Policymakers and tourism authorities can use the study as a reference when creating policies and training programs that aim to improve service standards in Ethiopia's hospitality sector. Additionally, the study filled a gap in the academic literature regarding change management research in Ethiopian restaurants, making it a resource for future researchers and students in the hospitality and management fields.

## 1.8 Organization of the Study

There are five separate chapters in this study. The background study, problem statement, goal, scope, limitations, significance, and paper organization are all covered in Chapter One. A survey of literature review on the subject is the main emphasis of chapter two. The study's methods, research design, target demographics, data sources,

data collection instruments, data collection processes, data analysis techniques, and instrument validity and reliability are all described in the third chapter.

The summary is presented in Chapter 4, and ultimately The study's findings are presented in Chapter 4, along with a thorough analysis and interpretation of the data in light of the goals and inquiries of the investigation. The findings are related to the theoretical and conceptual frameworks presented in chapter two in this chapter. Chapter 5 wraps up the study by summarizing the main conclusions, going over their ramifications, and offering suggestions for future research, practice, and policy.

## 1.9 Definition of key terms

**Change Management Practices (CMP):** a collection of methodical techniques used in dining establishments to assist staff members in adjusting to operational, strategic, cultural, and technology changes.

**Employee Job Performance:** how well and efficiently staff members at restaurants do duties including food preparation, customer service, and operational assistance.

**Technological Change:** the use of point-of-sale (POS) systems, digital ordering platforms, or delivery apps in dining establishments.

**Cultural Change:** changes in the work culture of restaurants, including those related to customer service, teamwork, and communication.

**Strategic Change**: Changes in long-term goals, competitive strategies, market positioning, branding, expansion plans, and business direction.

**Operational Change:** modifications to customer service procedures, procurement systems, kitchen operations, or workflow.

# CHAPTER TWO

# REVIEW OF RELATED LITERATURE

## 2.1 Introduction

The chapter deals with a variety of issues on change management and its relationship with employee job performance in the restaurant and hotel industry. It examines the theoretical bases, major concepts, determinants of worker performance and empirical studies done in the hospitality industry. The study also highlights the holes in the Ethiopian context that support the current investigation of the Entoto Restaurant.

## 2.2 Theoretical Review

Organizational Transition The nature and surroundings of organizations are the source of the concept of organizational change. Change is essentially a sequence of occurrences that aid in an organization's development process. Reorganizing an organization sometimes entails rightsizing, implementing new developments and technological changes, rescheduling operations, and forming significant collaborations. Njuguna and Muathe (2016) state that organizational change can take many forms, such as adjustments to the products or services offered, the market the company serves, employee involvement, and customer or supplier interactions. This forms the cornerstone of the theoretical worries about how change management affects workers' productivity.

Kurt Lewin (1951) introduced the three-step change theory. He observed that unfreezing is necessary to overcome the strain that individual resistance and group conformity may exert on the change process. Lewin recommended three methods towards achieving the unfreezing phase of the change process; (i) Increase the driving forces that direct behavior away from the existing situation or status quo. (ii) Decrease the restraining forces that negatively affect the movement 8 from the existing equilibrium and; (iii) Find a balance between the driving and restraining forces to shift direction towards the planned change. The phase is connected with the need for sustainability of the change

The restaurant industry is considered by penetrating competition, evolving consumer preferences, and economic volatility, making change an unavoidable constant.

Companies like Entoto Restaurant can be grappling with expansion, menu updates, and service model modifications, where intelligent and effective change management is not optional, but essential, for survival and success.

The hospitality industry (hotels, restaurants, etc.) is characterized by shifting demands of clients, rapid technical development and deployment of new technology and increasing worker rotation. In order to remain competitive, regular adaptations and alterations have to be made to overcome these barriers (Camerron 2019). Change management is crucial to ensuring smooth transitions, enhancing team morale and optimizing work performance at these times.

### 2.2.1 Concept of change

Change can be defined as any initiative, program, or project that has the objective of changing business practices and requires the employees to do their jobs in a different way (ElKattan, 2017).

It is a continuous process of transition that we may either influence or not. Organizational change refers to the process through which organizations modify their structures, strategies, technologies, cultures, or operational processes to adapt to internal and external environmental demands. Effective change management enables organizations to implement these changes successfully while minimizing employee resistance and enhancing organizational performance. In the hospitality industry, change management is particularly important due to rapid technological advancements, evolving customer expectations, and increasing market competition (Burnes, 2017; Kotter, 2012)..

Change is defined in organizational terms as a deliberate, uncommon, and pr-thought-out unique effort that helps accomplish newly established goals or more effectively reach preexisting ones (Töremen, 2002:186). The entire process of moving away from the old, familiar, and habituated order and toward an uncertain but predictable future is known as organizational transformation (Dereli et al. 2006: 25). In another definition, organizational change is the transition to a different situation as planned or

unplanned; the occurring of the transition in organizations' one or more areas like culture, technology or structure.

Traditional organizations that were founded based on their functions are now insufficient. The ability of these kinds of organizations to survive has been strengthened by ongoing advancements and modifications, heightened rivalry, and the qualitative shift in the structure of mass production. Organizational structure borders are weakened, the market is qualified above national and even international structures, and consumers have emerged as the most important factor for organizations and are involved in decision-making, bringing about a new concept and approach style (Akat, 2004: 62).

Any type of change that can take place in an organization's components, subsystems, relationships between these, relationships between these and organizations, and the influence between an organization and its surroundings can be referred to as organizational change (Yılmaz, 2012:8). A wide range of ideas, such as creativity, innovation, organizational growth, activity research, and organizational adaptability, can be included in the broad concept of organizational change. Any changes that take place within an organization would disrupt the balance and necessitate the creation of a new one.

According to Patterson (2001), it is the process that manages change in businesses. It also creates the right atmosphere for change, motivates employees to support it, and aims to equip them with the necessary abilities to handle it. In order to ascertain whether a change is necessary and feasible, organizational strategic change starts with a methodical diagnosis of the current state of affairs. A Change Management strategy should include details on the goals, content, and procedure of the change. Organizational change management is a visible tracker on transformation initiatives that coordinates communications, integrates teams, organizes personnel training, and aligns groups' expectations.

Change is an inevitable part of organizational life and it occurs when an organization moves from its current condition to a different and better state. Such alterations may be pre-planned or may be a response to unforeseen circumstances. Organizations often initiate change due to factors such as technological advancements, increasing rivalry, evolving client demands, and regulatory requirements. Burnes (2017) states

that in order to survive and thrive in a business climate which is in a constant state of flux, businesses need to be ready to adapt their operations and strategies as necessary. Organizational change can take many forms including changes in workplace culture, technologies, strategies, work processes and organizational structures. It is important to manage these changes well, because the people are a critical element in the failure or success of change programs. For successful change management, firms need to communicate effectively, facilitate employee involvement, exhibit strong leadership, and provide continuous support throughout the transition period (Kotter, 2012).

The need for change is especially clear in the hospitality business, where competition is fierce and client demands are changing. To be competitive, hotels and restaurants need to constantly improve their offers, adopt new technologies and develop the abilities of their workers. Thus, efficient change management has become a crucial element in enhancing employee performance and ensuring the long-term success of the hotel business (Burnes, 2017; Kotter, 2012).

### 2.2.2 Concept of Change Management

Change management in the hospitality industry mentions to organized strategies that permit eateries and lodging amenities to implement new procedures, technology, or service standards with the least amount of disturbance possible (Kotter, 2012). Contact-less payments, online ordering, computerized reservation systems, and modern customer service procedures are a few examples.

According to Burnes (2017), change has a direct influence on front-line staff and customer experiences, which presents special encounters for hospitality firms. When a hotel installs self-check-in kiosks, for example, staff members have to adjust to new responsibilities while maintaining visitor pleasure. Customer service excellence and employee morale may suffer in the absence of efficient change management.

Rotich and Deya (2021) note that leadership, staff engagement, communication and resource allocation greatly improve the operation of hotels in Kenya. Auma (2023) found that corporate culture and strategic alignment had positive effects on employee

engagement and work performance. These results emphasize the need of effective change management practices for improving organizational results.

Gilbert (2023) found poor communication, lack of employee involvement and lack of managerial support are often the drivers of resistance to change in hospitality organizations. The study revealed that employee engagement, training and effective communication were vital for successful organizational change.Kebede et al. (2025) showed that transformational and democratic leadership styles had a substantial impact on staff commitment at four-star hotels in Hawassa, but transactional methods can have a negative effect on employee commitment in the hospitality industry of Ethiopia.

Operational and technological challenges are equally important: As stated by Nigatu (2019) on ResearchGate Poor working circumstances such as lack of equipment and limited assistance of the management of the Dessie and Kombolecha hotels have a negative impact on employee performance. Similar cultural difficulties include lack of trust and sharing of information negatively affect job effectiveness.

Empirical studies confirm the value of change management in boosting employee performance in the hospitality industry. Technology adoption, leadership, culture and communication affect worker performance in hotels and restaurants as shown by research undertaken in Ethiopia and other African countries.

As to the study done by Kebede, Hailu and Berhanu (2025), transformational and democratic leadership styles have a substantial positive effect on employee dedication and job performance at four-star hotels in Hawassa, Ethiopia. Transactional leadership may negatively impact employee dedication and job performance. Their results indicate the importance of leadership in facilitating organizational change initiatives.

Implementation results by Nigatu and Fikadie (2019) demonstrated that poor workplace values, like low information partaking and limited trust, decreased employee motivation and performance. Additionally, Tesema and Assefa (2023) contended that entrepreneurial orientation mediates the impact of organizational culture, which is a major driver of competitive advantage in Ethiopian hotels.

Gilbert (2023a) discovered that fear, a lack of communication, and a lack of involvement were the main causes of resistance to change at hotels in Nigeria; but, inclusive interventions like training helped to lessen resistance. Gilbert (2023b)

showed but in a related study that strategic change management techniques, such as commitment, cooperation, and communication greatly enhanced hotel performance.

Adoption of technology has also been researched as a element of change management. A four-stage paradigm for technology adoptions in hotels was developed by a recent conceptual research (Businesses, 2024), which treated digital transformation as an organized change process. To guarantee long-term success, the framework placed a strong emphasis on institutionalizing new technologies, developing staff capabilities, and preparing employees.

The literature study highlights how crucial change management is in determining how well employees perform on the job in hotels and restaurants. Theories that offer organized advice for managing organizational change and resistance to the adoption of new technologies include Kotter's 8-Step framework, Lewin's model, and the ADKAR model. Successful change initiatives are regularly found to be influenced by elements like leadership, culture, training, communication, and involvement.

The empirical study conducted in Ethiopia, Kenya and Nigeria reveals that good change management promotes staff performance whereas poor management leads to resistance, stress and poor quality services. In particular, the East African study highlights the significance of communication and cultural change. The Ethiopian studies highlight the problems of organizational culture, work environment and leadership style.

The volume of literature is growing yet in the Ethiopian restaurant sector, research on change management is still lacking while it is more common in the hotel industry. This study intends to bridge this gap by investigating change management practices in the Ethiopian hotel industry which, like hotels, depends heavily on front-line employees for service quality. The data from Nigeria shows the need to address opposition through inclusive approaches and frameworks for technology adoption. It emphasizes the need to view innovation as a systematic change management process.

“Change is defined in the literature as any deviation from an agreed upon well-defined scope and schedule. Stated differently a change is any modification to the contractual guidance provided to the contractor by the owner or owner’s representative (Fisk, 1988 and Yu, 1996).” Change is regarded as the only constant in life, yet strangely, it is a decision that management finds challenging to make and

carry out, and when it is, it is frequently one of the ones that employees oppose the most. However, as change is unavoidable, management must plan ahead and be ready for it. Transitioning from an established procedure or method to a new procedure or alternative method of accomplishing the same task is a challenge of change. A process change may involve adding a new procedure, changing an existing one, or both. Any kind of change is meant to improve the organization in the near or distant future.

However, if change ideas are not properly handled at every level, they may be intentionally or unintentionally frustrated, regardless of how marketable they are. High expectations accompanying the concepts and significant investments in the transformation process are frequently turned into enormous disappointments due to poor management. Depending on the situation and the degree of authority at each level, change management affects the lower, medium, and upper levels of management rather than just one. Workplaces and organizations undergo constant change, and these changes take place

Organizational problems may arise internally or as a result of external forces forcing firms to adapt to their surroundings. Decreased productivity, modifications to the fundamental production process, or changes in the organizational structure can all lead to organizational transformation. It is normal to distinguish between changes that are planned and those that occur internally within the company or in response to external factor.

The methodical approach to handling the shift or modification of an organization's objectives, procedures, or technology is known as change management. Hughes (2007) It entails getting people, groups, and the organization as a whole ready, supporting, and assisting with organizational transformation. Implementing tactics for bringing about change, managing it, and assisting individuals in adjusting to it are the goals of change management. Hughes (2007).

Many authors have defined and interpreted the broad subject of change management practice in different ways. The definitions of change management practice are as follows:

Change management practices necessitate meticulous preparation, thoughtful implementation, and—above all—involvement and participation from everyone

affected by the changes. Issues arise when people are forced to change. Change must therefore be achievable, realistic, and measurable. Chapman (2005).

A collection of managerial choices and actions made by the business to adapt to environmental changes is known as change management practices. These procedures are intended to establish a company's plans of action, pinpoint the tactics it employs to compete in the market, and describe how it structured its internal operations (Hill and Jones, 2007). Enhancing the organization's competitiveness and ongoing adaptation to different levels of environmental turbulence is the main goal of change management strategies (Doyle, 2005).

The procedures can be rather intricate, according to Haiilo's (February 2022) Change Management Best Practices. Employees may also experience significant levels of stress as a result of job changes. Nonetheless, there are best practices and guidelines that all organizations should adhere

1. Establish definite objectives: Every change management project needs to have a precise plan. Companies should aim to set up as clear goals as possible, even though SMART goals are difficult to define for change management. In this manner, executives and staff have a point of reference for assessing their change management initiatives.

2. Be truthful and open: Overstate that their boss isn't always truthful and honest. Employers must be truthful and open in order to successfully execute transitions. Since most workers find changes uncomfortable, maintaining transparency throughout the change management process fosters relationships and trust.

3. Educate and comfort your teams: Reassure your staff, provide them with fresh training, and allow them the time they require to get used to new procedures. Reassurance and empathy facilitate future organizational adjustments and expedite the process.

4. Promote dialogue and maintain regular contact, Employees play a significant role in promoting discussions prior to, during, and following the implementation of the reforms. Start a dialogue with your staff to learn their thoughts on the new projects. Recognize that a two-way conversation is essential to effective communication.5. Pay attention to your staff. You shouldn't speak alone when trying to encourage

interaction and communication. Pay attention to what your staff members have to say. Let them take the lead in the discussion so that staff members can voice their concerns, offer suggestions for enhancements, and ask questions.

6. Get the support of your leaders. There is no doubt about it: superior change management raises

business results of initiatives for transformation. Why, then, is it so hard to explain these advantages to company executives? Businesses should endeavor to demonstrate the true return on investment in change management and Inform the company executives of this in order to gain their support and cooperation for the change.

7. Select the appropriate means of communication. In the workplace, millennial anticipate a simpler method of communication than email. Important information is lost because so many emails are never read. Make sure your solution is mobile-friendly before selecting the best employee communication. Younger generations are accustomed to using their phones for everything. For this reason, company tools ought to be responsive to mobile devices.

8. Give your staff more authority. Enable your employees and change management leaders to participate in the change process by granting them the autonomy to decide for themselves and execute novel concepts. When you feel powerful, your level of participation declines and you become resistant to change.

9. Promote information exchange; certain staff members pick things up and adjust to changes more quickly than others. Knowledge, however, can greatly accelerate this learning process. Other employee collaboration technologies make it simple and enjoyable for staff members to share organizational information.

10. Record information and make it readily available. If staff cannot readily access this information, documenting everything is useless. Change management is far more effective when all the pertinent papers and data are stored in one location. Did you know that workers typically look for information for 2.5 hours each day? Employees may find this to be extremely upsetting and depressing during the change management process. Encourage your firm to do no searching!

11. Acknowledge and honor The majority claim that if they received credit for their efforts, they would put in more effort. As a result, this strategy may serve as a powerful incentive to adhere to and execute the modifications more quickly. Employee achievements and the adoption of new habits during the transformation process should be acknowledged and rewarded. Honor the victories and achievements.

12. Give it a sociable feel. Share your proudly implemented innovative technological solution with the world! With the help of contemporary employee communication solutions, you and your staff may readily discuss

### 2.2.2.1 Components of change management practice

**Technological Changes Practice**

Technological advancements in practice have a big impact on how well organizational development initiatives succeed. A technological advancement happens when a process or product becomes more effective, increasing output without increasing input. In other words, a better method or idea is used to get more for the same amount of effort or effort. The ATM (Automation Teller Machine) is one gadget that has seen a change in technology. It has undergone a number of changes over time that have improved its effectiveness.

There are three stages of technological change for machines and other processes: The creation of a new product or technique is called invention. When something is used for the first time, it is considered innovative. Diffusion: the pace at which additional people begin putting the innovation into practice Thus, organizational development is significantly advanced by this technological breakthrough.

**Cultural Change Practice**

Organizational culture refers to the principles and values of an organization. The relationships that employees have with one another are significantly impacted by the organizational culture. Every company has a unique culture that makes it stand out from the competition and gives it a sense of direction. Employees must understand the culture of their workplace in order to adjust. (Kimberly Winston, MBA in Logistics & Supply Chain Management) as J. P. Kotter (1996) put it. It may be necessary for the staff to alter their working methods in order to satisfy the new customers' demands.

Employees may come to the realization that, in order to meet the goals much more quickly, they must alter their mindset, perspective, and working methods. The culture of the workplace is likewise altered by such self-realization. Organizational growth is a result of the cultural transformation activities outlined above. (Schein, Edgar Henry, 2019)

**Strategic Change Practice**

The overarching idea of strategy gives decisions made during an organization's growth focus and coherence. Johnson and Scholes (2003) define strategy as the long-term course and extent of an organization. To meet the expectations of stakeholders, it should ideally align resources with its evolving strategy, environment, and particular markets, customers, and clients. As stated by Scholes and Johnson (2003). While defining and enhancing an organization's structure, strategic change is a powerful tool for lowering environmental, incentive, and motivational barriers.

**Operational Change Practice**

Operational adjustments are frequently preemptive steps taken to enhance procedures for a competitive edge or to adjust to changes in the industry. Changing Readiness: Changing Minds. The procedures of reorganizing and redesigning organizational activities to stay ahead of obstacles and satisfy customer expectations are known as operational change management methods (Moran & Brightman, 2005). Along with important changes taking place in the social fabric within which organizations operate are vital forces impacting organizations within the context of their business operations (Stacey, 2003). Kotter, (2007) describes operational change management practices can be affected by the organization and its external environment.

### 2.2.2.2 Importance of Change Management in Restaurants and Hotels

The restaurant and hotel industries are particularly susceptible to change because of their reliance on efficiency and quality, and client delight. Transitions that are poorly managed, such as the implementation of new menu systems or property management software, can lead to unhappy employees and service interruptions (Armenakis & Bedeian, 1999).

When change management is done right, people are ready, so they resist less and perform better. According to Cameron and Green (2019), effective change management in the hotel business leads to enhanced competitive advantage, more return visits, and improved client satisfaction. During the COVID-19 epidemic, hotels who were able to switch to digital booking platforms more readily retained a greater share of clients than those that struggled to make the change.

ADKAR is an acronym for Awareness, Desire, Knowledge, Ability and Reinforcement. ADKAR understands that the human transition is the underpinning of organizational change, and evidence from practice-based research and public sector adoption supports its efficacy in aligning people-side approaches with project outcomes.

Transition of Organizations The idea of organizational change originates from the characteristics and environments of organizations. In essence, change is a series of events that support the growth of an organization. Reorganizing a company may involve rescheduling operations, implementing new technical advancements and advances, rightsizing, and establishing important partnerships. According to Njugunna and Muuathe (2016), organizational alteration can take many different forms, including alterations to the company's offerings, the market it serves, employee involvement, and interactions with suppliers or customers. This serves as the theoretical basis for concerns regarding the influence of change management on employee productivity. Kurt Lewin presented the three-step change hypothesis in 1951. He noted that in order to overcome the pressure that both individual confrontation and social and cultural change conformity may put on the process of change, unfreezing is required. Lewin suggested three strategies for reaching the unfreezing stage of the change process: (i) Strengthen the motivations that steer behavior away from the status quo or current circumstance (Hhag2016). To shift

direction towards the intended change, (ii) reduce the restraining forces that adversely effect movement from the current equilibrium and (iii) strike a balance between the driving and restraining forces.

Effective change management enables hospitality organizations to adapt successfully to changing business environments. It reduces employee resistance, improves organizational flexibility, enhances service quality, and strengthens overall organizational performance. Consequently, change management has become a critical managerial function within the hospitality industry.

### 2.2.3 Concept of Employee Job Performance

Performance measurement is one of the key components needed to create an organizational management process that works. Gaining an understanding of the concept of job performance is crucial for both managers and employees. The performance of employees determines the efficiency of the organization. The performance of employees positively impacts the performance of the organization. It also includes the employees' motivation and work performance, which are measured through various performance appraisal system techniques. At the moment, the majority of studies measure performance by observing how users respond to performance reviews (Khurram Zafar et al., 2012). According to Ibrahim (2004), job performance is a crucial activity that offers the objectives and strategies for achieving organizational goals as well as the degree of output achievement.

#### 2.2.3.1 Employee Job Performance in Restaurants and Hotels

Employee performance in the hotel industry is complicated. It includes both contextual performance (e.g., working with others, being courteous to guests) and task performance (e.g., serving meals, cleaning rooms). According to Armstrong and Taylor (2020), job performance has a substantial impact on the reputation of an organization in the service sector.

Employees' performance is an important determinant of the success of firms in the hospitality industry. In restaurants, excellent performance is demonstrated through precise order processing, timely service delivery, and enhanced customer satisfaction. In hotels, performance is assessed on the basis of efficiency of check-in process, service quality and standards of cleanliness. The effect of the poor performance of staff in hospitality enterprises can be profound.

Poor performance at restaurants and hotels can lead to slow service, unhappy customers, bad reviews, and less profit. These obstacles may be amplified in the context of a changing organization, as employees are required to adjust to new systems, procedures, and expectations (Kimes & Wirtz, 2015).

The importance of measuring employee performance is to let firms know whether their objectives are being achieved. Performance evaluation helps managers to identify strengths and weaknesses and to assist employees' development. The total success of a business is highly dependent upon the productivity, efficiency and quality of work displayed by its personnel. For this reason, firms use several performance appraisal approaches to evaluate the input and motivation levels of employees (Armstrong & Taylor, 2020).

The setting in which the workers operate, also has a significant effect on their performance. Employees perform well when they have access to enough resources, supportive supervision, a safe workplace and good working circumstances. Positive work environments can increase morale and motivation, leading to higher production and job satisfaction. Conversely, a non-supportive work atmosphere can be detrimental to employee attitudes and overall job performance (Armstrong & Taylor, 2020).

Job satisfaction is defined as the positive emotional response of a person to his work and work environment. Employees who are fairly paid, recognized, supervised supportively and given opportunity for progress are more likely to have better levels of job satisfaction. Armstrong and Taylor (2020) state that satisfied employees are more likely to display commitment, be more productive and execute their work better.

Employee dedication is an important aspect for the success of the firm. Highly dedicated personnel identify themselves with the organizational goals, gladly contribute to organizational success and are less likely to leave the organization. Research has shown that job satisfaction, supervisor support, and possibilities for

professional growth are positively associated with employee commitment and organizational loyalty (Herold et al., 2008).

### 2.2.4 Relationship Between Change Management and Employee Job Performance

Employee performance in hotels and restaurants is directly impacted by change management. Employees adapt more quickly and perform better when managers involve them in decision-making, train them, and communicate effectively (Herold et al., 2008).For instance, staff may find it difficult to use new property management software if a hotel launches it without sufficient training, which could cause delays and unhappy guests. On the other hand, performance and service quality much improve when the same change is handled methodically with staff support (Lines, 2004).

Communication: Clear, regular and reciprocal communication increases perceived organizational support and reduces resistance. Research demonstrates that the quality of communication is highly connected with task performance and staff engagement.Employee involvement in planning and decision making results in more ownership, less resistance and more discretionary effort. All of these improve customer service metrics.

Training & Skill Development: When employees are given targeted, hands-on training, they are better able to take on new roles and make fewer mistakes. The studies reveal that training has a considerable influence on performance results.

Reward & Recognition: Incentives and recognition, when aligned with change objectives, have measurable impacts on performance indicators and help reinforce new behaviors.

Workers are an organization's most valuable resource, and organizational success largely depends on their knowledge, skills, and performance (Armstrong & Taylor,

2020).. One of the main factors influencing the improvement of company performance is leadership. The procurement, development, and use of organizational resources, their transformation into worthwhile goods and services, and the provision of value to organizational stakeholders are all decided by leaders, who also serve as the primary decision-makers. According to Adler (2001), referenced in Sr. Lucy Wanza (2016), they are hence strong sources of managerial rents and, consequently, prolonged competitive advantage. Researchers and academics also concur that a leader's role is crucial when managing an organization or dealing with organizational transformation (Asghar, 2010 cited in Janet Kagwariya 2016).

According to several comparative studies, transformation leadership practices have a stronger positive correlation with subordinate effectiveness than transactional practices across a range of organizational contexts (Brockhaus, 2006 quoted in Janet Kagwariya 2016). In his study, Hurduzeu (2015) argues that management, inspiration, motivation, compensation, and analytical abilities are all necessary for good leadership. He highlights that when all of these are present, businesses report higher employee satisfaction, which has a favorable impact on output and profitability.

Janet Kagwariya (2016) highlighted a study by Dauda and Akingbade (2011) that looked at the use of employee relations in technological change management. Additionally, it looked for the best way to apply technological innovation to boost productivity in Nigeria's industrial sector. The results showed that there is no meaningful correlation between technology advancement and employee relations. Ramzan and Rizvi (2014) investigated the effect of information technology on employee performance in the hospitality sector in Pakistan. The study found that technology significantly improved employee productivity, reduced errors, enhanced access to information, and contributed to improved service quality.

According to Udeme Archibong and Umer Abs Ibrahim (2021), a study conducted by Kimhi et al. (2019) carried out a survey study on organizational performance and change management in manufacturing firms in Anambra state, Nigeria. Primary data was used, and a descriptive survey methodology was chosen. According to Udeme Archibong and Umer Abas Ibrahim (2021), there is a significant positive association ($r = 0.812$) between employee performance and organizational structure change. Based on data from Austria and China, Hao, Kasper, and Muehlbacher (2012 as quoted in Sr Lucy Wanza and Janet Kagwiria Nkurura 2016) examined the connection

between organizational structure and performance, particularly through organizational learning and innovation.

### 2.2.5 Factors Affecting Employee Job Performance During Change

The following are significant variables affecting hospitality workers' job performance throughout change:

Effective communication guarantee that hotel receivers or servers are aware of any new regulations (Lewis, 2011).

Employee Involvement: Including waiters, chefs, and hotel employees in decision-making decreases resistance and other endorses acceptance (Wanberg & Banas, 2000).

Training and Support: To ensure service quality, staff members need to receive training on new menus, reservation systems, or health precautions (Armenakis & Bedeian, 1999).

Direct Pathway: engagement, training, leadership, and communication Job performance. Mediators include job happiness, supposed organizational support, and employee preparedness. Moderators include workload pressure, employee tenure, organizational size and capitals, and cultural orientation. Results: Customer happiness, cooperation, efficiency, turnover intention, and service quality. Restaurant research with an Ethiopian focus: There is a significant regional and sector gap in the empirical data affecting to Ethiopian eateries, which this study addresses.

Longitudinal designs: Few studies monitor and control the effects of changes over time; longitudinal data may be able to differentiate between short-term disruption and long-term improvement. Communication between formal and informal practices: Further study is required to understand how tacit acknowledgment and informal norms interact with formal change interventions in the hospitality industry. Resource-efficient interventions (Usgh,2016): SMEs want proof of scalable, low-cost change management techniques that yield notable performance improvements.

Effective change management and improved employee performance are strongly correlated, according to empirical research, with training, leadership, communication, and involvement serving as key mechanisms. But, the way that practices result in outcomes is shaped by contextual circumstances, particularly in SMEs and LMICs. The Entoto Restaurant research is in a good position to offer unique, contextually rich evidence that enhance conceptual models and offers useful advice to managers in the hospitality industry.

According to Palmer I, Donforrd, R., & Buchanan, D. (2016) for a more complete view a researchers should take into account a wide range of potential independent variables. A variety of possible independent variables are taken into account in this study endeavor. These independent variables can be organizational variables, contextual variables that may affect project success, and diverse aspects of change management techniques.

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### 2.2.6 Change Management in the Hospitality Industry

The hospitality industry is operating in a dynamic environment, where technological innovation, changing customer needs, increased rivalry and new service requirements are present. Hotels and restaurants need to keep evolving to be competitive and achieve sustainable growth Kimes and Wirtz, 2015.

Ethiopian eateries using food delivery apps like DeliveryAddis or Ethiopian hotels using online reservation systems need to manage personnel changes well. If staff workers are not motivated, they may resist or do a poor job, which might affect customer satisfaction. Skilled change management allows for smooth adaptation, which ensures service quality.

Employee readiness and commitment. Empirical research and reviews suggest that affective commitment to change and readiness (the belief that change is essential, appropriate and individually advantageous) moderate the relationship between change practices and performance outcomes. That readiness is built on engagement, skill building, and visible early wins.

Reinforcement and culture, Aligned HR procedures, role design, and feedback mechanisms are necessary to maintain new routines (refreezing/anchoring). Strong, encouraging cultures reinforce desired behaviors at work, which amplifies performance gains from change. Evidence from service and hospitality environments Seasonality, technology, public health, and competitiveness are some of the environmental and demand shocks that frequently affect the hotel industry.

Hotel and hospitality-specific research focuses on: Perceived change and results in hotels. The antecedents (leadership, communication, justice) and consequences (job attitudes, performance, turnover) are examined in studies that use change schema in hotels. Employee effectiveness and service quality both increase with well-managed change.

Kimes and Wirtz (2015) suggest that training and staff involvement are ways to increase service quality and profitability in hospitality firms. The results show that successful change management strategies greatly boost employee performance and organizational success.

Participatory change methods have been found to improve guest evaluations and employee satisfaction in hotel environments (Kanteer, 2015). Wanberg and Banas (2000) found that increasing flexibility was connected to receptivity to change among hospitality employees . The findings indicate that a stricter change management has a direct effect on the operation of hotels and restaurants.
Communication as a buffer. Effective change communication protects well-being, a key predictor of in-role and extra-role performance in high-contact service roles, which in turn minimizes negative responses (stress, turnover intentions). In hospitality, integrated change variables are used. The importance of cascading mechanisms is reinforced by structural models in hospitality samples, which demonstrate communication → leadership → commitment routes that eventually enable successful change. These models are in line with larger theory.

### 2.2.7 Resistance to Change in Restaurants and Hotels

Resistance to change is a normal response to uncertainty and perceived dangers to organizational change. Employees may be resistant to change due to fear of losing their job, higher effort, lack of information or if they can cope with new systems and

processes. Where communication is good and employees are engaged and properly trained, resistance is often low and change is more likely to be implemented successfully.

The hotel business is getting a lot of backlash. Automation may cause hotel workers to fear for their jobs, while restaurant workers may fear computerized ordering systems that reduce tips (Oreg et al., 2011). This animosity is detrimental to performance and quality of service if left ignored. Managers can defuse opposition by engaging early adopters and spelling out the benefits of change, as well as involving people in the planning. Kotter (2012) suggests that little wins such as staff learning new software should be identified and celebrated to keep momentum going and to maintain trust.

In today's very unpredictable environment, organizations are always compelled to modify their strategy in response to the constantly shifting economic needs, technical breakthroughs, and competitive activity. To stay competitive and adjust to market shifts, organizations need to learn their structures and procedures in a flexible way. Today's organizations are always changing, and change management is essential to their expansion and continued existence.

Some of the major changes that many large firms are going through include outsourcing, downsizing, re-engineering, self-managed work teams, flattening organizations, and automating and computerizing mundane operations. These days, businesses are going through a complete metamorphosis, changing their processes, rethinking their products and services, expanding or contracting, and changing their focus. In the coming years, organizations are expected to undergo a transformation from their current status. N. R. Naved Saif (2013)

Employee job performance includes task performance (quality, efficiency), contextual performance (teamwork, service orientation), and adaptive performance (especially important in service situations that change often). Customer happiness, teamwork, and service quality are all directly tied to performance in the hospitality sector. Systematic studies of hospitality work emphasize the significance of supportive behaviors (communication, involvement, and well-being supports) for sustaining performance during transition.

According to Udeme Archibong and Umer Abs Ibrahim (2021), Kimhi, Oliel, Okeke, Oboreh, Nebolisa, and Esione (2019) carried out a survey study on organizational performance and change management in manufacturing firms in Anambra state, Nigeria. Primary data was used, and a descriptive survey methodology was chosen. According to Udeme Archibong and Umer Abas Ibrahim (2021), there is a significant positive association (r = 0.812) between employee performance and organizational structure change.

Based on data from Austria and China, Hao, Kasper, and Muehlbacher (2012 as quoted in Sr Lucy Wanza and Janet Kagwiria Nkurura 2016) examined the connection between organizational structure and performance, particularly through organizational learning and innovation. Based on the literature and hypothesis, a theoretical, conceptual and structural equation model was set up through a questionnaire survey and sample of about 90 Austrian and 71 Chinese samples. The analysis was conducted using partial least squares, and bootstrap techniques were employed to test the findings. The findings reinforce the important infrastructure position of organizational structure on performance.

### 2.2.8 Communication and Change Management in Hospitality

Communication is one of the most important determinants of successful organizational change. In hospitality organizations, employees interact directly with customers; therefore, they must clearly understand organizational changes affecting service delivery, technology, and operational procedures. Effective communication minimizes uncertainty, increases employee commitment and improves the corporate performance.(Lewis, 2011). For example, hotel employees need specific instructions when implementing new COVID-19 safety regulations so they may ensure compliance and visitor safety. When not conveyed effectively, inconsistencies can lead to lower work performance and negatively impact the visitor experience.

## 2.3 Theoretical Framework

### Lewin's Change Management Model

One of the fundamental theories in the field of change management is Lewin's Change Management Model. Kurt Lewin created the model in the 1940s, and it offers an easy-to-understand framework for comprehending and controlling organizational transformation. Unfreezing, changing (or Transition), and Refreezing are its three main phases. Every stage denotes a unique stage of the change process and leads organizations through the actions required to put change into effect and make it permanent. (Hussain et al.,2018).

The goal of the Unfreezing stage is to get the organization ready to embrace the need for change. Prior to establishing a new mode of operation, the current status quo must be dismantled. Before change can happen, the motive for change must be created. In order to overcome inertia and destroy the current, change-resistant attitude, this stage is essential. Creating Awareness: Dispersal the word about the necessity of alteration and its justifications. Presenting information, patterns, or outside forces that stress the need for change is regularly part of this. By outlining the advantages of change and how it was benefit the company, you can allay uncertainties and doubts. Creating a coalition that supports the change project and including important stakeholders are two ways to build support.

During the Changing phase, the organization adopts new procedures, technologies, or practices required to meet revised objectives. Employees begin to accept and apply the desired changes. Training Programs: Holding in-depth staff training sessions to acquaint them with new protocols and tools. Pilot Testing: Prior to full application, Pilot projects are carried out to test the new events on a smaller scale. Feedback Mechanism: Putting in place feedback loops to spot problems and make the obligatory corrections while the shift is underway.

The Refreezing stage is about establishing the new condition as the status quo. This stage is critical for all element of organizations to make sure the change is supported over time and gets deep-seated in the corporate culture; Strengthening Changes: Developing policies that support the new activities and behaviors. These could be performance measures, guidelines and processes that are aligned to the new way of

working. Celebrating our wins: Recognize and appreciate the things that are happening as a result of the shift to build commitment and morale.

For managing organizational change, Lewin's Change Management Model is still a valuable tool, especially in sectors like hospitality industries where obedience with regulations and ongoing development are essential. Businesses can more effectively manage the challenges of change by concentrating on unfreezing using new knowledge current practices, putting new changes into place, and then refreezing these changes into the company culture (Yagfe ,2018).

**Kotter's 8-Step Change Model**

John P. Kotter shaped the solid and useful Kotter's 8-Step Change Model to contribution organizations in implementing change successfully. The model, which was first obtainable in Kotter's 1996 book "Leading Change," highlights the definition meaning of establishing a feeling of urgency and gaining momentum during the change process. It delivers eight crucial elements for managing change successfully. This model is particularly useful in locations where change is frequently complicated and includes numerous stakeholders. (J. Kotter, 1996).

The model consists of eight steps: Creating a sense of urgency, Building a guiding coalition, Forming a strategic vision and initiatives, Communicating the vision, Empowering employees to act on the vision, Generating short-term wins, Sustaining acceleration and building on change and Instituting change and embedding it in the organizational culture.

According to Kotter (1996), organizations are more likely to achieve successful change when these steps are followed systematically. The model highlights the importance of leadership, communication, employee involvement, and continuous reinforcement throughout the change process.

Kotter's 8-Step Change Model is relevant to this study because it explains how organizations can successfully implement technological, cultural, strategic, and operational changes. The model emphasizes employee participation, effective communication, leadership support, and continuous reinforcement, which are essential factors influencing employee job performance during organizational change.

Therefore, the model provides a useful theoretical foundation for examining the effect of change management practices on employee job performance at Entoto Restaurant.

**ADKAR Model**

A framework for goal-oriented change management, the ADKAR Model helps businesses and individuals navigate the process of change. The ADKAR Model, created by Jeff Hiatt, the founder of Prosci, highlights the individual's journey finished the change process and focuses on the human side of change. The five key consequences that a person must accomplish for change to be successful are Awareness, Desire, Knowledge and skill are vital, Ability, and Reinforcement, or ADKAR for short. This concept is especially valid to sectors where modifications can be intricate and heavily regulated, Hiatt (2006).

Being aware entails knowing why change is required. It is the initial phase of the ADKAR Model, which highlights how crucial it is to acknowledge the necessity of change in order to lay the groundwork for the shift.

• Methods: educating staff members about the change's defenses using communication techniques like meetings, newsletters, and presentations. pointing out the dangers of staying the same, like possible fines for noncompliance or a decline in market share.

Desire refers to an individual's willingness to participate in and support the change. Employees must be motivated to embrace the change rather than resist it. Organizational leaders can foster desire by demonstrating the benefits of change and involving employees in the change process.

The information, instruction, and training essential to understand how to change are all included in knowledge. It entails knowing what has to be done, how to execute it, and how the organization was impacted by the change.

• Training on new manufacturing techniques, revised SOPs, or regulatory needs may be part of the knowledge.

• Methods: Creating thorough training curricula, online courses, and practical workshops to guarantee that every staff member is aware of the current protocols and technological advancements.

Ability refers to the capacity to implement the required skills and behaviors in practice. While knowledge provides understanding, ability focuses on the successful application of that knowledge in the workplace.

Reinforcement

Reinforcement ensures that the change is sustained over time and becomes part of normal organizational practice. Recognition, feedback, rewards, and continuous support help maintain commitment to the change and prevent employees from returning to previous behaviors.

Challenges of the ADKAR Model

Time-intensive: It may take a long time and a lot of resources to carry out each step completely.
2. Needs Buy-In: Obtaining buy-in from all organizational levels is crucial to the ADKAR Model's success, but this can be difficult to do.

Constant Monitoring: It can take a lot of resources to ensure that changes are maintained, which calls for constant monitoring and reinforcement.

The ADKAR Model is relevant to this study because it emphasizes employee awareness, participation, training, capability development, and reinforcement during organizational change. These elements are closely related to technological, cultural, strategic, and operational change management practices and help explain how change initiatives can influence employee job performance at Entoto Restaurant.

The reviewed literature shows that effective change management is important due to the dynamic nature of the restaurant and hotel businesses. Models such as ADKAR, Kotter and Lewin give systematic techniques to manage change in an effective manner. It is probable that the key factors of leadership, training, communication and employee engagement can make a major difference on employee work performance.

## 2.4 Empirical Review

### 2.4.1 Empirical Literature Review General

Prior empirical research shows that effective change management strategies boost employee commitment, organizational performance and service quality. Change leaders are more successful at increasing staff engagement and performance (Herold et al., 2008).

Job Performance and Technological Change: Previous studies in the hospitality industry have shown that the adoption of technological innovations, such as online ordering systems, digital payment platforms, and computerized reservation systems, enhances employee productivity, operational efficiency, and service quality (Kimes & Wirtz, 2015; Businesses, 2024).

Job Performance and Cultural Change: Research indicates that organizational culture plays a significant role in influencing employee performance. A supportive culture characterized by teamwork, effective communication, and employee involvement enhances motivation and job performance, whereas resistance to organizational change may negatively affect employee productivity and organizational outcomes (Auma, 2023a; Gilbert, 2023a).

Job Performance and Strategic Change: Strategic change initiatives, including changes in organizational direction, mission, and service delivery approaches, can improve employee performance and organizational competitiveness when effectively implemented and supported by employees (Auma, 2023b; Gilbert, 2023b).

Job Performance and Operational Change: Previous studies have found that improvements in operational procedures, workflow systems, service delivery processes, and resource utilization contribute positively to employee productivity and service quality. Effective operational changes enable employees to perform their tasks more efficiently and support organizational performance (Armstrong & Taylor, 2020; Rotich & Deya, 2021).

### 2.4.2. Empirical Literature Review Ethiopian Context

Empirical studies conducted in Ethiopia have demonstrated that change management practices significantly influence organizational performance. A study by Zerayehu, Kangew, and Teshome (2013) on the Commercial Bank of Ethiopia (CBE) found that effective change management practices positively affect organizational performance by enhancing organizational competencies and promoting innovation. The study further revealed that organizational culture had the strongest direct effect on organizational performance, while employee motivation and organizational culture were the factors most directly influenced by change management practices. Additionally, the findings indicated that employee gender had no significant direct effect on employee motivation.

The results show that firms can enhance their overall performance by developing a healthy organizational culture and effective change management methods. A workplace culture that supports employee engagement, flexibility and teamwork can help firms better adjust to changing business situations. This is especially true in competitive and fast-changing contexts where constant development is crucial for long-term success.

In Ethiopia financial and service oriented firms have been increasingly adopting various kinds of organizational transformation in order to improve their performance and to remain competitive. The recent adjustments have been concentrated on increasing service delivery, boosting operational efficiency and aligning organizational strategies with evolving customer expectations. Decentralization, strategic restructuring and improvement of service quality are among the essential strategies to boost institutional effectiveness and customer satisfaction as mentioned in the National Bank of Ethiopia Annual Report (2021).

The empirical research evaluated collectively indicate that change management methods are important in enhancing organizational outcomes. Effective change management can lead to enhanced organizational performance by impacting aspects such as organizational culture, employee motivation, creativity and operational efficiency. These findings provide a good platform for exploring the impact of change management strategies on employee job performance at Entoto Restaurant.

### 2.4.3 Empirical Gap

Although previous studies have demonstrated the positive effects of technological, cultural, strategic, and operational change management practices on employee performance, most of these studies were conducted in different countries and organizational contexts. Empirical evidence on the relationship between change management practices and employee job performance in Ethiopia's restaurant industry remains limited. Furthermore, few studies have examined the combined effect of technological, cultural, strategic, and operational change management practices on employee job performance within a single hospitality organization. Therefore, this study seeks to fill this gap by examining the effect of change management practices on employee job performance at Entoto Restaurant in Addis Ababa, Ethiopia.

## 2.5 Conceptual Framework

The study's conceptual framework shows how employee job performance (a dependent variable) and change management techniques (an independent variable) relate to one another. Change management practices are an example of an independent variable.

1. Technological Change: the use of digital delivery apps, point-of-sale systems, and ordering platforms.
2. Cultural change: shift in service orientation, teamwork, and communication style.
3. Strategic Change: new business orientation, growth direction, and service models.
4.Operational Change: culinary operations, procurement modifications, and workflow reorganization.

**Dependent Variable:**

Employee Job Performance - evaluated in terms of task effectiveness, customer satisfaction, efficiency, flexibility, and service quality. Conceptual Link: The framework makes the assumption that good change management techniques have a direct impact on workers' job performance. Changes in technology, strategy, culture and operations are thought to improve job performance, however depending on the organizational setting, cultural changes may have a variable or negligible impact.

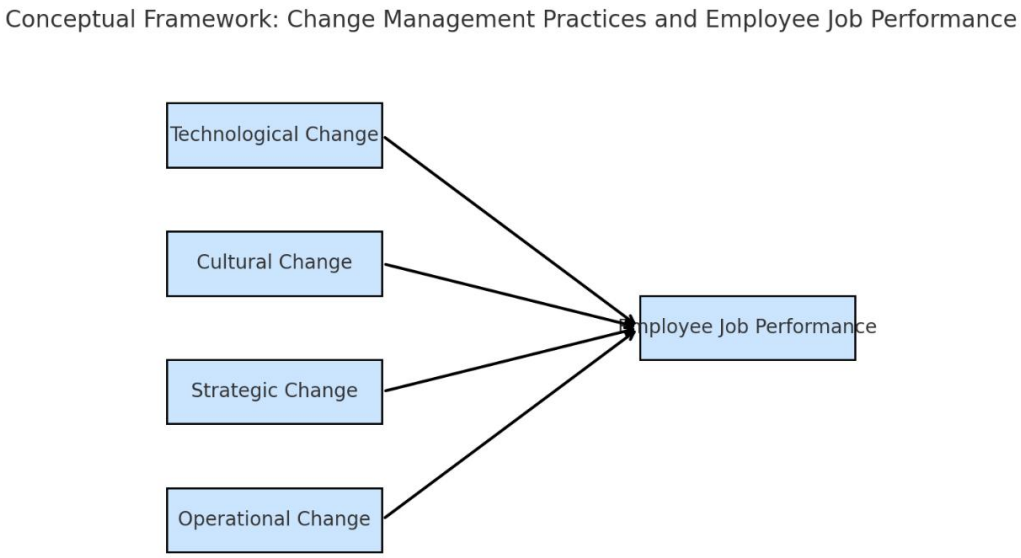



Figure 1. Conceptual framework for Change management practice and employee job performance: A case study of Entoto restaurant

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1. Introduction

A summary of the study's general methodological considerations, including the research design, data sources and collection techniques, population and sampling strategies, data collection procedures and standardization of data gathering tools, and analysis techniques, is what this chapter aims to provide. The research design, the target population and sample size, the types and sources of data, the data collection procedures, ethical considerations, data analysis and presentation techniques, and an appropriate justification regarding the validity and reliability of the research are included in the methodology.

## 3.2 Research Design and Approach

A descriptive and explanatory research design is used in this study. While the explanatory design looks at the cause-and-effect link between change management techniques and employee job performance, the descriptive design aids in presenting the current state of these practices. Both quantitative (questionnaires) and qualitative (interviews) methods were used in a mixed-method approach.

## 3.3 Population of the Study

All of the workers at the Entoto restaurant in Addis Ababa make up the study's population. This group includes employees from a variety of disciplines, including restaurant management, procurement, customer service, and kitchen operations.

## 3.4 Sample Size

Statistical formulas appropriate for big populations was used to calculate the sample size. 178 respondents was chosen from the 320 employees who are available. This sample size offers sufficient reliability and is regarded as representative.

Sample Size Determination Using Yamane’s Formula (1967), The sample size was determined using Yamane’s (1967) formula, which is appropriate for finite populations.

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

Where:

n = required sample size

N = total population size

e = margin of error (0.05)

Assuming the total employee population (N) is 320, the sample size was calculated as follows:

$$n= \frac{320}{1+320(0.05)2}$$

$$n= \frac{320}{1+320(0.0025)}$$

$$n= \frac{320}{1+0.8}$$

$$n= \frac{320}{1.8} = 177.78 \approx 178$$

Therefore, the final sample size for this study is 178 employee.

## 3.5 Sampling Procedure

| Department | Population (N) | Proportion | Calculation | Sample (n) |
|---|---|---|---|---|
| Front-of-House | 130 | 40.6% | 130/320 × 178 | 72 |
| Kitchen & Food Production | 100 | 31.3% | 100/320 × 178 | 56 |
| Administration | 63 | 19.7% | 63/320 × 178 | 35 |
| Housekeeping | 15 | 4.7% | 15/320 × 178 | 8 |
| Procurement | 12 | 3.7% | 12/320 × 178 | 7 |
| TOTAL | 320 | 100% | — | 178 |

*Table 1. Sample size specification*

Techniques for both probability and non-probability sampling was combined:

Stratified Random Sampling: to guarantee that various job categories and departments are represented. Targeting key informants who could offer in-depth insights on change management techniques is the goal of purposeful sampling. For the qualitative

component, purposive sampling was used to select three managers, five supervisors and five department heads. These participants were chosen because of their direct involvement in planning, implementing, and supervising organizational change initiatives within the restaurant.

## 3.6 Data Sources

Primary Data: Obtained directly from workers via interviews and structured surveys.
Secondary Data: Taken from books, scholarly journals, industry papers, government publications, internal documents, human resources reports, and earlier research on similar subjects that are pertinent to hospitality and change management.

## 3.7 Data Collection Instruments and Procedures

A structured questionnaire with a 5-point Likert scale is the main tool used to obtain data on employee opinions regarding change management and job performance. Additionally, semi-structured interview guides were used. Employees received physical questionnaires at their places of employment. A self-administered questionnaire is used to gather additional primary data or a questioner. Every employee in every department receives a copy of the survey. First, the purpose and significance of the study are explained to the participants. Instructions for filling out the questionnaire are then provided. Lastly, the respondents receive their surveys.

Qualitative data were collected through semi-structured interviews. A total of thirteen participants were interviewed, comprising three managers, five supervisors and five department heads of Entoto Restaurant. The interviews were conducted to obtain deeper insights into the effect of change management practices on employee job performance and to complement the quantitative findings. Secondary data is gathered through the examination of significant written materials on the Kaizen model and change management, including books, journal articles, business documents, manuals, and websites that are utilized during the implementation process.

## 3.8 Methods of Data Analysis

Various formulas and statistical tools, including SPSS, was employed in the study based on the data gathered. Additionally, narrative formats was used to examine the

interview questions. Both descriptive and inferential features was employed in the data.

**Descriptive statistics** were employed to summarize and describe the demographic characteristics of respondents and the general patterns of responses related to change management practices and employee job performance. Specifically, frequencies and percentages were used to present categorical variables like gender, In particular, categorical variables like gender, age, education level, and work experience were presented using frequencies and percentages, and Likert-scale items were analyzed using measures of central tendency (mean) and dispersion (standard deviation). These descriptive results helped to provide an overall understanding of respondents' perceptions of strategic, operational, technological, and cultural change management practices within the restaurant, as well as the degree of employee job performance.

**Inferential statistics** were used to evaluate connections and determine how much change management techniques affect workers' job performance. The degree and direction of the association between each aspect of change management practice and worker job performance were investigated using Pearson correlation analysis. Moreover, the combined and individual effects of strategic, operational, technological, and cultural change management policies on employee job performance were evaluated using multiple linear regression analysis.

While beta coefficients and p-values were exploited to ascertain the relevance and relative contribution of each predictor, the coefficient of determination ($R^2$) was utilized to describe the percentage of variance in job performance accounted for by the independent variables. The data were displayed using tables and understood in accordance with the goals of the study. All statistical tests were carried out at a 5% level of significance.

Qualitative data obtained through semi-structured interviews were analyzed using thematic analysis. The interview findings were used to support and explain the quantitative results.

Most crucially, the unstandardized coefficients of each variable allow for the development of a

regression model, as shown below.

$Y = C + \beta 1X1 + \beta 2X\ 2 + \beta 3X3 + \beta 4X\ 4 + \varepsilon$

$Y=0 +0.346+ 0.253+0.380+0.271+ \varepsilon$

Where; Y = dependent variable, C = constant, B = Unstandardized regression coefficients of

each variable and

Y = employees job performance

X1 = technological change

X2= cultural change

X3= Strategic change

X4= operational change

And ε is the error.

## 3.9 Measurement of Variables

This study examined the effect of change management practices on employee job performance. The study included four independent variables (IVs)—operational change management practices, cultural change management practices, strategic change management practices, and technological change management practices—and one dependent variable (DV), employee job performance. Table 3.3 presents the conceptual definitions, operational definitions, and measurement scales of the study variables.

*Table 2. Operationalization of Variables*

| Variable | Conceptual Definition | Operational Definition | Measurement Scale |
|---|---|---|---|
| Operational Change Management Practice | Changes in workflows, standard operating procedures (SOPs), and service delivery processes. | Measured using a 4-item Likert scale (1–5) and computed as a mean composite score. | Interval (Likert Scale) |
| Cultural Change Management Practice | Changes in organizational values, norms, beliefs, and leadership communication. | Measured using a 4-item Likert scale and organizational climate sub-indices. | Interval (Likert Scale) |
| Strategic Change Management Practice | Realignment of organizational goals, structures, and performance targets. | Measured using a 4-item Likert scale focusing on goal clarity and role alignment. | Interval (Likert Scale) |
| Technological Change Management Practice | Adoption of new technologies, digital systems, and associated employee training. | Measured using a 4-item Likert scale focusing on technology acceptance and training adequacy. | Interval (Likert Scale) |
| Employee Job Performance | The extent to which employees effectively perform their assigned tasks, contextual responsibilities, and adaptive work behaviors. | Measured using a 4-item Likert scale adapted from Borman and Motowidlo (1993). | Interval (Likert Scale) |

*Source: Adapted from Borman and Motowidlo (1993) and relevant change management literature.*

## 3.10 Validity and Reliability Tests

Both validity and reliability tests was carried out to guarantee the precision and consistency of the data gathering tool.

### 3.10.1 Validity

So as to regulate whether the research instrument accurately reflect the study variables (technological change, cultural change, strategic change and operational change) and employee job performance, content validity was employed. The questionnaire was reviewed by academic experts and professionals in the hospitality and restaurant management fields.

### 3.10.2 Reliability

The Cronbach's Alpha coefficient, which gauges internal consistency among items, was used to evaluate the questionnaire's reliability. The instrument was deemed to produce consistent results if its Cronbach's Alpha score is 0.70 or higher. Separate reliability testing was carried out for the items assessing employee job performance and change management practice.

*Table 3. Reliability Test of Study Variables*

| Variable | No of Items | Cronbach's Alpha |
|---|---|---|
| Technological Change Management Practice | 4 | 0.842 |
| Cultural Change Management Practice | 4 | 0.811 |
| Strategic Change Management Practice | 4 | 0.857 |
| Operational Change Management Practice | 4 | 0.826 |
| Employee Job Performance | 4 | 0.879 |
| **Overall Scale** | **20** | **0.843** |

## 3.11 Ethical Considerations

The study complied with ethical guidelines. Participation was voluntary, informed consent was obtained, confidentiality was maintained, and data was used strictly for academic purposes. Benefits and absence of harm: Respondents had no negative effects from taking part in this study. Additionally, they did not directly gain from taking part in the study. Nonetheless, they might gain from the study's conclusions regarding the shift that the business has made. Information provided by respondents is kept private and used exclusively for research purposes. The data are only available to the researcher. Additionally, respondents failed to include their names and other identifying information on the surveys.

# CHAPTER FOUR

# DATA ANALYSIS AND INTERPRETATION

## 4.1 INTRODUCTION

This chapter discusses the outcomes and discussions based on responses obtained from respondents via a questionnaire and an interview. The data were analyzed qualitatively and quantitatively, involving examination of respondent demographics, descriptive statistics, and inferential statistics and explore how independent variables affect the dependent variable. Statistical analyses using SPSS were conducted to align with the research objectives.Both inferential and descriptive statistical methods were used. Gender, Education, Age, Work Experience (WorkExp), Technological Change Management (Tech1–Tech4), Cultural Change Management (Cult1–Cult4), Strategic Change Management (Strat1–Strat4), Operational Change Management (Oper1–Oper4), and Employee Job Performance (Perf1–Perf4) are among the variables examined.

## 4.2 Response rate on questionnaire

The data gathered from Entoto Restaurant employees is analyzed and interpreted in this chapter to look at how change management techniques affect workers' job performance. 170 employees' answers to a structured questionnaire served as the basis for the analysis. The study achieved a response rate of 95.5%, as 170 out of the 178 distributed questionnaires were successfully returned and used for analysis. According to Mugenda (2003), Rogelberg and Stanton (2007), and Saunders et al. (2007), a response rate of 50% is sufficient, 60% is considered good, and rates of 70% or more are considered very good.

## 4.3 Socio-Demographic Characteristics of Respondents

The purpose of this descriptive analysis is to examine and characterize the information gathered from the questionnaire. To be clearer, it was utilized to characterize the demographic aspects. The study employed demographic variables, including the respondents' gender, Age, educational background, and work experience.

*Table 4. Socio-Demographic Profile of Respondents (n = 170)*

| Variable | Category | n | % |
|---|---|---|---|
| **Gender** | Male | 86 | 50.6 |
| | Female | 84 | 48.8 |
| **Age (years)** | 18–25 | 70 | 41.2 |
| | 26–33 | 83 | 48.8 |
| | 34–41 | 14 | 8.2 |
| | 42–50 | 3 | 1.8 |
| **Work Experience** | 1–5 years | 116 | 68.2 |
| | 6–10 years | 40 | 23.5 |
| | >10 years | 14 | 7.1 |
| **Education Level** | High school | 51 | 30.0 |
| | Technical school | 32 | 18.8 |
| | College diploma | 50 | 29.4 |
| | Bachelor’s degree | 34 | 20.0 |
| | Master’s and above | 3 | 1.8 |

According to the gender distribution, there were 84 (48.8%) female respondents and 86 (50.6) male respondents. This suggests that the personnel at Entoto Restaurant is predominately male. 70 (41.2%) of the respondents were between the ages of 18 and 25, 83 (48.8%) were between the ages of 26 and 33, 14 (8.2%) were between the ages of 34 and 41, and 3 (1.8%) were over the age of 42. The bulk of workers were in their productive working age, according to the data.

14 (7.1%) respondents had more than ten years of work experience, 40 (23.5%) had six to ten years, and 116(68.2%) had one to five years work experience. This implies that the majority of workers had sufficient exposure to the firm to comprehend change attempts.

In terms of educational standing, 51 (30.0%) respondents had finished high school, 32 (18.8%) had gone to technical school, 50 (29.4%) had a college diploma, 34 (20.0%) had a bachelor's degree, and 3 (1.8%) had a master's degree or above. This indicates that the worker has a moderate to high degree of education.

**Descriptive Statistics of Scaled Type Questionnaires**

### 4.3.1 Descriptive Statistics of Technological Change Management Practice

The descriptive statistics of Entoto Restaurant's technology change management procedures are shown in this section. This investigation aims to investigate how employees perceive the introduction, management, and implementation of technology improvements and how these practices enhance their performance and job activities. A five-point Likert scale, ranging from strongly disagree to strongly agree, was used to score several statements related to technological change management. The findings indicate that employees' sentiments of the organization's technology change management measures are regularly favorable. Technological change management follows had an overall mean score of 3.78, above the average middle of the scale. This shows that Entoto Restaurant has adopted technological transformation enterprises to a moderate to high degree, which are seen favorably by staff members.

*Table 5. Descriptive Statistics of Technological Change Management Practices (n = 170)*

| Variable | Mean | Std. Deviation |
|---|---|---|
| Tech1 | 3.74 | 0.66 |
| Tech2 | 3.69 | 0.71 |
| Tech3 | 3.82 | 0.62 |
| Tech4 | 3.86 | 0.59 |
| **Overall Technological Change** | **3.78** | **0.61** |

The total mean score (M = 3.78) indicate that the maximum employees assumed Entoto Restaurant touched technological change well. The results indicate that respondents have a positive perception of technological change. There seems to be extensive agreement with the declarations sparkly technological change, as demonstrated by the mean scores for the numerous technological change items, which vary from 3.69 to 3.86 and are all above the neutral average of the Likert scale.

In particular, Tech4 had the maximum mean score (M = 3.86, SD = 0.59), signifying that respondents were usually consistent, as evidenced by the low standard deviation, and that they highly agreed with this aspect of technological development.

Tech3 (M = 3.82, SD = 0.62) and Tech1 (M = 3.74, SD = 0.66), which both displayed positive opinions with substantial responded variability, came next. Despite having a somewhat higher response dispersion, Tech2 received the lowest mean score (M = 3.69, SD = 0.71), which nevertheless indicates a generally good perception. A high degree of technological change application and receipt within the organization was designated by the composite measure of technological change, which shaped an overall mean score of 3.78 (SD = 0.61). The comparatively low standard deviation implies that respondents had analogous opinions about technology advancements, suggesting uniformity in perception and experience throughout the workforce. These results imply that technological change is well-established and could have a significant impact on workers' job performance.

### 4.3.2 Descriptive Statistics of Cultural Change Management Practice

The descriptive statistics of Entoto Restaurant's cultural change management strategy are shown in this section. Shared values, norms, beliefs, teamwork, leadership conduct, and employee attitudes that enhance organizational transformation and improved performance are the key emphasis of cultural change management. The purpose of the analysis is to control how well employees believe the organization accomplishes its cultural transformation projects. A five-point Likert scale, spanning from strongly disagree to strongly agree, was used to measure the variables.

The results show that employees largely have a advantageous opinion of Entoto Restaurant's cultural change management procedures. The organization has made significant efforts to foster a supportive and performance-oriented office culture, as evidenced by the overall mean score for cultural change management practice being above the average middle of the scale. This implies that organizational objectives and transformation activities are increasingly in line with the restaurant's cultural norms and values.

*Table 6. Descriptive Statistics of Cultural Change Management Practices (n = 170)*

| Variable | Mean | Std. Deviation |
|---|---|---|
| Cult1 | 3.68 | 0.63 |
| Cult2 | 3.73 | 0.60 |
| Cult3 | 3.77 | 0.57 |
| Cult4 | 3.66 | 0.64 |
| **Overall Cultural Change** | **3.71** | **0.58** |

The findings validate that respondents mainly see cultural change positively. The main or the major agreement with proclamations about cultural change confidential the organization is designated by the mean scores for each of the individual cultural change items, which vary from 3.66 to 3.77 and are all above the neutral average of the Likert scale. Cult3 had the highest mean score (M = 3.77, SD = 0.57) among the

items, indicating that respondents were usually consistent and strongly agreed with this aspect of cultural change. Cult2 (M = 3.73, SD = 0.60) and Cult1 (M = 3.68, SD = 0.63), which both showed positive rulings with modest variability, came next. Despite having the lowest mean score (M = 3.66, SD = 0.64), Cult4 nevertheless shows a favorable opinion of cultural transformation.

The organization's overall compound score for cultural alteration was 3.71 (SD = 0.58), representative a high degree of cultural change practice. The comparatively low standard deviation suggests that respondents' sentiments were generally uniform, pointing to shared experiences and perspectives on strategic and cultural shifts. These findings suggest that organizational success and employee job performance may be meaningfully improved by cultural transformation.

### 4.3.3 Descriptive Statistics of Strategic Change Management Practice

The descriptive statistics of Entoto Restaurant's strategic change management method are revealed in this section. Intentional organizational movements pertaining to vision, mission, strategic objectives, service strategies, and modest positioning that direct organizational transformation are referred to as long -term change management. The determination of the analysis is to determine how well employees trust strategic changes are planned, conveyed, and carried out inside the company. A five-point Likert scale, spanning from strongly disagree to strongly agree, was used to measure the items.

The findings show that employees at Entoto Restaurant typically have a promising view of the company's strategic change management events. The organization has likely performed strategic change initiatives that are in line with its strategic goals and operational requirements, as indicated by the general mean score for strategic change management practice being above the average midpoint of the scale. This exemplifies the management's attempt to steer the company through deliberate and planned change.

*Table 7. Descriptive Statistics of Strategic Change Management Practices (n = 170)*

| Variable | Mean | Std. Deviation |
|---|---|---|
| Strat1 | 3.81 | 0.56 |
| Strat2 | 3.85 | 0.54 |
| Strat3 | 3.79 | 0.58 |
| Strat4 | 3.87 | 0.52 |
| **Overall Strategic Change** | **3.83** | **0.55** |

The results indicate that respondents had a strong perception of planned change. The neutral middle of the Likert scale, which represents extensive arrangement with the declarations measuring long –term change processes inside the company, is exceeded by the mean scores for each of the individual strategic change items, which different from 3.79 to 3.87. In particular, Strat4 had the highest mean score (M = 3.87, SD = 0.52), representative that respondents were very reliable and strongly supported this aspect of strategic shift. Strat2 (M = 3.85, SD = 0.54) and Strat1 (M = 3.81, SD = 0.56), which also presented positive evaluations with comparatively little fluctuation, closely drop back this. Notwithstanding having a marginally lower mean score (M = 3.79, SD = 0.58), Strat3 nevertheless shows a favorable assessment of strategic shift. The organization's overall composite measure of strategic change shaped a mean score of 3.83 (SD = 0.55), indicating a important presence and successful application of strategic change. A high level of agreement among respondents is shown by the low standard deviation, which implies a common sympathetic and consistent experiences with strategic change projects. These results imply that strategic change is crucial for promoting organizational adaptation and improving worker performance.

### 4.3.4 Descriptive Statistics of Operational Change Management Practice

The descriptive statistics of Entoto Restaurant's working change management procedure are revealed in this part. Changes in daily work procedures, service protocols, workflow design, job errands, and operational regulations that have a direct

influence on how and to what extent personnel carry out their duties are the subject of operational change management. The resolution of the analysis is to regulate how well employees notice the organization's planning, communication, and employment of operational changes. A five-point Likert scale, spanning from strongly disagree to strongly agree, was used to measure the variables.

The findings indicate that employees have a usually positive opinion of Entoto Restaurant's operational change management procedures. The organization seems to have handled changes pertaining to work procedures and service operations in a reasonable manner, as shown by the overall mean score for operational change management practice being above the midpoint of the scale. This proposes that efficiency and service delivery have improved as a result of operational changes.

*Table 8. Descriptive Statistics of Operational Change Management Practices (n = 170)*

| Variable | Mean | Std. Deviation |
|---|---|---|
| Oper1 | 3.72 | 0.63 |
| Oper2 | 3.75 | 0.61 |
| Oper3 | 3.78 | 0.59 |
| Oper4 | 3.80 | 0.57 |
| **Overall Operational Change** | **3.76** | **0.60** |

The findings indicate that respondents have a positive perception of working change. The mean scores for the individual operational change items range from 3.72 to 3.80, all of which are above the neutral midpoint of the Likert scale, representative over-all arrangement with the statements measuring operational change within the organization. Oper4 had the highest mean score (M = 3.80, SD = 0.57), representative that this feature of operational change is most strongly acknowledged by respondents and that insights are relatively consistent. Oper3 (M = 3.78, SD = 0.59) and Oper2 (M = 3.72, SD = 0.63).

The organization's overall operational change composite score yielded a mean of 3.76 (SD = 0.60), indicating a high degree of operational change practice. The comparatively low standard deviation suggests that respondents' perceptions of

operational changes are consistent. These findings suggest that operational modification significantly enhances productivity and supports workers' job performance.

*Table 9. Descriptive Statistics of Employee Job Performance (n = 170)*

| Variable | Mean | Std. Deviation |
|---|---|---|
| Perf1 | 3.82 | 0.58 |
| Perf2 | 3.79 | 0.60 |
| Perf3 | 3.86 | 0.55 |
| Perf4 | 3.89 | 0.54 |
| **Overall Job Performance** | **3.84** | **0.57** |

The results indicate that workers' job performance is supposed to be at a high level. The neutral middle of the Likert scale, that signifies broad agreement with statements evaluating job performance, is exceed by the mean scores for each of the individual job performance items, which vary from 3.79 to 3.89. Perf4 in specific had the highest mean score (M = 3.89, SD = 0.54), representative that respondents were extremely consistent and strongly agreed with this aspect of job performance. Perf3 (M = 3.86, SD = 0.55) and Perf1 (M = 3.82, SD = 0.58), which both presented important perceptions of effective performance with comparatively little variability, came next. Despite having a somewhat lower mean score (M = 3.79, SD = 0.60), Perf2 still shows a favorable assessment of work performance.

A high degree of employee work performance within the company was designated by the composite measure of job performance, which shaped an general mean score of 3.84 (SD = 0.57). A high level of contract among respondents is suggested by the low standard deviation, suggesting that employees' performance experiences are consistent. These outcomes imply that better employee job performance is probably linked to advances in organizational transformation methods.

## 4.4 Inferential Statistics

### 4.4.1 Correlation Analysis

Correlation analysis was shown to inspect the relationship between change management practices and employee job performance at Entoto Restaurant. Pearson's correlation coefficient was used to determine the strength and direction of the association between the study variables.

*Table 10. Correlation Between Change Management Practices and Employee Job Performance (n = 170)*

| Variables | r | p-value |
|---|---|---|
| Technological Change | 0.62 | 0.001** |
| Cultural Change | 0.55 | 0.002** |
| Strategic Change | 0.68 | 0.001** |
| Operational Change | 0.59 | 0.001** |

Note: Correlation is significant at $p < 0.01$ (two-tailed).

The correlation study indicated that all aspects of change management had favorable and statistically significant correlations with employee job performance. strategy change was most positively correlated with employee job performance ($r = 0.68$, $p < 0.01$), demonstrating that increases in the organization's vision, goal alignment, and strategy planning are highly related to gains in employee performance. There was also a high positive correlation between technological change and employee work performance ($r = 0.62$, $p < 0.01$). This implies that adoption of new technology results in better productivity and efficiency. Similarly, operational change was positively and strongly correlated to employee work performance ($r = 0.59$, $p < 0.01$). Likewise, cultural change was positively and significantly correlated to employee job performance ($r = 0.55$, $p < 0.01$) signifying that shared values, teamwork, and a helpful organizational culture lead to better performance results. The findings show

that the effective application of change management methods is related to better employee job performance at Entoto Restaurant.

### 4.4.2 Regression Analysis

Multiple linear regression analysis was employed as the primary inferential statistical technique to examine the effect of change management practices on employee job performance. The technique was used to assess the relative contribution of each dimension of change management practice—operational, cultural, strategic, and technological change management—to employee job performance.

The regression model was specified as follows:

$$EJP=\beta0+\beta1(OCMP)+\beta2(CCMP)+\beta3(SCMP)+\beta4(TCMP)+\varepsilon$$

Where:

EJP = Employee Job Performance

OCMP = Operational Change Management Practice

CCMP = Cultural Change Management Practice

SCMP = Strategic Change Management Practice

TCMP = Technological Change Management Practice

$\beta_0$ = Constant (Intercept)

$\beta_1 – \beta_4$ = Regression coefficients

$\varepsilon$ = Error term

The overall fitness of the model was evaluated using the coefficient of determination ($R^2$) and the F-statistic. The statistical significance of individual predictors was assessed using t-tests at the 5 percent significance level ($\alpha = 0.05$).

Prior to conducting the regression analysis, key assumptions of multiple linear regression were tested. These included:

- Normality of residuals using the Shapiro–Wilk test and Normal P–P Plot;
- Homoscedasticity using residual-versus-fitted value plots;

- Multicollinearity using the Variance Inflation Factor (VIF), where VIF values less than 10 were considered acceptable.

To enter data and compute the multiple regression measurements, the researcher used the Statistical Package for the Social Sciences (SPSS). The results of the regression analysis show how much the independent variables—technological change, cultural change, and structural. Variations in the dependent variable employee job performance—are explained by change, strategic change, and operational change. The researcher confirmed that the multiple regression assumptions were met before proceeding.

### 4.4.2.1 Regression Assumptions

**Assumption of Normality**

P-P plots were used to evaluate normality. The variables were not perfectly normally distributed, according to the results ($p < 0.05$). Because the data were collected using a 5-point Likert scale, that makes ordinal data, this discrepancy is to be expected. However, the Central Limit Theorem encourages the application of parametric statistical methods because of the large sample size. For the persistence of additional study, despite minor deviations from normality, given the large sample size and supporting graphical evidence. the normality assumption was reasonably satisfied.



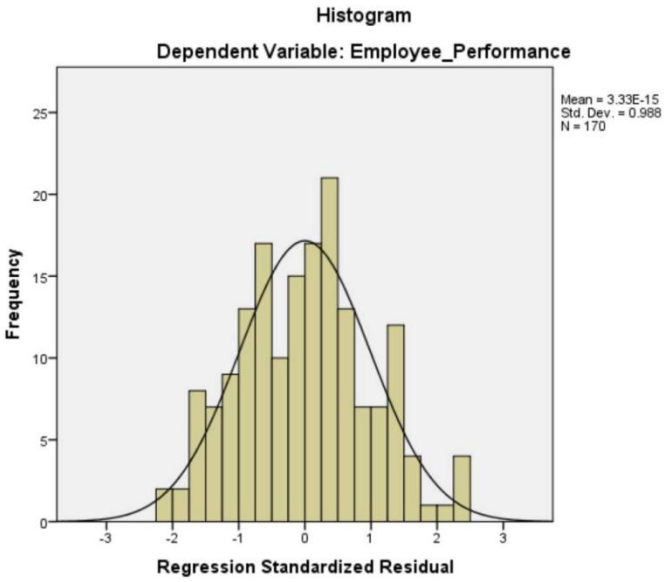



*Figure 2. Normal P-P & histogram plot of regression of standardized residuals.*

The histogram presented indicates that the standardized residuals are symmetrically distributed about the center, which is zero. The shape of the histogram is the characteristic bell curve, with most of the bars clustered around the central value. This suggests a normal distribution of the residuals, which is a desirable feature in many statistical analyses.

**Assumption of Homoscedasticity**

Homoscedasticity refers to equal variance of residuals across levels of the independent variables. Visual inspection of residual plots indicated that there is no clear pattern or funnel shape, representing that the residuals were evenly distributed. So, the assumption of homoscedasticity was satisfied

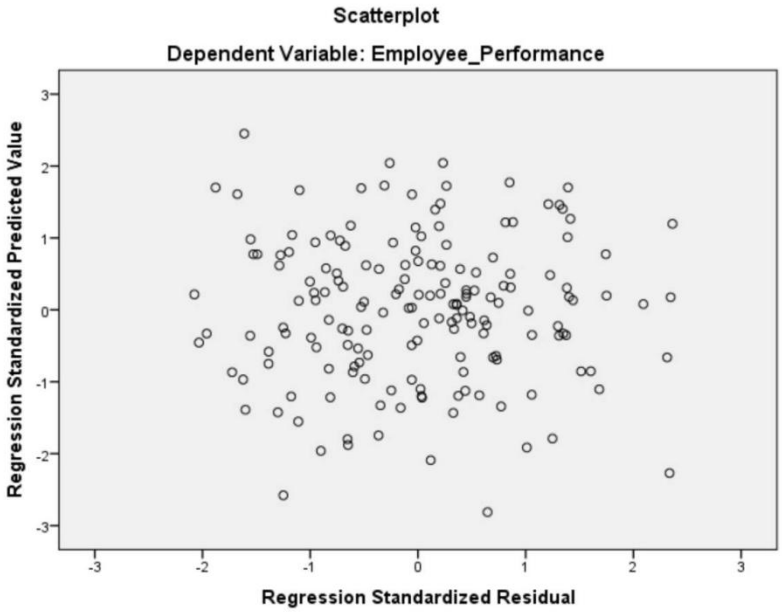



*Figure 3. Homoscedasticity Test Using Residuals versus Fitted Values Plot*

**Multi co-linearity assumption**

According to Akinkunmi, W. B. (2019), multi-co-linearity is a statistical issue characterized by a strong or perfect correlation among predictor variables. The existence of multi-co-linearity can significantly hinder both estimation and interpretation. Many studies involving regression models fail to assess the presence of co-linearity among predictors, which can lead to inaccurate estimation of the regression coefficients. In cases of multi-co-linearity, it becomes challenging to estimate individual coefficients precisely. Consequently, any conclusions drawn regarding the relationship between the outcome and predictor variables may be erroneous (Alibuhtto and Peiris, 2015).

*Table 11. Co-linearity Test*

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 | (Constant) | -.880 | .297 | | -2.966 | .003 | | |
| | Technological_Change | .346 | .061 | .308 | 5.669 | .000 | .836 | 1.197 |
| | Cultural_Change | .253 | .063 | .217 | 4.044 | .000 | .860 | 1.163 |
| | Strategic_Change | .380 | .059 | .352 | 6.399 | .000 | .818 | 1.223 |
| | Operational_Change | .271 | .061 | .239 | 4.423 | .000 | .850 | 1.176 |

Field (2009) noted that a Variance Inflation Factor (VIF) value exceeding 10 indicate a multi co-linearity issue. In Table 9, the VIF values range from 1.163 to 1.223, These results indicate that there is no multi-collinearity problem present in this analysis, as the VIF value are within acceptable limits.

### 4.4.2.2 Multiple Linear Regression Analysis

The researcher utilized the Statistical Package for the Social Sciences (SPSS) to input data and calculate multiple regression measurements. The regression analysis conducted demonstrates the extent to which the independent variables: technological change, cultural change, strategic change, and operational change account for variations in the dependent variable, which is employee job performance.

*Table 12. Multiple Linear Regression Analysis Predicting Employee Job Performance*

**Model Summary[b]**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .770[a] | .592 | .582 | .54387 | .592 | 59.907 | 4 | 165 | .000 |

a. Predictors: (Constant), Operational_Change, Cultural_Change, Technological_Change, Strategic_Change

b. Dependent Variable: Employee_Performance

Source: SPSS output 2026

The findings of the multiple regression analysis show that technological, cultural, strategic, and operational changes significantly predict employee job performance; the overall regression model is statistically significant ($F = 59.9$, $p < .001$) and exhibitions strong explanatory power. Strategic and technological change management practices

emerged as the strongest forecasters, while cultural and operational practices also had statistically significant effects. The regression with an Adjusted $R^2$ of 0.582, the model explicates almost 59.2% of the variance in employee job performance ($R^2$ = 0.592), demonstrating that the predictors together offer a robust and trustworthy explanation of performance variances. Overall, these results imply that a thorough approach to organizational change, with a focus on strategic and technology initiatives, can significantly enhance worker job performance.

## ANOVA Test results

The ANOVA results indicate that the regression model predicting employee job performance from technological, cultural, strategic, and operational change management practices is statistically significant ($F = 59.9$, $p < 0.001$). This suggests that the combined effect of the four change management practices has a significant influence on employee job performance. The model explains 59.2% of the variation in employee job performance ($R^2 = 0.592$), indicating that change management practices play an important role in determining employee performance. Therefore, the regression model provides a good fit to the data and confirms that effective change management practices contribute significantly to improved employee job performance at Entoto Restaurant..

*Table 13. ANOVA Table (n = 170)*

| Model | Sum of Squares | DF | Mean Square | F | Sig. |
|---|---|---|---|---|---|
| Regression | 70.882 | 4 | 17.721 | 59.907 | .000 |
| Residual | 48.807 | 165 | 0.296 | | |
| Total | 119.689 | 169 | | | |

### Unstandardized coefficients

The unstandardized coefficient is the change in the dependent variable caused by a unit change

in the independent variable. However, they are not similar in terms of impact on the dependent

variable. Most crucially, the unstandardized coefficients of each variable allow for the

development of a regression model, as shown below.

$Y = C + \beta 1X1 + \beta 2X\ 2 + \beta 3X3 + \beta 4X\ 4 + \varepsilon$

$Y=0 +0.346+ 0.253+0.380+0.271+ \varepsilon$

Where; Y = dependent variable, C = constant, B = Unstandardized regression coefficients of

each variable and

Y = employees job performance

X1 =Technological change

X2= Cultural change

X3= Strategic change

X4= Operational change

And ε is the error.

## 4.5 Interview Findings

Interviews with the personnel and management of Entoto Restaurant provided further insight into change management strategies and their influence on employee job performance. The respondents constantly emphasized that changes in strategy and operations such as the adoption of standardized procedures and new kitchen technologies had a significant impact on their daily job efficiency and the way they serve clients. Employees reported that clarity from leaders about the reasons for and expected effects of changes made them more motivated and less opposed, and opportunities for training and skill development made them more confident and competent.

The other panelists noted that rapid or poorly coordinated change typically resulted in

uncertainty and short-term performance decreases, highlighting the necessity for systematic implementation and continuous support. In general, respondents agreed that effective change management methods, particularly those focusing on strategic planning, staff involvement and capacity building, have a positive impact on enhancing work performance in the restaurant.

## 4.6 Discussion

The study revealed that change management approaches are important in boosting the performance of workers at Entoto Restaurant. The descriptive results showed mean values above the neutral mid-point, indicating that employee insights regarding technology, culture, strategy, and operations change management strategies were mainly favorable .

The correlation research shows that all areas of change management have a positive and high link with employee work performance. This means that the productivity, motivation and ability of employees to achieve performance goals will increase or grow when they experience well-managed change processes.

Regression research indicated that strategic change management is the strongest predictor of employee success. This underscores the need for a clear transformation vision, alignment with corporate goals and good communication. Further, technological change management played a significant role, underlining the need of management support and training in the adoption of new technologies. Although cultural and operational change management strategies were slightly worse predictors, they were statistically significant, implying that cooperation, a culture of participation and adequate operational support are important in change projects. General, the results are consistent with theories of organizational change that suggest that employee performance improves when change is adequately planned, communicated, and supported.

The examination of socio demographic features showed that most of the respondents were in the age range of 26-33 years followed by the age range of 18-25 years, 34-41 years and 42-50 years. This distribution suggested or showed that most of the Entoto Restaurant’s workforce are young professionals in their early careers and a smaller

fraction are more seasoned personnel. The gender configuration show or indicate a minor predominance of male staff which is in line with the trends of the hospitality business of Ethiopia where males are usually found in operational and management roles. The common of respondents had finished their schooling at the certificate or diploma level, indicating of the credentials usually needed for service-oriented places. The age distribution indicates that most employees were young adults. This demographic composition may provide a workforce capable of adapting to organizational changes. However, the present study did not directly examine the relationship between age and adaptability to change.

The results revealed that the operational modifications such as task reassignment, shift scheduling, and workflow redesign had a promising influence on workers' job performance. Respondents reported several hindrance increases in productivity, efficiency and clarity of responsibilities after implementing such modifications. This finding is consistent with Kotter (2012) who stated that when operational improvements are coordinated, workers comprehend and are productive. However, some respondents revealed initial anxiety during transitional stages, supporting Burnes (2017) that frequent operational changes without effective communication can temporarily lower staff morale. The operational changes of Entoto Restaurant seem to have led to improved working performance due to simplification of the processes and clarification of the jobs in general.

Strategic and cultural transformation also has significant effects on staff performance such as to develop teamwork, introduce new service models and improve customer service culture . Staff noted better teamwork, motivation and service standards adherence. The findings here confirm Armstrong's (2020) assertion that when organizational culture aligns with strategic goals, this increases employee engagement and performance. Research on hospitality enterprises in Ethiopia revealed a strong relationship between cooperation oriented culture and social norms with service quality and operational efficiency (Taddesse, 2021). The findings show how important it is to involve employees in transformation processes and not only to boss them around from above. They argue that participatory cultural and strategic interventions promote cohesion and overall performance.

Technological innovations such as point-of-sale systems, digital inventory management systems and online reservation systems have been found to considerably enhance worker productivity, notably accuracy and efficiency. This outcome is in line with the notion of Laudon & (Lauudon, 2023) that the deployment of technology decreases errors and allows humans to engage in more value-added activities. Previous research in the Ethiopian context have indicated that lack of training hampers successful technology adoption (Abebe, 2022). Nevertheless, the evidence of training at Entoto Restaurant seems to have enabled the successful integration of the technological instruments thus improving job performance.

In summary, the study demonstrates that the operational, cultural, strategic and technical change management techniques are all important aspects to improving employee job performance. There is a lot of stability and knowledge with older workers, and more adaptability to change with younger people. Technology – improving accuracy and productivity. Culture and Strategy — better teamwork and quality of service. Operations – establish roles and increase efficiency. Statistics show that the best change creativeness happens when it is well expressed, involves participants and has the required training. The results have substantial implications for management practices in the hotel industry, highlighting the significance of a holistic approach to change management that takes into account both characteristics of human resources and the organizational context.

# CHAPTER FIVE

# CONCLUSION AND RECOMMENDATIONS

## 5.1 Introduction

This chapter offers recommendations from the result the study's findings and conclusions. The study's goal was to investigate how change management techniques affected Entoto Restaurant employees' work performance. The chapter also describes the study's contribution to knowledge, underlines the managerial insinuations of the findings, and makes recommendations for future research areas.

## 5.2 Conclusion

Concerning the first goal, the study revealed that employees' job performance at Entoto Restaurant is positively and statistically significantly impacted by operational change management methods. Employees' productivity and capacity to reach performance goals were found to be improved by regular operational process reviews, sufficient employee support, and the availability of resources during change. Regarding the second goal, the results showed that strategic and cultural change management techniques had a big impact on workers' job performance. Employee engagement and performance were shown to be enhanced by a culture of supportive teamwork, employee involvement in decision-making, and clearly defined change methods that were in line with corporate objectives. Employee job performance was found to be most strongly predicted by strategic change management.

Regarding the third goal, the study found that employees' job performance is strongly and favorably impacted by technology change management. It has been discovered that regular employee training and management support for technology innovation increase service delivery, lower inefficiencies, and boost individual performance. the study comes to the conclusion that enhancing employee work performance in the restaurant service industry requires efficient management of operational, cultural, strategic, and technical improvements.

## 5.3 Recommendations

The following suggestions are put out for the management of Entoto Restaurant and other comparable service-sector businesses in light of the study's results and conclusions:

- First, management should make sure that all change activities are directed by a well-defined and communicated strategy in order to develop strategic change management processes. To increase their comprehension and commitment, workers should be made aware of the goals, anticipated results, and long-term advantages of changes.
- Second, it is advised to make ongoing investments in technological change management. Regular training programs should be offered by the restaurant to give staff members the skills they need to use new technologies efficiently. To lower opposition and increase the successful acceptance of technological breakthroughs, management support should be maintained.
- Third, during change processes, management should continue to foster an encouraging corporate culture that fosters teamwork and employee involvement.
- Fourth, making sure that staff members have sufficient resources and help during changes is a good way to reinforce operational change management procedures. Client satisfaction can be increased and disturbances can be reduced by routinely reviewing and improving operating procedures.

  Lastly, rather than viewing change as a one-time occurrence, management should include change management methods into regular managerial tasks. Maintainable performance improvement can be ensured by early problem documentation done ongoing monitoring and assessment of change initiatives.

## 5.4 Future Research Directions

This study examined the effect of change management practices on employee job performance at Entoto Restaurant. While the study provides valuable insights, several areas remain for further investigation.

- First, future researchers should expand the scope of the study by including multiple restaurants, hotels, and other hospitality organizations across different

regions of Ethiopia. Such studies would improve the generalizability of the findings and provide a broader understanding of change management practices in the hospitality industry.

- Second, future studies may incorporate additional variables that influence employee job performance. Factors such as leadership style, employee motivation, compensation, training and development, employee engagement, organizational commitment, and work environment could be examined alongside change management practices to provide a more comprehensive understanding of employee performance.
- Third, this study employed a cross-sectional research design that captured data at a single point in time. Future researchers are encouraged to conduct longitudinal studies to examine the long-term effects of change management practices on employee job performance and organizational outcomes. Such studies would help determine whether the positive effects of change management are sustained over time.
- Finally, comparative studies should be conducted to compare change management practices across different hospitality organizations, industries, or geographical regions. Comparative research could identify best practices and reveal contextual factors that influence the effectiveness of change management initiatives.

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# Appendix

## Appendix I

**Questionnaire to be fill by employees of Entoto Restaurant:**

My name is Meron Hailemeskel and I am pursuing my education at Addis Ababa University. This is a questionnaire on **"CHANGE MANAGEMENT PRACTICE AND EMPLOYEE JOB PERFORMANCE: A CASE STUDY OF ENTOTO RESTAURANT"** for the accomplishment of Master of Arts Degree in Business Administration. The response from respondents was kept confidential and used only for academic research purpose. Therefore, you are kindly requested to respond to each of the questions. Your participation is very much appreciated.

If you have any questions,

Meron Hailemeskel

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I thank you in advance for your time and cooperation

Part-I: Demographical information

**General Instruction**

- Use tick **(√)** mark to indicate the answer for questions presented in choice

1. Gender

   Male ☐ Female ☐

2. Level of education:

   High school ☐ Technical school ☐

   College Diploma ☐ Bachelor's Degree ☐

   Masters and above ☐

3. Work experience

1-5 years ☐. 6-10years ☐ Greater than 10 years ☐

**Part II: Change Management Practice Related Questions**

Instruction: Please indicate your level of agreement with the following statements.

Scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

**Technological Change Management Practice**

| No. | Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| 1 | The restaurant adopts new technologies effectively to improve operations. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2 | Employees are trained regularly to use new technologies. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3 | Management supports technological innovations that enhance service delivery. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4 | Technological changes reduce delays and inefficiencies in service. | ☐ | ☐ | ☐ | ☐ | ☐ |

**Cultural Change Management Practice**

| No. | Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| 1 | The restaurant's culture supports openness to change. | ☐ | ☐ | ☐ | ☐ | ☐ |

| | | | | | | |
|---|---|---|---|---|---|---|
| 2 | Employees are encouraged to participate in decision-making. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3 | Teamwork and collaboration are promoted during change processes. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4 | Management respects cultural diversity and values in change initiatives. | ☐ | ☐ | ☐ | ☐ | ☐ |

**Strategic Change Management Practice**

| No. | Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| 1 | The restaurant has a clear strategy for implementing change. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2 | Change management practices are aligned with the restaurant's goals. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3 | Management communicates the strategic purpose of changes effectively. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4 | Strategic changes have improved the restaurant's competitiveness. | ☐ | ☐ | ☐ | ☐ | ☐ |

**Operational Change Management Practice**

| No. | Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|

| | | | | | | |
|---|---|---|---|---|---|---|
| 1 | Operational processes are regularly reviewed and updated. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2 | Employees receive adequate support during operational changes. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3 | Operational changes improve customer satisfaction. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4 | Management provides resources needed for smooth operational transitions. | ☐ | ☐ | ☐ | ☐ | ☐ |

**Employee Job Performance**

| No. | Statement | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| 1 | I consistently meet performance targets at work. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2 | I perform my job efficiently even during organizational changes. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3 | My job performance has improved due to recent change initiatives. | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4 | I am motivated to perform better when changes are well-managed. | ☐ | ☐ | ☐ | ☐ | ☐ |

# Appendix II

Interview Guide

1. How has change management been implemented at Entoto Restaurant?
2. What technological changes have been introduced recently?
3. How have employees responded to organizational changes?
4. What challenges have been encountered during change implementation?
5. How have these changes affected employee job performance?
6. What recommendations would you make to improve change management practices?