



ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

MASTERS OF BUSINESS LEADERSHIP PROGRAM

**FACTORS DETERMINING THE EFFECTIVENESS OF ORGANIZATIONAL
CHANGE (IN CASE OF BANK OF ABYSSINIA)**

*A Thesis Submitted to the Department of Business Leadership of Addis Ababa
University School of Commerce in Partial Fulfillment of the Requirements for the
Degree of Master of Art in Business Leadership*

BY: TSION TEDBABAU

ADVISOR: ABDURAZAK MOHAMMED (PhD).

Addis Ababa, Ethiopia

June, 2022



Addis Ababa University
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Declaration

I Tsion Tedbabau declare this study entitled ‘Factors Determining the Effectiveness of Organizational Change (In case of Bank of Abyssinia)’ is my own study guided by Dr. Abdurazak Mohammed advice. All materials are presented in accordance with the ethical conduct of the university related to research paper disposition and the study has not been submitted in other universities as fulfillment for finalizing degree or any other academic certification.

Tsion Tedbabu

Signature _____

I

Certification

This is to certify this study entitled ‘Factors Determining the Effectiveness of Organizational Change (In case of Bank of Abyssinia)’ submitted by Tsion Tedbabu under my guidance for fulfillment of master’s degree certification in Addis Ababa university department of business leadership is her original work and has not been submitted in other universities as fulfillment for finalizing degree or any other academic certification.

Certified by:

Research Advisor: Abdurazak Mohammed (PhD)

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Date: _____

Approval

Addis Ababa University school of commerce department of business leadership ‘Factors Determining the Effectiveness of Organizational Change (In case of Bank of Abyssinia)’

By: Tsion Tedbabu

A Thesis Submitted to the Department of Business Leadership of Addis Ababa University School of Commerce in Partial Fulfillment of the Requirements for the Degree of Master of Science in Business Leadership

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External Examiner _____ **Signature** _____ **Date** _____

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Abstract

The paper intend to separate causes employees resistance to organizational change and ways to overcome ,in case of bank of Abyssinia, By taking sample of 120 employees through simple random sampling. The study used statistical analysis to interpret the data findings and correlate the independent and dependent variables through the interpreted data. Therefore the study concluded that the bank needs to apply measure that will inverse the perception of employees towards the applied change; such as employee development programs and awareness creating.

Key Words: Change Management, Organizational change, Resistance to change.

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Acronyms

BOA-Bank of Abyssinia,

OC –Organizational change,

NBE-National bank of Ethiopia

ANOVA-Analysis of Variance

CHAPTER ONE

1. INTRODUCTION

This chapter of the research cover back ground of the overall study, state the problem where the study based on, the gaps, and the focus areas where the research involve and cover., Introduce the research questions where the research attempt answer at the next chapters, sets specific and general objective, clarify why the research is significant, define the limitation, scope and organization of the study and define key terms that are assumed unfamiliar to readers.

1.2. Background of the study

Change is unavoidable part of individual's and organizational life. Change is becoming a matter of obligation but not choice for an organization's survival. The forces that come from external part of the organization such as political, economic, social, legal and environmental ,or internal forces come out of desire for aggressive growth, internal problems to be solved by implementing new strategies, makes change natural in business organizations.

According to (Ritikta, 2017) nothing is called permanent but change. Its inescapable fact of life and historical evolution. Evolutions taking place in scientific, technological and institutional areas. Organizational change is transformation of the existing state to another. (Goodman and eureka 1982). This process might be structured or unstructured. There is not always same reason why organization change. (Hughes 2010) but it's generally accepted and inescapable part of organizations existence and survival.

Organizational change is observing variance in state, form, shape and quality of an organization. (Van de ven, 1995 & Hanna, 1997) stated that unlike human being and other creatures, organizations can continue and survive if the organizations keep renewing itself in all production, service and operational areas. It may occur by controllable or uncontrollable factors. such as change in employee and top level managing personnel. The desire of updating existing structure,

The ambition of aggressive organizational overall growth ,Recommendations of research focus on the organization's strategy, legal sanctions ,Government strategies ,Environmental conditions ,Market competition ,Social factors.

All of the mentioned factors that cause change in an organization can affect the employee's way of working. The process of passing to unknown state implies uncertainty (Gentisa, 2021). This uncertainty can cause intention of resistance or resistance in an organization with different educational background and experience.

Resistance is the act of refusing situation that is perceived as a threat for one's need or accomplishment. It is the act of opposition with modifications that alter the status quo. (Susan , 2021). Resistance to organizational change is unavoidable challenging feedback of any kind of organizational change, which is common and expected. It is healthy if it existed at average degree but an obstacle for the organizations survival if it's level increase higher. It make the top level managers revise and clarify the change aim at implementation.

1.2.1. Back ground of the company

The present bank of Abyssinia established on February 1, 1994supervision of banking business proclamation No. 84/1994.Bank of Abyssinia is Share Company of private individuals with 2400 shareholders, about7000 employees serving 6 million customers. Bank of Abyssinia's head office located in Addis Ababa, Ethiopia, Legehar. Administering 10 district offices and 710branches under it.

BOA offers abroad range of financial services with different products of saving account considering age, cultural, and gender variation of the country. the bank also provide time deposits, overdraft facilities, term loans, merchandise loans, letter of credit, guarantees, money transfer (banks daily.com 2012) digital banking , ATM, and virtual banking systems. BOA is achieving overall drastic growth on total assets, total capital, number of depositors, staff capacity, digital banking channel development and users, total deposits, FCY earnings, total loans, total income, total expense, and gross profit compared to former fiscal years. Which can infer that the bank is implementing new strategies.

Operational Highlights
(FY 2016/17 - 2020/21)





Bank of Abyssinia annual report 2020/21

BOA is introducing new products related to digital banking Gize pay, women, youth, and senior citizens saving account and classic, golden and interest free banking debit card, virtualeself-service machines empowering the customer’s status in the bank.

Vision

- To become the leading commercial bank in east Africa by the year2030.

Mission

- Provide excellent financial service through competent, motivated employees and digital technology in order to maximize value to all stakeholders.

1.3. Statement of the problem

When organization implement planned change in order to move the organization progress forward the employees might refuse or resist to accept the proposed change. Whenever new changes are introduced in an organization there will likely be resistance towards the change.(ford and ford2008,2009) Resistance to change has long been recognized as crucial issue that might impact the success of an organizational change initiative. (waddal and shoal 1998). This resistance can cause negative effect on the organizations work atmosphere if the strategy top level formers fail to overcome it. Individuals resist to changes in an organization because of the failure by the management to consult them during the implementation of the change (Cummings& Worley, 2014).

Fear, regularity, and changes in the status of impacted individuals are the most challenging causes for resistance to change in handling communication. Because of the bureaucracy of communication in various organizations, bad communication is difficult to manage the ability of the interested parties to effectively express their separate perspectives of the modification to the subordinate employees could be affected by the change in organizational communication. (Carter etal, 2012).

When constructive communication breaks down people tend to discuss in hushed tones or circulate stories about the changes precise effects. The execution of the change in the organization is hampered by rumors and inefficient communication methods. For example (Burke, 2013). When change in the organization's organizational feature being implemented, the affected individual may disseminate rumors about the changes negative aspects, preventing its effective implementation.

These kind of resisting act towards organization can cause tension if the concerned ones fail to overcome it in appropriate way. Tahir Abbas (2021) stated that it's the responsibility of the top level strategy formulators to manage resistance. The resistance towards change can cause reduced performance, employee's turnover, disagreement, and delay in change execution, financial crisis, and job dissatisfaction. (Tahir Abbas, 2021)The tension caused in an organization needs the leader's decisiveness to overcome it. Communicating clearly, listen to employees feedback, educating the essence of the change, providing support such as ;training, are strategic way to withstand the employees challenge.(Kealy spring,2021)

Employees resist change because it ban their personal fulfillment. Incentives need to be offered at proportional level of the work load that the change brought. Reward areelements to motivate employees to give their best level of effort (Serena &Emran, 2012)

As reward is motivating employees to perform well there are employees act in disobedience of the organizational rule towards the implemented change, sanction is also a power to make the employees act in accordance with discipline. Sanction or discipline shaping reinforcement motivate employees to ensure the achievement of organizational goal, Once the employee understand about their required behavior.(kroon,1995).

In order to create harmonized organization where the formed change are turning to be practical and fruitful one of the change agents in organization (employees) perception toward resistance need to be revised to ensure the change implementation come to reality.

1.4. Research Questions

Based on the stated Problem of Factors Determining the Effectiveness of Organizational Change mentioned above, the study aims to find answer for the following general and specific questions.

1.4.1. General research question

- a) How to overcome resistance to change to effectively implement organizational change at bank of Abyssinia?
- b) What are the sources trigger employee's resistance to organizational change in bank of Abyssinia?

1.4.2. Specific research question

- i. How Awareness creation affect the effectiveness of organizational change at bank of Abyssinia?
- ii. How does Reward affect the effectiveness of organizational change at bank of Abyssinia?
- iii. How does Sanction affect the effectiveness of organizational change at bank of Abyssinia?
- iv. How does Training and development affect the effectiveness of organizational change at bank of Abyssinia?
- v. How does communication affect the effectiveness of organizational change at bank of Abyssinia?
- vi. How does capacity affect the effectiveness of organizational change at bank of Abyssinia?

1.5. Objective of the study

1.5.1. General objective of the study

The general objective of this study is identifying the sources triggering resistance to organizational change and identifying factors that help to overcome employee's resistance to organizational change at bank of Abyssinia.

1.5.2. Specific objective of the study

- I. To examine the effect of Awareness creation on the effectiveness of organizational change at Bank of Abyssinia.
- II. To examine the effect of Reward on the effectiveness of organizational change at Bank of Abyssinia.
- III. To examine the effect of Sanction on the effectiveness of organizational change at Bank of Abyssinia.

- IV. To examine the effect of Training and development on the effectiveness of organizational change at Bank of Abyssinia.
- V. To examine the effect of communication on the effectiveness of organizational change at Bank of Abyssinia.
- VI. To examine the effect of capacity on the effectiveness of organizational change at Bank of Abyssinia.
- VII. To provide recommendations and suggestions on a way of overcoming employees resistance to change in Bank of Abyssinia.

1.6. Significance of the study

Organizational performance and success mostly determined by the strategy it follows. Which is formed by the top level managers and implemented by motivated, knowledge based and disciplined subordinate employees. It is the most underrated issue to study how the employees perceive and accept the change? And, why do employees resist change?, the relationship between the strategy formers and subordinate employees .The study access the issues over the ways to overcome the resistance in the organizational change by studying the perception of employees towards the organizational change and the interrelationship between the strategy formulators and implementers.

Therefore this research is beneficial for indicating ways to overcome employee's resistance to organizational change in bank of Abyssinia by studying the factors and variables found in a way of implementing new strategic change in an organization. Which pave new way to create harmonized work environment and implementing change effectively by bringing the managers subordinate employees, shareholders and board members into consensus about their organization's new strategy which is significant for the whole bank of Abyssinia staff members as a whole, and future researchers on the area.

1.7. Span of the study

This research is concerned on assessing the employee's behavior towards existing organizational change and how the employees perceive it in case of bank of Abyssinia new strategic

organizational change. To finally separate ways of overcoming resistance from employees towards proposed organizational change.

1.8. Limitation of the study

As this research centered on an indigenous company it would be beneficial to find a related articles, books and other sources to the research based on the Ethiopian companies to review and understand the overall condition of Ethiopian companies ,expressed by employees behavior, culture ,population ,economy , and leadership style .Even though there are plenty of researches, books and articles found in other countries on overcoming resistance to organizational change, employees behavior and change management There are limited number related articles, books and studies related to employees resistance in an organization based on Ethiopian companies which make it difficult to bring articles and theories studied in other European and Asian countries in to Ethiopia context.

The other limitation of the study is, due to time and cost limitation the study cannot include district and branch offices out of the capital city. Which will make the research to base only on branches in a specific city and cannot get data from outlying branches? Even if the number of BOA branch offices found in Addis Ababa are enough to collect data about how the employees are responding to the new strategic organizational change in BOA. It would also be essential to comprise outlying branches found in other regions of the country to briefly answer the questions raised in the research from geographic and culture difference perspective. Thereis also time limitation to cover all the chapters of the project paper at the given time by reviewing literature, collecting data, analyze and finalize the project paper.

1.9. Disposition of the study

This research comprehend five chapters stating back ground of the overall study, state the problem where the study based on, the gaps and the focus areas where the research involve and cover., Introduce the research questions where the research attempt answer at the next chapters, sets specific and general objective, clarify why the research is significant, and define the limitation, scope and define key terms found on the chapters that are needed to know at chapter one.

Reviewing related literature on chapter two, explaining the data collection method and sample size in chapter three data analysis and interpreting findings in chapter four and summarization and recommendations based on the findings of the research in chapter five.

1.10. Definition of key terms

Change: Way of replacing things or state to another different or new state. (Goodman and eureka 1982).

Resistance: act of refusing or opposition towards phenomenon. Or act of defense offered by specified force.

Resistance to change: is behavior and attitude of people frustrating the purpose of organizational goal (Chawla &Kelloway, 2004)

Organizational change: is progressive transformation of company from current to another state.

Communication: is the exchanging of information using different media.(Amy C.Evans,2021)

Awareness creation: Conveying knowledge towardsobservational perception.

Capacity: the limit or extent an individual is able to receive and retain information (Sam M.S., 2013)

Reward: Offer given in any form as a return to motivating individual's positive achievement.

Sanction: manner of penalizing to any act of violence or disobedience.

Training and development: set of ongoing programs set in an effort to further employee's performance.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

This chapter is confined with reviewing related literature about organizational change by defining the base change in an organization, change management and its historical overview, the term resistance and how it relates in an organizations, employees and organizational changes. After assessing the basic concepts based on the related literatures and conceptual frame work will be developed.

2.1.1. Definition of change

Change is conversion of common ways to new. The term is referred to as modifying situations in individual or organization to cope with adjustable situations(Waraichand, 2007).our environment seek continuous change which makes the existence of change natural. There is nothing continuous but change. Revolutions exists in scientific, political, technological or organizational phenomenon. (Ritica, 2017) Change can be initiated by environmental conditions which can be economy, socio-culture, politics, and technology externally and low satisfaction and new ambitions internally. Groups of change are Change based on target Individual change Initiated by individuals for specific destiny. Organizational change Targeted to shape an organization set up as a whole .It might be process of growth or declining performance. Change based on frame evolutionary (undeviating) change. This type of change are unnoticeable type of change that will not bring significant or fundamental transformation at the mean time. Revolutionary (Aggressive)change this type of change are rapid and swift change that can bring radical advance in structure, belief or behavior recently. Change based on equilibrium Planned change is deliberate and target oriented change that have specified outcome or consequence. Unplanned change /emergent/ change is accidental change that cannot be controlled and restrained.

2.2. Theoretical Literature

2.2.1. Historical evolution and Models of change management

The historical era of change management participating different scholar over the topic has counted more than 50 years. Science created numerous change management models in organization change. Cording to (AnnaSzarek, 2017) an evolution of change management models and their future classified the change management models in to three categories such as Change management model one, two and three.

2.2.2. THE LEWIN'S CHANGE MODEL

Lewin's change model is one of the corner stone model on the field developed by kurt Lewin physicist and social scientist back in the late 1940's. He proposed the model as a block of ice. First a melting ice acquiescent to change (unfreezing), Second mold the ice water into wanted shape (change), solidify to new shape of ice (refreezing.)



Figure 1- Kurt Lewin's change management model.

This model classify change into 3 stages, (Armstrong, 2006) explained these stages in a detailed manner. **(I)**Unfreezing--- is changing stable balance, practice or attitude. This procedure must emphasis on behavioral changes on individuals and need to persuade those who are influenced by the change. **(II)**Change---growing new reactions in view of new data. **(III)** Refreezing balancing and bringing new changes in to familiar way of organizational living.

2.2.3. Kotter's Eight Steps Change Model

A Harvard business school professor and change expert John Kotter, in his book “leading change” developed eight step change model. (1) Urgency creation: Related to identifying threats and opportunities, predicted in the future, communicating openly and convincing the need for change for people, and requesting the involvement of all concerned bodies.(2) Forming coalition: Involve in building of team, recruiting team and leadership member, call for coalition of key stake holders.(3)Developing vision and strategy: Defining the core value and vision for the strategy.(4)Presenting the visionCommunicating the vision in a convincing approach with every possible aspect such as performance review or training.(5)Eliminating barriers:Making sure all obstacles that can be seen as a threat are removed and insuring the vision and people who are responsible for carrying it are aligned properly. Rewarding people for endorsing change and their support in the process. (6)Creating short term targetswwhich make it easy to check and balance the progress and reward the contribution of people. (7)Merging achievementsanalyzing success journey individually for continuous success and taking experience. (8)Anchoring change in the corporate culturemaking sure the success of the organization become routine practice of the organization.



Figure 2: management study guide (Kotter, 1996)

2.2.4. The Transformational Leadership Theory

The Transformational Leadership Theory (TLT) was postulated by James MacGregor Burns (1978). This theory is about the ability to energize and alert groups to drive change through innovation and creativity in identifying the need for change, creating and communicating a common vision or goal for the future and effectively working across the business as well as using

systems and people to achieve change. TLT emphasizes on the leader's ability to shift or change the values, beliefs, and needs of his followers. Bass believed that transformational leaders possess good visioning, rhetoric and impression management skills and use them to develop strong emotional bonds with followers. The aims of the leader and the followers combine into one purpose and the leader raises the followers' confidence, sense of purpose, levels of motivation and expectations of themselves. Transformational leadership comprises charisma, inspiration, and intellectual stimulation individualized consideration as the leader with charisma can transform behavior of people, structure of organization and other relevant aspects. The transformational leader motivates followers to do more than originally expected and the extent of transformation is measured in terms of the leader's effect on followers. A study by N. Bass describes four elements of transformational leadership namely individualized consideration, intellectual stimulation, inspirational motivation and idealized influence (Odera.et.al, 2017).

A leader with individualized consideration focuses on growth and self-developmental needs of followers and acts as mentor and trainer through recognition, respect, open communication and provision of full support to the followers. Intellectual stimulation involves a leader soliciting new and novel approaches for the performance of work and creative problem solutions from followers and gives more importance to nurture and develop innovative skills in his followers. Inspirational motivation is about articulation of the vision that can appeal to high ideals and values of followers, and creating a feeling of justice, loyalty and trust as well as encouragement of the followers to set and achieve high standard of performance. Idealized influence requires the charisma of the leader, and the respect and admiration of the followers which makes the employees follow his or her goals, pattern of thinking and working. This theory supports the first variable on top leadership support since it describes how leaders can initiate, develop and carry out significant changes in organizations by setting out to empower followers and nurture them in change. This theory explains the approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the followers with the end goal of developing followers into leaders (Odera.et.al, 2017).

2.2.5. ADKAR Change Management Theory

The ADKAR model presents five stages that individuals go through when making a change namely awareness of the need to change, desire to participate and support the change, knowledge about how to change, ability to implement new skills and behaviors and reinforcement to keep the change in place. Business leaders fall into the trap of communicating broad and general messages about change and employees' reactions can also be generally broad. The resulting conversations are non-targeted and often unproductive. The natural reaction to change, even in the best circumstances is to resist, therefore, awareness of the business need to change is a critical ingredient of any change and must come first. The ADKAR model provides focus for conversations about change. It gets at the heart of the matter quickly and helps a business leader avoid sending the wrong messages or spending time on the wrong topics. This model supports communication variable since leaders can clarify communications to center on the most relevant topic and avoid unproductive conversations (Odera et al., 2017).

2.2.6. Stakeholder Theory

Stakeholder theory (ST) states that in order for organizations to succeed and be sustainable over time, executives must keep the interests of stakeholders aligned and going in the same direction. Bloom notes that broad-based stakeholder involvement and commitment are crucial for successful strategy and action plan implementation, thus good for sustainable organizational development. Freeman argued that a stakeholder approach was to build a framework responsible for the concerns of managers who were being confronted with unprecedented levels of environmental turbulence and change. According to ST, all organizations ought to beware and to adequately respond to numerous constituents' demands. Stakeholders include employees, investors, suppliers, customers and local communities. Organizations, therefore, need to pay attention to the prevailing relationship with their internal as well as external stakeholders. Managers need to understand the concerns of shareholders, employees, customers, suppliers, lenders and society, in order to develop objectives that stakeholders would support. This theory supports stakeholder involvement in

strategic change management in an organization because involvement of key stakeholders ensures successful management of change (Odera.et.al, 2017).

2.3. Empirical Literature Review

2.3.1. The Concept Change management

The term change management is about attending to organizational change process at individual, group, or organizational level. (Huges, 2010) Change management is a structured approach of managing organizational change through utilization of basic structure and resources,(Ayivor,2012) Change management can be lead through developing different school of thoughts in the field, however there is no one best way to manage change (Pettigrew,1990).

Management team facilitate and oversee change when it occur. It is often needed to ensure the organizations survival and stability, effectively implement organizational strategy and cost reduction.Change management begin and with individuals involvement. It requires the understanding of individuals about concept of resistance, organizational culture,and required process to run the change (Prosci, 2022).

Change management is change in an organization which have significant influence in the whole organization. It comprise the participation of subordinate employees and managers in organization. According to (French and Bell, 1999) organizational change is design of organization and how its part connected each other. In order to manage change in an organization successfully the manager and employee should reach at least average level of consensus on the implemented change.

Change management is not easy to define or have no specified standard, andit's inherently challenging to be effective towards it(Hayes, 2007). Managing change successfully is about collaboration of the organization's members. There should be managed and all-inclusive system that will lead employees and manages to their best level of performance. (Beauchamp, Bowie, 1983)The combination of disciplined, professional, knowledge based, open-minded, reasonable subordinate employees and farsighted leading, communication skilled top level managers aid change management to be effective.

Organizational change generates sense of resistance in employees, making it sometimes difficult or impossible to implement organizational improvements. Management, however, are the default overseers of change initiatives and it is worth examining the leaders perspective. Increase in awareness and attitude development towards the proposed change, and communicating employees in an appropriate manner brings change management effective. While Managers tend to blame the resistance from change recipients and recipients blame the poor management of the process described as the fundamental attribution error (Jones and Harris, 1967).Lead to failure of organizational change.

2.3.2. Empirical Evidence

Strategies to overcoming ways of employee's resistance towards organizational change separating the factors that lead employees to resist an organizational change have different causes. The perception towards the organization structure, management, and the implemented strategies is the first force that leads employees to act against the change. The capacity enhancing methods can be training and development practical examination and other human resource development methods. The perception related resistance can be fixed through making clear communicating hierarchy, creating awareness about the strategies. The effectiveness of these strategies can also be measured or take remedy by motivating employees by reward and correcting wrong acts through sanction measures.

Various studies have been carried out addressing the issue of strategic change management. Such studies include individuals who studied the effects of restructuring on organization performance of mobile phone service providers in Kenya using a causal research design. He found out that organizational culture plays a critical role in organizational transformation. Change affects the operations of the organization. When employees are committed and share beliefs, the organization is bound to increase in productivity. Other study found out that there is indeed a correlation between the levels of change readiness and the successful management of change. The lack of change readiness is an indicator of unsuccessful change management. Other contributory factors are lack of communication, change management experience, support mechanisms and resources(Odera.et.al, 2017).

According to (Odera.et.al, 2017) communication had the greatest effect on strategic change management in the Ministry of Energy and Petroleum, followed by top leadership support, then stakeholder involvement while organization culture had the least effect on strategic change management in the ministry of energy and petroleum.

The research findings indicate that changing management accounting systems, through the implementation of an integrated management system, faces internal resistance in these organizations. Each factor varies in intensity but is permanently present in these companies, such as ontological insecurity, trust, inertia, lack of knowledge, acceptance of routines and decoupling. These factors are awakened when the change process begins and, if they gather enough force, can stop the change (Rodrigo Angonese, 2014).

Organizational change had a significant effect on employee performance, the management of commercial banks should periodically change the way business is done in a manner that timely responds to the ever dynamic customer demands. The management of commercial banks should practice appropriate strategic changes that enable them to offer services that meet the expectations of different groups of customers (Olutayo, 2019). It has been shown that the process of planning changes, checking upon changes, and the time needed to implement changes have an important role and a major effect on the ultimate success or failure of change in a company (Dobrovič, 2016),

Training affects performance of change management process. When employees are rewarded effectively and their effort recognized by the management, they work together as a team to achieve the change management process and goal setting contributes to improved performance in an organization in addition to this lack of employee empowerment hinders successful change management process (Gathondu, 2015). Saunah.et.al.(2020) found out that Staffs training, performance appraisal and rewards, as well as recognition are significant factors of human resource management practices affecting organizational performance. It was also found that staff training and recognition do affect the organizational performance as a whole. There is a significant, positive and direct relation between self-efficacy and employees' resistance to change. Furthermore, there is a significant, positive and direct relation between job autonomy and customer responsiveness. The results also showed that employees' resistance to change has a meaningful,

negative and reverse relation with customer responsiveness and outcome performance (Masoud Amoopour.et.al, 2013).

Organizations are social systems that are vulnerable to environmental vagaries and one of the ways to manage these dynamics is through organizational development which is the deliberate effort in growing the capacity of the firm in order to bring about successful performance. The leaders can do this through deliberate efforts in effective leadership and good corporate governance, create an innovative organization, corporate communication, knowledge sharing and inter-functional coordination, strategic management, resource leveraging, total quality management, information and communication technology (ICT) in corporation among others (Solanky et.al. 2019)

Change involves the continuous adjustment to the external conditions of organizations in the operating environment, in parallel with the growth of domestic stability. This process constitutes the dilemma of change-stability, which can be tackled only through a vision of the future, meaning the disorganization of organization environmentinteraction along with flexible organizational structure, the use of advanced technology and the existence of a system of rewarding employees that reflects the values and priorities of both, organizational norms and individual needs (Alexandruet.al. ,2016).

There are very few empirical studies linking the factors affecting change management to organizational or improved performance. McLagan (2009) attempted addressing change management process but fail to link it with the organizational performance. This left some gaps that inspired the researcher to study factors affecting change management which consequently leads to organizational performance. Without fairness of the performance appraisal system, rewards and motivations, it creates negative impact and frustration (Saunah.et.al.2020).

2.3.3. Empirical Evidence from Ethiopia

Change of organization is moving an organization from specific state to another state. It emphasis on changing company's structure, policy and technological set up. This change can be deliberate and goal specified planned change or imposed unplanned /emergent change (Ritica, 2017) Organization change dayto day and all the time (Burke, 2011).It is almost impossible to refrain from change to an organization. Whether the change is goal oriented and planned, or imposed by external sources as long as the organization exist change is unavoidable

The following are some empirical finding son the available related literature issues on factors determining organizational change in Ethiopia according to Befekadu (2020) there is significant and positive correlations between transformational leadership style and organizational change perceptions and between transactional leadership style and intrinsic and extrinsic job satisfaction. There was also a negative correlation between organizational change and employees' job satisfaction.Ayalew, (2015) have also found out thatage and genderare not the predictor factors of resistance to organizational change management, while education and experience are negatively and positively predictors respectively. It is also found that a variable factor can have varied significance level in the unfreezing, moving and refreezing phases of change a process.

The change strategic plan held in the college working culture is improved staffs were build the mutual interest each other than before, Practices of sharing ideas and experiences improved specially done by highly professionals and more experienced staffs. Change resistance was occurred at the beginning of change implementation plan, most of the Evaluation of the change management was confined on the paper report on the routine activities Sense of ownership, national and group interest was going down time to time and passive relationships of leaders towards the worker was increased.

Before implementation of change any institution mustconduct need assessment, creation of awareness about the importance of change and focus on behavioral change of individual as well as group, set method of coordinating system and process of activities and conduct feedback on the result. Share ideas and results made in one departmentto make for all (Gebresenbet,

2016). Perceived organizational support, perceived procedural justice, perceived self-confidence to learning and development, perceived trust in management and perceived need for change have negative and significant effect on resistance to change while it is positive and significant effect on support to change. Unlike this perceived fear of consequence of change is positive and significant effect on resistance to change whereas it is insignificant to support to change (Genet, 2015).

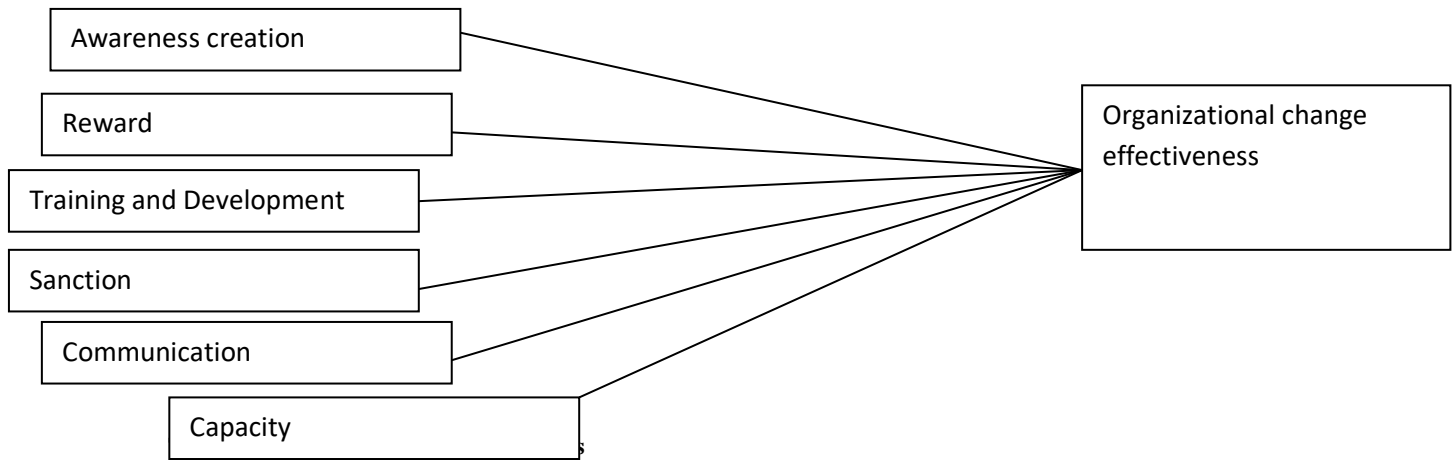
Employees perceive that the leadership effectiveness is affected in areas concerning empowerment, motivation, communication, and vision sharing. Accordingly these factors are the areas for improvement (Lidya, 2019). Gender has no relationship with any of the variables of the study except with organizational performance. Moreover, a strong positive correlation was obtained between change management practice, employees' motivation and organizational culture. Organizational culture has strongest direct effect on the performance of the organization. The effect of change management practice on organizational performance was more direct than indirect; the same is true for gender. (Mihereteselassie, 2015).

2.4. Conceptual Framework

Model of changes is based on the analysis of factors (forces) that may contribute to changes or, on the contrary, inhibit them. It is assumed that under any conditions there are two groups of forces: driving and restraining, and these forces are possible both inside the organization, for example, in the behavior of people, in resources, and outside it – in the processes that occur in the country (Maciej, 2017).

The conceptual framework is developed is developed based on the available theories of organizational change management and hence the study constructs organizational change as a dependent or predicted value and awareness creation, reward, training and development, sanction, communication, and capacity as an independent or explanatory or predictor variables.

Independent variables



Dependent variables

Figure 3: The Researcher's conceptual frame work based on the available theories of Organizational change

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter targeted on description of data collecting method in the study. It describes the research design; explain variables of the study, data sampling, collecting and analyzing technique. Includingthereliability,validity testing method and ethical consideration.

3.2. Approach of the research

This study engaged in quantitative approach of data collecting .Where the quantitative approach interpret data collected from questionnaire filled by individuals.

3.3. Research design

This research used descriptive and explanatory designs, as it used to study relationship between variables. The studies dependent variable is overcoming resistance to change while factors that lead an organization change resistance proposed as independent variable.

3.4. Studies target area and population

The studies target to collect data and analyze centered on bank of Abyssinia. This study consider about 120 employees of the bank to distribute questionnaire. Simple random sampling technique applied to distribute the questionnaire.

3.5. Data source and collection method.

Under this study both primary and secondary data will be collected. The primary data collected from the distributed questionnaire .The secondary data gathered from books article and related research findings to support the conclusion. The questionnaire consists of about 35 demographic, status in the bank and the study variable related questions. The questionnaires range from strongly agree to strongly disagree.

3.6. Data analysis method

The data finding interpreted by the aid of SPSS software .The factors that help in overcoming employees resistance to organizational change or factors that have significant role in affecting the employees behavior towards the organizational change are presented as dependent and independent variable.

3.7. Sample size determination

Job grade	Number of population	Percentage
Job grade 5	30	25%
Job grade 6	30	25%
Job grade 7	15	12.5%
Job grade 8	15	12.5%
Job grade 9	10	About8.3%
Job grade 10	10	About8.3%
Job grade 11	5	About4.16%
Job grade 12 and above	5	About4.16%

Table 1: Sample size determination

2.5. Validity and reliability of the instrument

Validity and reliability are terms used to measure the researches quality .Reliability is a measurement of consistency while validity taste the accuracy rate of the research.(Fiona M.2019). The validity of the research can be assure by the questionnaires relativity taste.All of the questions under each variable are tasted and related to their initial. The questions are based on different studies and already approved questionnaires on related research. The validity also guaranteed by

research advisor in other way. A reliability value of the variables are 0.9 (90%) and above which makes the variables acceptable and correlated to their measurement purpose.

2.6. Ethical consideration

The ethical concept of this research is related to respecting the question respondent's willingness towards the question. This research considers all ethical requirements while the respondents fill the questionnaire. By notifying the respondents that their name and other personal information will not be enclosed out of their permission.

CHAPTER FOUR

4.Data Analysis and Interpretation

Introduction

In this portion of the thesis the collected data about the factors that have role in overcoming resistance towards organizational change will be interpreted by the aid of statistical instruments provided by statistical package for social sciences (SPSS) software. Where the interpretation contains descriptive, regression, and coo relation analysis .To interpreted the interrelation of the variables in a detailed statistical manner.

4.1. DemographicCharacteristics

Table 4.1. Gender Distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	51	48.6	48.6	48.6
Female	54	51.4	51.4	100.0
Total	105	100.0	100.0	

Table 2: Demographic Characteristics

According to table 4.1 the gender distribution shows 51(48.6%) of the respondents are male

And 54(51.4) of the respondents are female. The gender ratio of gender respondents is almost balanced.

Table 4.2 Age ratio of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
22_28	60	57.1	57.1	57.1

29_36	20	19.0	19.0	76.2
37_45	15	14.3	14.3	90.5
>46	10	9.5	9.5	100.0
Total	105	100.0	100.0	

Table 3: Age ratio of the respondents

According to table 4.2 57.1% of the respondents are from 22-28 years old,19% of the respondents are from 29-36 years ,14.3% of the respondents are 37-45 years and 10% of the respondents are 47 and above. Which shows there is age variety in the respondents.

Table 4: Educational back ground of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
BA	75	71.4	71.4	71.4
MA	30	28.6	28.6	100.0
Total	105	100.0	100.0	

According to table 4.3 the number of respondents holding BA degree are about 75 (71.4%) of the respondents. And the number of respondents holding MA/MSc degree is 30(28.6%) of the respondents. Which implicate BA/BSc degree holders are dominant of all the respondents.

Table 5: Respondents job position in the company

	Frequency	Percent	Valid Percent	Cumulative Percent
Junior	30	28.6	28.6	28.6
Senior	40	38.1	38.1	66.7
Manager	35	33.3	33.3	100.0

Total	105	100.0	100.0	
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According to table 4.4 the number of respondents serving the company at junior level are 30(28.6%) of the respondents. About 40(38.1%) of the respondents are serving the bank at senior level and 35(33.3%) are managers. Which indicates senior level respondents are dominant and managerial level respondents are limited in number.

Table 6: Respondent service year of service

	Frequency	Percent	Valid Percent	Cumulative Percent
1_5	40	38.1	38.1	38.1
6_10	23	21.9	21.9	60.0
11_15	21	20.0	20.0	80.0
15_20	12	11.4	11.4	91.4
>20	9	8.6	8.6	100.0
Total	105	100.0	100.0	

According to table 4.5 40(38.1%) of the respondents stay at the company from 1-5 years.23(21.9%) of the respondent stay at the company from 6-10 years,21(20%) of the respondents stayed from 11-15 years ,about 12 (11.4%) of the respondents stayed from 15-20 at the bank and 9(8.6%) of the respondents stayed 20 years an longer at the bank. Which indicates the employees experience counted 1-5 years are dominant and employees served the bank for 20 and above years are limited in number of respondents.

4.2. Descriptive analysis

Descriptive analysis adopted in this study using table's percentage form and other statically measuring instruments such as mean, and standard deviation. The scale of ranged from

15Where 1 stands for strongly agree 2 for Agree,3 for neutral 4 for Disagree and 5 for strongly disagree.

Table 7: Awareness creation for planned organizational change implementation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I wasn't aware enough about the type of strategies tend to be implemented	105	1.00	5.00	2.5143	.84483
I wasn't aware of the expected challenges when strategies are implemented	105	1.00	5.00	2.5048	.81008
I wasn't aware of personal and organization wide opportunities about the strategies tend to be implemented	105	1.00	5.00	2.6857	.95388
Employees were not ready to have awareness about the strategies	105	1.00	5.00	3.1905	1.05698
Strategy formulators were ready enough to create awareness about the strategies	105	2.00	5.00	3.3333	.78037
Aggregate	105			2.84	0.88

According to table 4.6 variable “Awareness Creation” has a total mean value of 2.84. Which imply that less effort exerted on creating awareness about the strategy before it tend to implement or in the implementation process. With highest computed response is Strategy formulators were ready enough to create awareness about the strategies, with the mean value of 3.3 which indicates the strategy formulators are not ready enough to create awareness. The second highest response rate is Employees were not ready to have awareness about the strategies, with mean value of 3.1 which indicates that employees are not open to have awareness about the strategies.

Table 8: Reward for planned organizational change implementation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I do not feel the work is appreciated	105	1.00	5.00	4.1000	1.44179
I feel I am being paid a fair amount for the work I do	105	1.00	5.00	2.4400	1.14914
The benefits I receive are not enough as compared to the work load	105	1.00	5.00	3.9000	.97101
Those who perform well have no enough chances to get promotion from their current position	105	1.00	3.00	3.4000	.52849
I don't have enough chance to get promotion from the current position I am serving on	105	1.00	4.00	3.8000	1.00366
Aggregate	105			3.52	1

According to table 4.7 variable “Reward” has a total mean value of 3.52 which imply that employees are not getting enough reward as compared to their effort on the job. With highest computed response I do not feel the work is appreciated with the mean value of 4.1. The second highest response rate is the benefits I receive are not enough as compared to the work load with the mean value of 3.9. Indicates that the employees are less satisfied in the reward system in terms of getting recognition or benefits.

Table 9: Sanction for planned organizational change implementation

	N	Minimum	Maximum	Mean	Std. Deviation

Sanction simulate me to work hard and maintain discipline.	105	1.00	5.00	3.2952	1.17607
The sanction system is improving and lesson giving to the employees at the bank	105	1.00	5.00	2.3810	1.09528
Sanction policy that is proposed encourage me to take my actions responsibly	105	1.00	5.00	2.8571	.83699
Employee's performance enhance when measures taken immediately for inappropriate act of employees	105	1.00	5.00	2.1810	.96855
Some employees in our organization have been punished and some not	105	1.00	5.00	2.3048	1.07528
Aggregate	105			2.6	1.03

According to table 4.8 variables “Sanction” has a total mean value of 2.6 which imply that sanction have no significant effect on implementation of planned organizational change. With highest computed response Sanction simulate me to work hard and maintain discipline with the mean value of 3.29. The second highest response rate is Sanction policy that is proposed encourage me to take my actions responsibly. With the mean value of 2.85. This indicates that the perception of motivation and positive attitude of the employees cannot be simulated by sanction.

Table 10: Training and development for planned organizational change implementation

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
There are no enough training sessions to acquire knowledge about the strategy	105	1.00	5.00	3.8095	1.01048
The training programs about the strategies are not considering all level of employees	105	1.00	4.00	3.6000	.97590
The training and development programs are not applicable in the organization	105	2.00	5.00	3.8000	.92533
There is proper evaluation program about how the employees perceive the training	105	1.00	5.00	3.0000	1.10153
The essence of employees periodic training is recognized by the strategy formulators	105	1.00	5.00	2.1429	1.28922
Aggregate	105			3.05	1.06

According to table 4.9 variable “Training and development” has a total mean value of 3.05 which imply that training and development programs are not being provided properly. With highest computed response there are no enough training sessions to acquire knowledge about the strategy with the mean value of 3.8 the second highest response rate is the training programs about the strategies are not considering all level of employees with the mean value of 3.8. These indicates that the existence of enough training and development program in the organizations are under question where the employees highly respond that there are no enough training programs that consider all level of employees.

Table 11: Communication for planned organizational change implementation

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The strategy formulators discuss the value and beliefs towards the strategy.	105	1.00	5.00	3.1429	1.04171
There is immediate and satisfactory feedback for the raised questions about the strategies	105	1.00	5.00	2.2476	1.05412
The communication hierarchy is organized to reach the subordinate employees and top level managers effectively	105	1.00	5.00	3.1429	1.13025
The strategy formulators make clear what employees can expect to achieve goal.	105	1.00	5.00	2.5714	1.37181
The employees and strategy formulators are willing and able to clearly communicate.	105	1.00	5.00	2.7143	1.12416
Aggregate	105			2.5	1.14

According to table 4.10 variable “communication” has a total mean value of 2.5 which imply that the three is lack of communication between the employees in the organization. With highest computed response the strategy formulators discuss the value and beliefs towards the strategy. With the mean value of 3.1. The second highest response rate is the employees and strategy formulators are willing and able to clearly communicate. With the mean value of 2.7 determined.

Table 12: Capacity for implementation of planned organizational change

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation

The employees fulfill the knowledge and qualification requirements to carry strategic plan	105	1.00	5.00	3.5238	1.14434
The top level managers are capable to provide the appropriate leadership to run the strategy	105	1.00	5.00	4.1429	.89258
The overall financial , human power, and setup of the organization can lead the strategy implementation effectively	105	1.00	3.00	4.0952	.42796
The organization set appropriate ways to build employees capacity towards the strategy implementation.	105	1.00	5.00	4.3619	1.20993
The employees are capable enough to face the challenges in the strategy implication way.	105	1.00	5.00	3.5238	1.37348
Aggregate	105			3.92	1.09

According to table 4.11 variable “capacity” has a total mean value of 3.92 which imply that the organization’s overall status , employees qualification and ability is sufficient to run the job. With highest computed response the organization set appropriate ways to build employees capacity towards the strategy implementation with the mean value of 4.3. The second highest response rate is The top level managers are capable to provide the appropriate leadership to run the strategy With the mean value of 4.1.

Table 13: Parameters to employee’s resistance to implemented organizational change.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Change is implemented in different phases(its not implemented immediately)	105	1.00	5.00	3.3238	1.13929

Top managers listen well to employees ideas and concerns	105	1.00	4.00	2.5619	.96001
Change is communicated well before implementation in our organization	105	1.00	5.00	2.4667	.91006
Managers have good relationship and do communicate with employees	105	1.00	5.00	2.3619	1.20993
I am well aware about the value of change	105	1.00	5.00	2.5238	1.14434
Aggregate	105			2.6476	1.0727

According to table 4.12 Strategies to overcome employees resistance to change the mean value (3.32) explains that change is not implemented in different phases in the organization or it is immediately implemented. And also the second highest response claims that top managers don't listen well to employee's ideas and concerns. With the mean value of 2.56.

4.3. Pearson Coorrelational analysis

This study is used Pearson Coorrelational analysis to correlate the relation between variables. To correlate the validity of variables in the research paper. The Pearson coorrelational analysis range fall value between -1 and +1, where 0 indicates no coorrelation, 1 indicates positive coorrelation, and -1 indicates negative relation between the variables. (David, 2014)

Table 14: Pearson Correlation

		Reward	Awareness	Sanction	Training	Communication	Capacity	Strategic ways org change
Reward	Pearson Correlation	1	.957**	.954**	.958**	.986**	.962**	.971**

	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	105	105	105	105	105	105	105
Awareness	Pearson Correlation	.957**	1	.961**	.946**	.949**	.954**	.969**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000
	N	105	105	105	105	105	105	105
Sanction	Pearson Correlation	.954**	.961**	1	.956**	.958**	.964**	.978**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	105	105	105	105	105	105	105
Training and development	Pearson Correlation	.958**	.946**	.956**	1	.952**	.933**	.973**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	105	105	105	105	105	105	105
Communication	Pearson Correlation	.986**	.949**	.958**	.952**	1	.970**	.974**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	105	105	105	105	105	105	105
Capacity	Pearson Correlation	.962**	.954**	.964**	.933**	.970**	1	.960**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	105	105	105	105	105	105	105
Strategic ways to	Pearson Correlation	.971**	.969**	.978**	.973**	.974**	.960**	1

overcome Resistance to change	Sig. (2- tailed)	.000	.000	.000	.000	.000	.000	
	N	105	105	105	105	105	105	105
**. Correlation is significant at the 0.01 level (2-tailed).								

According to the table: the “r” of reward is 0.971, which shows there is positive strong relationship between reward and Strategic ways to overcome resistance. P value of variables is less than 0.05 for all variables, therefore it can be concluded that the table shows strong positive relationship between values. The “r” of Awareness creation is 0.969 which shows there is positive and strong relationship between awareness creation and strategic ways to overcome resistance to change. The “r” of sanction is 0.978 which shows there is positive and strong relationship between sanction and strategic ways to overcome resistance to change. The “r” of training and development is 0.973 which shows there is positive and strong relationship between training and development and strategic ways to overcome resistance to change. The “r” of communication is 0.974 which shows there is positive and strong relationship between communication and strategic ways to overcome resistance to change. The “r” of capacity is 0.960 which shows there is positive and strong relationship between capacity and strategic ways to overcome resistance to change. The “r” of strategic ways to overcome change resistance is 1 which shows there is positive and strong relationship between strategic ways to overcome resistance to change add the variables.

4.4. Regression Analysis

Is analysis used to characterize each independent variable on the dependent variable? The regression analysis of this the strategies study stands to evaluate how the factors to overcoming employee’s resistance to change can express the dependent variable.

4.4.1 Model Summary

The summery contains R, R-square, adjusted r square and standard error of the estimate to determine the validity of the relationship between regression model and the provided data.

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991 ^a	.982	.981	.13664
a. Predictors: (Constant),				

The R-Square value (98.2%) the dependent variable is determined by the independents, the remaining amount will need further study. Which are awareness creation, reward, sanction, training and development, communication and capacity.

4.4.2 ANOVA Table

The ANOVA table shows that how variables (awareness creation, reward, sanction, training and development, communication and capacity) can affect employees resistance to organizational change.

Table 16: Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	100.932	6	16.822	900.957	.000 ^b
	Residual	1.830	98	.019		
	Total	102.762	104			
a. Dependent Variable: Resistance To Change						
b. Predictors: (Constant), Reward, Awareness Creation, Training and development, sanction, communication, capacity						

According to the above table, since the p-value is less than 0.05 which is (0.000), it can be said that the independent variables Reward, Awareness Creation, Training and development, sanction, communication, capacity have significant relationship with the dependent variable of overcoming resistance to change.

4.4.3 Regression *Coefficients*

Table 17: *Regression Coefficients table*

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.312	.071		-4.419	.000
	Reward	-.044	.095	.042	.462	.45
	Awareness	.248	.069	.208	3.598	.001
	Sanction	.339	.069	.329	4.937	.000
	Training and Development	.270	.059	.256	4.603	.000
	Communication	.310	.085	.340	3.630	.000
	Capacity	-.089	.072	-.083	-1.234	.220
a. Dependent Variable: Strategic ways to overcome resistance to change						

According to the table shown above the p value of variables is less than 0.05 therefore they had significant positive relationship with Strategic ways to overcome Resistance. In addition Coefficients' also indicate that Reward, awareness, training and development, sanction, communication and capacity are significantly related to strategic ways to overcome resistance at 95% confidence interval.

CHAPTER FIVE

5. RECOMMENDATION AND CONCLUSION OF THE FINDINGS

Introduction

One of the objectives of this study is to provide recommendations for further findings of way to overcome resistance to organizational change. In chapter of the study the researcher will provide some recommendations based on the findings and conclude the topic by summarizing the findings of the study.

5.1. Summary

Of the entire separate questionnaire distributed to willing individual respondents 105(87.5%) of the respondents returned the questionnaire paper to the researcher with their separate answer. According to the demographic data provided 51.4% of the respondents are female and 48.6% of the respondents are male. The age ratio indicates that the largest portion of the respondents fall in the range of 22-28 years which covers 57.1% of the population. The 71.4 % of the respondents are BA/BSC degree holder and the rest 28.6% are MA/MSC degree holders to refer the respondent's educational background.

The dominant respondents in job position are senior level respondents are senior level respondents which is 38.1% or 40 in number. About 38.1% of the respondents served the bank 1-5 years while only 8.6% of the respondents are 20 and above service year at the bank. The application of awareness creation during and before the strategic implementation period has a total mean value of 2.84 which indicates that less effort is exerted in creating awareness towards strategy.

The application of reward strategy during and before the strategy is fall under 3.52 mean value according to the respondent's answer imply that the employees are neutral are neutral about the reward and benefit they receive to run the change needs to be improved. The 2.6 total mean value

of sanction implies that sanction towards change implementation effectiveness have no tangible role. The perception about training and development has total mean value of 3 which is neutral implies further work is needed for training and development related issues of change implementation process.

The total mean value of 2.5 towards the communication hierarchy in the organization shows that the upward and downward communication hierarchy at the bank needs to feel its gap. The capacity and ability mean value is 3.92 which is comparatively satisfactory to run the organizational change and measure the qualification of the organization effectively is at satisfactory level indicates the organization and employees are able to implement change. As per the result reward, sanction, communication, awareness creation, training and development and capacity have significant relation at 95% confidence interval.

5.2. Conclusion

Based on the research the researcher intend to investigate the relationship communication, capacity, awareness creation ,reward and sanction(cohesion),training and development with overcoming employees resistance to change. The researcher tried to investigate how the employee's behavior towards resistance expressed in terms of the independent variables. How the strategies are implemented in bank of Abyssinia? It separate questions under each variables and to correlate the strategic implementation questions and the employee's perception towards the proposed problem in the research.

According to the research the all variables except "capacity" have significant role in overcoming resistance toward organizational change.

5.3. Recommendation

These are the recommendations based on the findings of the research and in the basis literatures related to change management. The organization should address the employees in communicating strategic plan details.

Training and development programs held by the human resource management should touch every position of the structural hierarchy from junior to managerial level. And should be applicable. The capacity level of employees expressed in terms of educational and other qualifications should be assessed in order to increase the degree of trust on the employees by top level managers.

The awareness creation should be applied in the organization in order to make the employees familiar with the applying change and make the employees know about the organizational and individual opportunities that the change bring. The top level managers need to practice culture of discussion about the belief and perception on the implemented change. There should be immediate and satisfactory feedback for the raised questions about the change. The organizational hierarchy should be structured in favor of healthy communication where it can bring the top and lower level employees of the bank to consensus about the change.

Further researches needed to be assessed in the area in order to overcome the resistance related to employee's performance.

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ANNEX1.

1. QUESTIONNAIRE

Questionnaire structured to gather data on overcoming resistance employee's resistance towards organizational change; in the case of Bank of Abyssinia Share Company.

Key

SA=(Strongly agree),A=(Agree),N=(Neutral),D=(Disagree),SD=(Strongly disagree)

PART 1 Demographic profile of the respondents

Please put (✓) mark in the given box to give your answers for the provided questions.

1 Gender:

Female Male

2 Age:

22-28 29-36 37-45 46 and above

3 Educational status:

Diploma BA/BSC Degree MA/MSc PHD Degree

4 Job category at the bank:

Junior banking officer senior banking officer Managerial level

5 Length of service with the bank

1-5 years 6-10 years 11-15 years 16-20 years 20 and above

Part 2 Awareness creation questionnaire

NO	Please put ✓ mark in the given box to give your answers for the provided questions.	SA	A	N	D	SD
1	I wasn't aware enough about the type of strategies tend to be implemented.					
2	I wasn't aware of the expected challenges when strategies are implemented					
3	I wasn't aware of personal and organization wide opportunities about the strategies tend to be implemented					
4	Employees were not ready to have awareness about the strategies					
5	Strategy formulators were ready enough to create awareness about the strategies					

Part 3 Reward questionnaire

NO	Please put ✓ mark in the given box to give your answers for the provided questions.	SA	A	N	D	SD
1	I do not feel the work is appreciated					
2	I feel I am being paid a fair amount for the work I do					
3	The benefits I receive are not enough as compared to the work load					

4	Those who perform well have no enough chances to get promotion from their current position					
5	I don't have enough chance to get promotion from the current position iam serving on					

Part 4 sanction questionnaire

NO	Please put ✓ mark in the given box to give your answers for the provided questions.	SA	A	N	D	SD
1	Sanction simulate me to work hard and maintain discipline.					
2	The sanction system is improving and lesson giving to the employees at the bank					
3	Sanction policy that is proposed encourage me to take my actions responsibly					
4	Employee's performance enhance when measures taken immediately for inappropriate act of employees					
5	Some employees in our organization have been punished and some not					

Part 5 Training and development questionnaire

NO	Please put ✓ mark in the given box to give your answers for the provided questions.	SA	A	M	D	SD
1	There are no enough training sessions to acquire knowledge about the strategy.					
2	The training programs about the strategies are not considering all level of employees.					
3	The training and development programs are not applicable in the organization					
4	There is proper evaluation program about how the employees perceive the training					
5	The essence of employees periodic training is recognized by the strategy formulators					

Part 6 communication questionnaire

NO	Please put ✓ mark in the given box to give your answers for the provided questions.	SA	A	N	D	SD
1	The strategy formulators discuss the value and beliefs towards the strategy.					

2	There is immediate and satisfactory feedback for the raised questions about the strategies.					
3	The communication hierarchy is organized to reach the employees and vise-versa.					
4	The strategy Formulators make clear what employees can expect to achieve goal.					
5	The employees and strategy formulators are willing and able to clearly communicate.					

Part 7 Capacity questionnaire

NO	Please put ✓ mark in the given box to give your answers for the provided questions.	SA	A	N	D	SD
1	The employees fulfill the knowledge and qualification requirements to carry strategic plan.					
2	The top level managers are capable to provide the appropriate leadership to run the strategy.					
3	The overall financial, human power, and setup of the organization can lead the strategy implementation effectively.					
4	The organization set appropriate ways to build capacity towards the strategy implementation					

5	The employees are capable enough to face challenges in the strategy implication way.					
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Part 7 overcoming change resistance

NO	Please put ✓ mark in the given box to give your answers for the provided questions.	SA	A	N	D	SD
1	Change is implemented in different phases(it's not implemented immediately)					
2	Top managers listen well to employees ideas and concerns					
3	Change is communicated well before implementation in our organization					
4	Managers have good relationship and do communicate with employees					
5	I am well aware about the value of change					