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ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

DEPARTMENT OF BUSINESS LEADERSHIP

GRADUATE PROGRAM

**“THE EFFECT OF CHANGE MANAGEMENT PRACTICE ON
ORGANIZATIONAL DEVELOPMENT: THE CASE OF BANK OF ABYSSINIA”**

**RESEARCH PROPOSAL SUBMITTED TO SCHOOL OF GRADUATE STUDIES OF THE
ADDIS ABABA UNIVERSITY, SCHOOL OF COMMERCE FOR THE DEGREE OF
MASTER OF ARTS IN BUSINESS LEADERSHIP**

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ADDIS ABABA, ETHIOPIA

DECLARATION

I, Daniel Tesfay, declare that, this study, “The Effect of Change Management Practice on Organizational Development: The Case of Bank of Abyssinia” is my own work. I have undertaken the research work independently with the guidance and support of the research supervisor. This study has not been submitted for any degree or diploma in this or any other institution. It is in partial fulfillment of the requirements for the Degree of Masters of Art of Business Leadership. All sources of material used for the research have been duly acknowledged.

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CERTEFICATE

This is to certify that Daniel Tesfay has carried out his research work on the topic entitled “The Effect of change management practice on organizational development: The case of Bank of Abyssinia”. The work is original in nature and is suitable for submission for the award of the Degree of Masters of Art of business leadership.

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**Addis Ababa University School of Commerce Department of
Business Leadership**

Board of Examination approval Sheet

**“THE EFFECT OF CHANGE MANAGEMENT PRACTICE ON ORGANIZATIONAL
DEVELOPMENT: THE CASE OF BANK OF ABYSSINIA”**

By: Daniel Tesfay

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TABLE OF CONTENT

Contents

DECLARATION	I
CERTEFICATE.....	II
BOARD OF EXAMINATION APPROVAL SHEET	III
ACKNOWLEDGBMENT	IV
LIST OF TABLES	VII
LIST OF FIGURES	VII
ACRONYMS AND ABBREVIATIONS.....	VIII
ABSTRACT.....	IX
CHAPTER ONE: INTRODUCTION.....	1
1.1. BACKGROUND OF THE STUDY	1
1.2. BACK GROUND OF THE COMPANY.....	3
1.3. STATEMENT OF THE PROBLEM:	3
1.4. OBJECTIVE OF THE STUDY.....	5
1.4.1. <i>General Objective</i>	5
1.4.2. <i>Specific Objective:</i>	5
1.5. RESEARCH HYPOTHESIS	5
1.6. THE STUDY’S SCOPE	6
1.7. LIMITATION OF THE STUDY	7
1.8. SIGNIFICANCE OF THE STUDY.	7
1.9. DEFINITION OF OPERATIONAL TERMS	8
1.10. ORGANIZATION OF THE STUDY	10
CHAPTER TWO: REVIEW OF RELATED LITERATURE.....	11
2.1. THEORETICAL REVIEWS	11
2.1.1. <i>Meaning and concepts of change</i>	11
2.1.2 <i>The Concept of Change Management</i>	12
2.1.3 <i>Change Management Practices</i>	12
2.2. THEORIES OF PLANNED CHANGE:	16
2.3 CHANGE MANAGEMENT MODEL	18

2.4. CHANGE MANAGEMENT IN BANKS.....	24
2.5. WHAT DOES MEAN ORGANIZATIONAL DEVELOPMENT?.....	25
2.6. EMPIRICAL REVIEW.....	26
2.6.1. <i>Review of empirical evidence in other countries</i>	26
2.6.2. <i>Review of Empirical Evidence in Ethiopia</i>	28
2.7. CONCLUSION AND IDENTIFICATION OF KNOWLEDGE GAP.....	29
2.8. CONCEPTUAL FRAMEWORK	30
CHAPTER THREE: RESEARCH METHODOLOGY	31
3.1. INTRODUCTION.....	31
3.2. RESEARCH DESIGN/TYPE.....	31
3.3. RESEARCH APPROACH	32
3.4. TARGET POPULATION AND STUDY AREA DESCRIPTIONS	32
3.5. SAMPLING TECHNIQUE AND SAMPLE SIZE.....	32
3.5.1. <i>Sampling Technique</i>	33
3.5.2. <i>Sample size</i>	33
3.6. SOURCE OF DATA.....	35
3.7. TOOLS/INSTRUMENTS FOR DATA COLLECTION.....	35
3.8. RELIABILITY AND VALIDITY TEST	36
3.9. METHOD OF DATA ANALYSIS.....	37
3.10. ETHICAL CONSIDERATION.....	38
CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION.....	39
4.1. RESPONDENTS PROFILE.....	39
4.2. DESCRIPTIVE STATISTICS	43
4.3. CORRELATION ANALYSIS.....	46
4.4. TEST FOR THE CLASSICAL LINEAR REGRESSION MODEL (CLRM) ASSUMPTIONS	49
4.5. MULTIPLE LINEAR REGRESSION ANALYSIS.....	53
4.6. DISCUSSION ON THE FINDINGS	57
CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS	61
5.1. SUMMARY OF THE FINDINGS.....	61
5.2. CONCLUSION	62
5.3. RECOMMENDATIONS:.....	63
5.4. SUGGESTIONS FOR FURTHER RESEARCHERS	64
REFERENCE.....	65
APPENDICES.....	72
QUESTIONNAIRES.....	72

LIST OF TABLES

Table 3.1: Sample Size of the Respondents from each Stratum.....	34
Table 3.2: Reliability test.....	36
Table 3.3: Mean score comparison basis for five point Likert scale instrument.....	37
Table 4.1: Respondents' response rate.....	39
Table 4.2: Gender of the respondents.....	40
Table 4.3: Age of the respondents.....	40
Table 4.4: Marital status of the respondents.....	41
Table 4.5: Education level of the respondents.....	41
Table 4.6: Work experience of the respondents.....	42
Table 4.7: Job Position of the respondents.....	43
Table 4.8: Descriptive Statistics of Variables.....	43
Table 4.9: Correlation Matrix between Organizational development and Change.....	47
Table 4.10: Result of Autocorrelation Test.....	51
Table 4.11: Result of Multi co-linearity Test.....	52
Table 4.12: Result of Normality Test.....	52
Table 4.13: Model Summary for Organizational Development.....	54
Table 4.14: ANOVA of Organizational Development.....	55
Table 4.15: Summary of Coefficient on Organizational Development.....	56
Table 4.16: Summary of Hypothesis Testing based on multiple regression analysis.....	60

LIST OF FIGURES

Figure 2.1: The conventional frame work of the study.....	30
Figure 4.1: Variables of Histogram	50
Figure 4.2: Scattered plot of variables.....	50
Figure 4.3: Normal P-P variables plot.....	53

ACRONYMS AND ABBREVIATIONS

✚ ANOVA.....	Analysis of Variance
✚ BOA.....	Bank of Abyssinia
✚ CIPD.....	Chartered Institute of Personnel and Development
✚ CLRM.....	Classical Linear Regression Model
✚ CPM.....	Change management practice
✚ CM.....	Change management
✚ CULC.....	Cultural change
✚ HO.....	Head Office
✚ OC.....	Operational change
✚ OD.....	Organizational development
✚ PCC.....	People-Centric change
✚ PSS.....	Proportionate stratified sampling
✚ ROA.....	Return on Asset
✚ SC.....	Structural change
✚ SPSS.....	Statistical Package for the Social Sciences
✚ STD.....	Standard deviation
✚ STRAC.....	Strategic change
✚ TC.....	Technological change
✚ V.....	Version
✚ VIF.....	Variance inflation factor

ABSTRACT

The main objective of this paper is to investigate the effect of change management practices on organizational development in the case of Bank Abyssinia. The study used quantitative research approach, both descriptive research and explanatory research design due to its intent to find the effect of the independent variables change management practices such as technological change, structural change, cultural change, strategic change, operational change and people centric change on the dependent variable organizational development. The study used both stratified & purposive sampling technique. Primary data was collected through structured questionnaires and also secondary source was collected from different company profiles, books and websites which dictate regarding the study. The study also used a cross-sectional research survey, in which data from respondents was gathered at a single point in time. In this study, a total of 344 questionnaires were provided to the respondents at the head office, three district offices, and all branches found under these districts in Addis Ababa region, and returned with the response rate of 87%. To analyze the collected data through questionnaires from the respondents, the researcher used SPSS version 23. The researcher used descriptive statistics to describe & summarizing data and inferential statistic such as correlation analysis and multiple linear regressions analysis. Accordingly, the Pearson correlation test revealed that all the six independent variables have a positive relationship with dependent variable organizational development. The regression result confirmed that, except the cultural change management practice, all the independent variables (i.e. technological change, structural change, strategic change, operational change and people centric change) have positive and significant impact on the development of Bank of Abyssinia and this leading to increased productivity, employee satisfaction, and overall success. The ANOVA test result also confirmed that, the prediction powers of the change management components are found to be statistically significant. Overall, the research paper provides valuable insights into the role of change management practices in organizational development and emphasizes the need for businesses to prioritize effective change management strategies. Lastly, the researcher concluded that, change management is an essential aspect of the development of the bank and helps adapt to changing environments and remain competitive in the financial sector and change management practices have its own contribution in achieving the bank's objective and goal.

Key words: Technological Change, Cultural Change, Structural Change, Strategic Change, Operational Change, People-Centric Change, and Organizational Development.

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

A company's achievement in today's dynamic economy rests on its capacity to adjust to any kind of change (Čater et al., 2013). Any initiative, program, or project with the goal of altering business procedures and requiring personnel to carry out their duties in a different manner is considered a change (ElKattan, 2017). The ability of our leaders to successfully lead this change will determine how successful our businesses are in the future. Everywhere, change is taking place, and both its speed and complexity are alarmingly increasing. Today, any business that wants to succeed must be able to change.

The introduction of new trends in people's everyday lives which is referred to as change, causes the past events, methods, and processes of modern society to become out of date at an alarmingly rate. Modern business trends are starting to emerge with the general objective of dominating the market by outsmarting rivals. The proper management is necessary in light of these changing circumstances in corporate life (Ageng'o, Shadrack (2018)).

The ability to manage change takes into account timing, communication channels, and the impact that changes have on the people involved (Everett Rogers, 1960). Traditionally, the goal of change management has been to pinpoint the causes of resistance to change and provide solutions for doing so (Cummings, 2008).

To implement a specific business change and manage the human side of such a change, there are a number of tools, methodologies, and practices known as "change management" (ElKattan, 2017). For companies transitioning from their existing condition to a desired one, change management is a methodical and planned process for formulating and putting interventions into place. Enhancing organizational performance ability and capability through proactive or reactive steps to deal with either internally caused or externally imposed changes is the main objective of change management. Consequently change management restructures and prepares individuals for organizational changes development.

The best practices for change management that any organization should adhere to, according to Haiilo (n.d) are: 1. Develop a clear change management plan, integrity and openness, provide adequate training and support, communicate effectively, identify potential risks and challenges,

bring leaders on board, engage employees, promote knowledge exchange, publish knowledge and make it accessible, monitor & evaluate the change, and reward & acknowledge.

Organizational development (OD) is a planned and systematic approach to improving the efficiency and effectiveness of an organization through effective change management techniques. It involves a series of planned interventions aimed at enhancing individual, group, and organizational performance. According to Beckhard, R. (2006), Organization development is an effort (1) planned, (2) organization-wide, and (3) managed from the top, to (4) increase organization effectiveness and health through (5) planned interventions in the organization's "processes," using behavioral science knowledge. Organizational change is referred to the method through which a firm modifies its operational practices or methods, technological infrastructure, organizational design, organizational structure, general structure, or strategies, as well as the effects of those modifications.

Organizational change management is the process of guiding organizational change to a successful resolution, and it typically includes three major phases: preparation, implementation, and follow-through and is a methodological process of guiding organizational change to fruition (HBS (n.d)).

According to Revenio & Jalagat (2016), change management enable the organization to save cost and increase return on investment thereby reduce waste of resources, time and efforts, to identify accurately the problems or anticipate challenges and respond to it efficiently and effectively, and establish opportunities for the development of best practices, leadership development and team development.

In contrast to the past, when the business are through a rapid change, private commercial banks in Ethiopia now need to adapt to their clients' needs, government rules and regulations, the nation's political and economic situation, and the escalating level of rivals. Studying the impact of change management practices on Bank of Abyssinia is necessary since there is a pressing need to align operations with the various levels of environmental instability. Therefore, the goal of this study is to investigate how change management practices affect organizational development in our country Ethiopia specifically in the context of the Bank of Abyssinia S.C.

1.2. Back ground of the company

In compliance with the Licensing and Supervision of Banking Business Proclamation No. 84/1994 and the 1960 Ethiopian Commercial Code, the Bank of Abyssinia S.C. was founded on February 15, 1996 with only 131 owners and 32 employees, Bank of Abyssinia began operations with approved and paid-up capital of Birr 50 million and Birr 17.8 million, respectively. Offering and delivering commercial banking services to its customers is the bank's main business activity. The bank has expanded with about 825 branches and around 11,265 employees as specified in HR report obtained on April, 2023 G.C. The Bank's vision is to become a leading commercial bank in East Africa by 2030 G.C. Mission of the bank is to provide excellent financial services through competent, motivated employees and digital technology in order to maximize value to all stakeholders. In addition, its core values are customer satisfaction, integrity, teamwork and collaboration and caring for the community. Currently, in order to facilitate the branch banking and the overall banking service, Bank of Abyssinia has proudly unveiled brand-new self-service machines.

1.3. Statement of the Problem:

According (Kivuva, 2012), changes in organizational structure, operational methods & actions, and operational processes were internal factors that supported to the change management, whereas competition, technological advancements, customer expectations, and governmental regulations were the main external factors. These external factors have an impact on the core corporate goals and strategies as well as internal operations.

In order to enhance organizational development, change management practices that involve the use of systematic methods should be initiated to ensure that organizational change is conducted as planned. Organizations must act and respond to events occurring beyond their immediate working environment since they do not operate in a vacuum (Lilian Wachira and Abel Anyieni, March 2015). The social sphere, which includes how people behave and think in communities, households, and workplaces, has a significant impact on business. These are extremely dynamic, and because of the instability they cause, companies must change and react properly.

The complexity and nature of the company's strategy, leadership ability, interpersonal ability, and financial ability were all unavoidable factors in all change management situations, and the company's chances of success are increased by maintaining a sense of ownership from all stakeholders throughout the entire change management process (Nyachoti, 2014). Enhancing organizational performance ability and capability through proactive or reactive steps to deal with either internally caused or externally imposed changes is the main objective of change management.

The effectiveness and efficiency of change management practices directly affect bank performance. On the other hand, strict standards are necessary to prevent change management-related failures. In this case, financial institutions must strike a balance between stringent controls and requirements for change management effectiveness if they are to maintain their success. This can only happen if the impacts of change management on financial organizations and their clients are thoroughly examined and comprehended (Richard, 2014). Elias (2022) conducted research on the effect of change management practice on organizational development in Ethiopia specifically in Awash bank and found that the change in the bank is positive and acts as leverage for success and the change management practices used by the bank has reduced the chances of resistance associated with adoption on new ideas.

However, the previous studies examining the relationship between change management practices and organizational development in the banking industry have often focused on a limited number of independent variables. To address this gap, this study aims to expand the scope by including a comprehensive set of independent variables. By doing so, it seeks to uncover additional factors that may influence organizational development, providing a more nuanced understanding of the relationship between change management practices and organizational outcomes.

Moreover, no previous studies have directly addressed the relationship between change management practices and organizational development or the effect of change management practices on organizational development in the banking industry of Ethiopia, specifically in the context of Bank of Abyssinia. Besides, the researcher is aware of very few studies conducted in our country that examine how change management practices affect organizational development

in the context of financial institutions or in Ethiopian commercial Banks. The absence of such studies limited the understanding of the specific practices and strategies that can drive organizational development in this industry. These gaps indicated that a need to explore the effect and this specific relationship and understand the unique factors at play in this particular organizational setting.

Thus, this research aims to fill a gap in research as the in -depth study by examining the effect of change management practice on organizational development in Ethiopia specifically in Bank of Abyssinia by using different change management practices or independent variables including technological change, structural change, cultural change, strategic change, operational change and people-centric change. Therefore, by addressing these research gaps, this study seeks to contribute to the existing body of knowledge on change management practices and organizational development in the Ethiopian banking industry.

1.4. Objective of the Study

1.4.1. General Objective

The main aim of the study is to analyze the impact of change management practices on organizational development: in the case of Bank of Abyssinia.

1.4.2. Specific Objective:

Specifically, this study addresses the following objectives:

- ✓ To explore the current change management practices in bank of Abyssinia.
- ✓ To explore the effect of change management practices on organizational development.
- ✓ To explore the status of organizational development in bank of Abyssinia.

1.5. Research Hypothesis

Based on the existing theories and past empirical studies the researcher has formulated the following six testable null hypotheses to perform the objective of the study:-

H1: Technological change has a positive and significant effect on organizational development in the case of BOA.

H2: Strategic changes has a positive and significant effect on organizational development in the case of BOA

H3: An operational change has a positive and significant effect on organizational development in the case of BOA.

H4: People centric changes has a positive and significant effect on organizational development in the case of BOA.

H5: Cultural change has a positive and significant effect on organizational development in the case of BOA

H6: Structural change has a positive and significant effect on organizational development in the case of BOA.

1.6. The study's scope

This study's main goal is to examine the effect of change management practices on organizational development. This study concentrated only on the bank of Abyssinia from the private commercial banks in Ethiopia. Numerous change management practices had an impact on organizational development. Thus, the study incorporated and limited to the independent variables such as technological change, structural change, cultural change, strategic change, operational change, and people-centric change. The study employed deductive reasoning & quantitative research approach and descriptive & explanatory research design. The research study's respondents were chosen from the head office, each department division, and three districts in the Addis Ababa region. Bank of Abyssinia has about 825 branches which are registered with ten district offices throughout the country, with three of them district offices situated in Addis Ababa region.

1.7. Limitation of the Study

All the results are based on the data obtained from the selected respondents in the bank of Abyssinia and could be biased or prejudicial depending on who is involved. Because those respondents having personal interest in painting a glossy picture. The study was used only questioner's data collection methods because a questionnaire provides a suitable and relatively inexpensive method for collecting data. However, a small number of respondents were unable to respond to the distributed questions because of the load of their tasks and their refusal to complete the surveys; therefore all of the questions were not gathered. The study was faced time constraints. The respondents did not have enough time to complete the questionnaires' and data collection because of the routine operation of the bank.

1.8. Significance of the study.

Banking operations in Ethiopia extremely see rapid growth, which fuels the formation of fierce competition in the finance sector. Technology, people, and business processes continue to evolve as a result of industry revolutions. Organizational change management is a well-known methodology for facilitating organizational development or transformation.

This research study helps the bank to understand how to more readily adapt to change by highlighting the gaps in the banks' change management practices and implementation process. The result of the research project serves as an input for decision makers, policy makers, planners and other concerned parties about the problem at hand and suggests means of tackling the problem as well, guiding leaders in prioritizing the appropriate change management practices, help to foresee the oncoming possible crises in banking systems and contribute to the frame of knowledge in the field of change management practice and organizational development.

Moreover, the study contributes to shed light for further studies conducted by researchers and practitioners in the future on similar topics and issues, specifically on the impact of change management practice on commercial banks development. Lastly, the results of the study are to be expected to inspire research interests among academics, and students for further examination in the area to what level does change management practice impacts the organizational development.

1.9. Definition of Operational Terms

1. Change: - Change means to make or become different, or to move from one state, situation, or condition to another. Change can be intentional or unintentional, temporary or permanent, positive or negative. It is a natural part of life and can lead to growth, development, progress, and new opportunities.

2. Change Management: - Change management is a structured approach to managing transitions, processes, and resources necessary to implement new strategies, technologies, or organizational changes within a company or organization. It involves identifying the need for change, developing plans to implement changes, implementing those changes, and monitoring and evaluating the outcomes to ensure the desired results are achieved.

3. Change management practices: refers to the process, tools, and techniques that are used to manage changes in an organizations structure, operations, process, or technologies. It involves developing a structured approach to prepare, support, and help individuals, teams, and organizations to make necessary changes successfully.

4. Financial Institutions: - Financial institutions refer to organizations that offer financial services to their clients. These services may include banking, insurance, investment, and other related services. They play a crucial role in the economy by providing individuals and businesses with access to capital and financial resources.

5. Technological change: refers to the introduction, implementation, and utilization of new technologies within an organization or across industries. It involves the application of scientific knowledge and innovations to improve existing processes, products, or services, or to develop entirely new ones. Overall, technological change brings numerous advantages for organizational development, including increased efficiency, competitiveness, innovation, decision-making capabilities, collaboration, market reach, customer satisfaction, sustainability, and more. By embracing and effectively utilizing technology, organizations can position themselves for long-term success in today's dynamic business landscape.

6. Cultural change: refers to a deliberate and planned shift in the beliefs, values, attitudes, behaviors, and norms within an organization. It involves shifting the collective mindset and establishing new norms within the organization to align with new goals, strategies, or ways of operating. Cultural change is essential for adapting to external factors, fostering innovation, and improving collaboration and employee engagement.

7. Structural change: refers to a significant alteration in the organizational structure of a company or institution. It involves modifying the arrangement of departments, teams, reporting relationships, workflows, and overall hierarchy within an organization to enhance communication, decision-making, and efficiency. The primary goal of structural change is to enhance the effectiveness, efficiency, and adaptability of the organization and Structural change is often implemented to align the organization with new strategies, improve coordination, or accommodate growth or downsizing.

8. Strategic change: refers to a deliberate and planned shift in an organization's strategy, structure, processes, or culture. It typically addresses long-term goals, competitive positioning, market dynamics, and core business strategies and it involves making significant modifications to the way an organization operates in order to achieve its objectives and maintain or enhance its competitive advantage in a dynamic business environment. Strategic change is crucial for organizational development as it enables organizations to remain agile, competitive, and relevant in a rapidly evolving business landscape. By embracing change, organizations can unlock new opportunities, drive growth, and create sustainable success.

9. Operational Change: refers to making alterations or adjustments to the processes, systems, or activities within an organization and focuses on improving the day-to-day processes and activities within an organization. It involves modifying how tasks are performed, improving efficiency, and adapting to new circumstances or strategic goals. Operational change can range from minor adjustments to significant transformations in the way an organization operates. Overall, operational change plays a crucial role in organizational development by enabling organizations to become more efficient, adaptable, innovative, and resilient in a dynamic business environment.

10. People centric change: refers to an approach to organizational development that prioritizes the needs, well-being, and engagement of individuals within the organization. It recognizes that employees are the driving force behind an organization's success and focuses on creating a supportive and inclusive environment that empowers individuals to perform at their best. The ultimate goal of people centric change management is to create a positive and sustainable transformation that benefits both individuals and the organization as a whole.

11. Organization Development is a planned and systematic process of improving the overall effectiveness of an organization through the use of interventions. It involves the assessment of

the organization's current state, identification of areas for improvement, development of strategies and plans to address those areas, and implementation of change initiatives aimed at improving employee performance, productivity, and organizational effectiveness. The ultimate goal of organization development is to create a more productive, efficient, and satisfying work environment for employees, which in turn leads to better business outcomes.

1.10. Organization of the study

This research report has five major chapters. The first chapter is introductory chapter which consists of Back ground of the study, statement of the problem, objectives of the study, significance of the study, the study's limitation, its scope, definition of operational terms and the last one is organization of the study. The review of the related literature is given in the second chapter and the methodology section is presented in the third chapter. The fourth chapter was data analysis and interpretation. The final chapter reports about summary of findings, conclusion, Recommendation and Suggestion for further studies.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

This chapter under the title of; the Impact of change management practices on organizational development in Bank of Abyssinia have three parts that broadly discussed. Theoretical theories ties with the current research studies. Reviewing of empirical studies associated with past studies and evaluated their outcomes. Last section elaborated the conceptual framework of its development while changing varieties of practiced.

2.1. Theoretical Reviews

2.1.1. Meaning and concepts of change

The term Change is fundamentally necessary to do better than in the past. The major reasons for change in business organizations are to enhance the way in which clients are served and to boost an organization's overall development performance. Continuous improvement of the current system should be the goal of every change (Gerard, 2008). A change is a modification of something's nature or status. According to Burns (2014), change refers to an organization's capacity to enhance initiative design and implementation while also shortening the cycle time for all organizational tasks. His point of view is that change must be rooted in the past, respecting a company's heritage and history while acting in its best interests. In the literature, "change" is referred to as any departure from a scope and timetable that have been established and are generally accepted.

Any reading of organizational management literature will reveal the reliability of change to be a prominent subject. It's typical to hear statements like "the need for change is the only constant factor in any organizational life. Change is the only constant in life and business. It is the process of changing or evolving from the previously recognized presence. Change has been a subject of research for several decades, and all of these investigations attempt to bring about lasting organizational change, but with varying degrees of achievement (Smith, 2011).

Every organization eager its change but threatened themselves. This is because of the imbalance of positive change and threatening obstacles. Profitable and successful organization must prepare

for good proposal and highly skilled manpower to long run outcomes. Still world is never stop its change in our day to day work activities for surviving matter. So, any change needs preparing control mechanism approaches. Administrators and initiators assist based on public provision will be arbitrated according to their capability and professionally control that changes. Organizational change might be nonstop increases or slow when comparing the past distribution of patterns. Change formed either well planned or suddenly. Advanced change may arise from the widespread to adjusted company revolution (Smith, 2011).

2.1.2 The Concept of Change Management

Traditionally, change management can be described as a process that involves shifting and refreezing organizational ideals, practices, and processes. Unfreezing is the process of creating a perceived difference between the current state and the ideal state of an organization, which inspires individuals to want to change and reduces their opposition to it. Moving alludes to numerous procedures including education, training, and rebuilding that result in the adoption of new values, attitudes, and beliefs. By stabilizing the new patterns through a number of encouragement techniques, refreezing refers to restoring a new state of equilibrium within the organization (Liebhat, et. al, 2010).

2.1.3 Change Management Practices

Organizational change is managed effectively when; the organization is moved from its current state to some planned or expected future state that will exist after the change, functioning of the organization in the future state meets expectations (i.e. change works as planned), and the transition is accomplished without excessive cost to the organization and individual organizational members (Bateman & Zeithaml, 1990).

Change management practice refers to the processes, tools, and techniques that are used to manage changes in an organization's structure, operations, processes, or technologies. It involves developing a structured approach to prepare, support, and help individuals, teams, and organizations to make necessary changes successfully (Hayes, 2014). The goal of change management practice is to minimize the negative impacts of changes while maximizing the benefits for the organization and its stakeholders. It encompasses a wide range of activities,

including planning, communication, stakeholder engagement, training, monitoring, and evaluation. Effective change management practice can help organizations to adapt to changes and remain competitive in a rapidly evolving environment. There are different types of change management practices (Hayes, 2014).

Technological change management practice refers to the process of planning, implementing, and monitoring changes to technology within an organization. It involves identifying the need for change, assessing the impact of the change, and developing a plan to implement the change while minimizing disruption to business operations. Effective technological change management practices can lead to increased efficiency, improved productivity, and better customer satisfaction. It is an important aspect of any organization's strategic planning and should be given due consideration (Eptisam, 2018).

People centric change management practice is an approach to managing change that puts people at the center of the process. It is a philosophy that focuses on understanding and supporting the needs of individuals who are affected by change, and empowering them to successfully adapt to new circumstances and behaviors (Buchanan & Boddy, 1992). This approach recognizes that change can be difficult and disruptive for people, and seeks to mitigate negative impacts by engaging stakeholders, providing support and training, and communicating effectively throughout the change process. The ultimate goal of people centric change management is to create a positive and sustainable transformation that benefits both individuals and the organization as a whole (Hayes, 2014).

Structural change management practice refers to the deliberate and systematic approach of managing and adapting an organization's structure, processes, systems, and culture during a significant change initiative. This includes assessing, planning, implementing, and evaluating changes to an organization's structure and culture to ensure they support the desired outcomes of the change initiative. Effective structural change management practices involve clear communication, leadership alignment, stakeholder involvement, resource allocation, measurement, and continuous improvement efforts ensure the change is successful and sustainable (Buchanan & Boddy, 1992).

Cultural change management practice refers to the systematic planning, implementation, and monitoring of changes to an organization's culture. This type of practice typically involves analyzing the current culture of an organization, identifying areas that need improvement, and developing strategies to facilitate the desired changes. The goal of cultural change management is to enable organizations to adapt to changing environments, improve productivity, increase employee engagement and satisfaction, and achieve better outcomes. Successful cultural change management practices often involve the active involvement and participation of employees at all levels of the organization (Hayes, 2014).

Strategic change management is an approach to managing change within an organization that is centered on a strategic vision or plan. It involves identifying the need for change, designing a detailed plan of action to implement the change, and then monitoring progress along the way. Strategic change management practices can help ensure that an organization is well-positioned to adapt to new challenges and opportunities by ensuring that it has the necessary resources, systems, and processes in place to support the change efforts. This can include things like communication and collaboration strategies, metrics to measure progress and success, and training and development programs to help employees acquire new skills or knowledge. Ultimately, the goal of strategic change management is to help organizations achieve their strategic objectives while minimizing risk and disruption (Ackerman, 1997).

Operational Change Management Practice refers to the process of planning, implementing, and maintaining changes to an organization's operational systems, processes, and procedures. It involves identifying the need for change, assessing the impact of the change on different areas of the organization, identifying stakeholders, and developing a plan to manage the change (Buchanan & Boddy, 1992). The goal of operational change management is to ensure that the organization maintains its efficiency and effectiveness while adapting to new circumstances or requirements. The practice involves communication, training, and monitoring to ensure that the change is successfully integrated into the organization (Ackerman, 1997).

2.1.3.1. Creating a sense of urgency to reinforce the need for change

Since comprehending the project's subject matter is one of the most important requirements for success, creating a feeling of urgency is about problem awareness, which implies that challenges

in the organization must be turned into a desire to change. The key to solving issues, according to Kotter (1996), is to understand organizational change, including what the main forces behind change are and why some people resist it. Management should also be well aware of the trade-offs involved in implementing change. Managers easily start plans they are not prepared to execute in practice without taking trade-offs into account.

2.1.3.2 Provide public with facts, figures and evidence to persuade them for change

The role of communication is inevitable that build shared empathetic of institution's paths and clear goal. Individuals and staff members have sweeps and honest way of conversation in ideas, opinions, information that helps encourage for organizational change. The capacity to explain to employees the kind of adjustments the plan will unavoidably make to each person's duties, functions, and working environment is a crucial component of successfully managing change. The more honest and comprehensive communication is done, the more trust between the many stakeholders engaged in the transition is likely to grow (Kamugisha, 2013).

2.1.3.3 Selecting the right people to form the guiding coalition

It generally forms a matrix structure that includes both functional and project units due to its inter-organizational character. There are many other project-driven organizational types, though. The pure project organization, where "the project manager is given full authority to run a project as if it were a one-product company," is one extreme, according to Cleland (1994). When we begin to go in the direction of the opposite extreme, the pure functional organizational department, we encounter a range of matrix organization project-functional combinations.

2.1.3.4 Creating clear and tangible vision for change

A good vision is one that is simultaneously conceivable, desired, achievable, focused, adaptable, and communicative, according to Kotter (1996). Thus, communicability and simplicity are the crucial elements of a successful vision, making it simple to establish a talented and skilled team with people who are competent to handle the transition efficiently. The links with the vision will make it simpler to defend the objectives to those working on the project and encourage them to stick to the goals (Allan et al., 1996).

2.2. Theories of planned change:

Planned change refers to a deliberate and intentional effort to modify an organization's structure, processes, or culture to improve its performance. Implementing change can be a challenging process, but having a clear understanding of planned change theories can help organizations achieve success. Theories of planned change are frameworks or models that guide the process of implementing organizational change. They provide a systematic approach to understanding and managing change within an organization. In conclusion, planned change is an essential aspect of organizational development, and understanding the theories of planned change can help organizations achieve success. By using the following frameworks, organizations can navigate the complexities of change management and achieve their desired outcomes. Here are three prominent theories of planned change.

2.2.1. Lewin's Change Model:

Lewin's Change Model, developed by Kurt Lewin, is a widely recognized and influential framework for understanding and managing change. It consists of three stages: unfreezing, changing, and refreezing.

a. Unfreezing: In this stage, individuals or organizations must be prepared for change by recognizing the need for it and becoming motivated to let go of old behaviors or practices. Unfreezing involves creating awareness of the need for change, reducing resistance to change, and creating a psychological openness to new ideas.

b. Changing: Once the unfreezing stage is complete, the actual change occurs. This stage involves implementing new processes, behaviors, or strategies. It can be a period of uncertainty and transition, where individuals or organizations may need support, training, and guidance to adapt to the new ways of doing things.

c. Refreezing: The final stage of Lewin's model is refreezing, which involves reinforcing and stabilizing the new changes to make them the new "norm." Refreezing aims to solidify the new behaviors, processes, or strategies by integrating them into the culture and systems of the organization, making them sustainable in the long term.

2.2.2. Action Research Model

The action research model is a participative approach to planned change. It involves a systematic process of problem identification, data collection, analysis, action planning, and evaluation. Here are the main stages of the action research model:

a. Problem identification: The first step is to identify a problem or an area that requires improvement or change. This involves gathering information, engaging stakeholders, and defining the scope and objectives of the change effort.

b. Data collection: In this stage, relevant data is collected to gain a deeper understanding of the problem. This may involve surveys, interviews, observations, and document analysis. The data helps in identifying the underlying causes of the problem and provides a basis for developing interventions.

c. Data analysis: The collected data is analyzed to identify patterns, trends, and potential solutions. This analysis helps in generating insights and developing a comprehensive understanding of the problem.

d. Action planning: Based on the data analysis, action plans are developed to address the identified problem. These plans outline specific strategies, activities, and timelines for implementing the change. Stakeholders are involved in the planning process to ensure buy-in and commitment.

e. Implementation: The action plans are put into action, and the changes are implemented. This stage involves monitoring the progress, making adjustments as necessary, and addressing any challenges that arise.

f. Evaluation: After the changes have been implemented, an evaluation is conducted to assess the effectiveness of the interventions. This stage involves collecting and analyzing data to determine whether the desired outcomes have been achieved. The evaluation findings provide feedback for further improvement and learning.

The action research model emphasizes collaboration, data-driven decision making, and continuous learning throughout the change process.

2.2.3. The Positive Model

The Positive model, also known as the Appreciative Inquiry model, is a change approach that focuses on identifying and leveraging an organization's strengths and positive aspects. It aims to build on what is working well and envision a positive future. The model consists of four stages:

a. Discovery: In this stage, the focus is on exploring and appreciating the existing strengths, successes, and positive aspects within the organization. Through interviews, surveys, and storytelling, individuals share stories of positive experiences and identify what gives life and energy to the organization.

b. Dream: In this stage, individuals envision and articulate a compelling and positive future for the organization. They engage in a collective visioning process where they imagine and describe what the organization could become.

c. Design: The design stage involves developing concrete plans and strategies to realize the desired future. Individuals collaborate and co-create initiatives, projects, and actions that align with the envisioned future. This stage emphasizes innovation, creativity, and collective decision-making.

d. Destiny (or Delivery): The final stage focuses on implementing and embedding the changes. The designed initiatives are put into action, and the positive vision is realized. The emphasis is on sustainability, continuous improvement of the organization development.

2.3 Change Management Model

A. Kurt Lewin's Three Phase Model

Lewin's Change Management Model, also known as the "Unfreeze-Change-Refreeze" model, was developed by social psychologist Kurt Lewin in the 1940s. It provides a framework for understanding and managing organizational change effectively. The model consists of three key stages: unfreezing, changing, and refreezing.

Unfreezing: The first stage, unfreezing, involves preparing the organization or individuals for change. It recognizes that change can be challenging and those existing behaviors, attitudes, and structures need to be unfrozen before new ones can be established. During this stage, the focus is on creating a readiness for change and overcoming resistance. Key activities in the unfreezing stage may include:- Building awareness of the need for change: Communicating the reasons and urgency for change, highlighting the benefits, and creating a sense of dissatisfaction with the

current state.- Encouraging open communication: Providing a platform for employees to express their concerns, questions, and ideas related to the upcoming change.- Establishing a guiding coalition: Forming a group of influential individuals who can support and champion the change effort, thereby increasing its chances of success.

Changing: The second stage, changing, involves implementing the desired changes. It focuses on introducing new behaviors, processes, or structures into the organization. This stage requires effective communication, training, and support to ensure a smooth transition and adoption of new practices. Key activities in the changing stage may include:- Communicating the vision: Clearly articulating the desired future state and the benefits associated with it to gain buy-in and commitment from employees.- Empowering employees: Involving employees in the change process, providing them with the necessary resources and training, and delegating decision-making authority to encourage ownership and engagement.- Addressing resistance: Proactively identifying and addressing sources of resistance, such as fears, uncertainties, or lack of understanding, through communication, feedback mechanisms, and continuous support.

Refreezing: The third stage, refreezing, involves stabilizing the changes and integrating them into the organization's culture, systems, and processes. It aims to solidify the new behaviors and ensure their long-term sustainability. Key activities in the refreezing stage may include:- Reinforcing the change: Recognizing and rewarding individuals or teams who have embraced the change and achieved desired outcomes. This helps to anchor the new behaviors and norms.- Updating policies and procedures: Modifying existing policies, processes, and structures to align with the changes and embed them in the organization's practices.- Providing ongoing support: Offering training, coaching, and mentoring to individuals or teams to ensure continued development and improvement. Remember that Lewin's Change Management Model is a general framework, and its application may vary depending on the specific context and nature of the change.

According to the Naveed (2013), refreezing includes making change stable and institutionalizing all those changes by building structures that make such behavioral patterns substantially more safe and secure against change. This step may entail changing the organization's recruiting process to maximize the chance of selecting applicants who share the businesses new management approach and value system. Lewin's model is therefore a concept of three cycles that repeat: the thaw section, where you attempt to overcome resistance to change; the

implementation of the changes via training and education; and the refreeze phase, where you seal the deal and make the changes policy (Smith, 2019).

B. McKinsey's 7-S Model

The McKinsey 7S model is a management framework developed by the consulting firm McKinsey & Company. It provides a holistic approach to organizational effectiveness by examining seven key elements that need to be aligned for a company to be successful. These elements are often referred to as the "hard" and "soft" elements of an organization.

The seven elements of the McKinsey 7S model are as follows:

- 1. Strategy:** This refers to the plan of action a company takes to achieve its goals and objectives. It involves determining the direction and scope of the organization over the long term.
- 2. Structure:** This refers to the organization's hierarchical arrangement and how various roles, responsibilities, and reporting lines are structured. It includes elements such as divisions, departments, teams, and reporting relationships.
- 3. Systems:** This element encompasses the processes and procedures that are followed within an organization. It includes both formal systems, such as information systems and performance management processes, as well as informal systems, such as communication channels and decision-making processes.
- 4. Skills:** Skills refer to the capabilities and competencies of the organization's employees. This includes the knowledge, expertise, and specialized skills that are required to perform the tasks and responsibilities within the organization.
- 5. Staff:** Staff refers to the people who work within the organization. It includes both the number of employees and their qualities, such as their experience, qualifications, and cultural fit within the organization.
- 6. Style:** Style refers to the leadership style and behavior of the organization's leaders. It encompasses the values, norms, and management practices that are exhibited by leaders at all levels of the organization.
- 7. Shared Values:** Shared values are the core beliefs, principles, and norms that guide the behavior and decision-making within the organization. They define the organization's culture and shape how employees interact with one another and with external stakeholders.

According to the McKinsey 7S model, all seven elements must be aligned and mutually reinforcing in order to achieve organizational effectiveness. Changes in one element may have an

impact on the other elements, and successful organizations strive to ensure alignment among all seven elements. By using this model, organizations can identify areas of misalignment and make appropriate adjustments to improve overall performance.

The enterprise's structure, strategy, system, fashion, team of workers and abilities all originated from why the organization become at the start created and what it stands for. The unique imaginative and prescient of the enterprise become shaped from the values of the creators. As the fee change, so do all of the different components (Naveed Saif N. R., 2013).

C. Katter's Eight Step Model:

Kotter's 8-step theory refers to a change management model developed by John Kotter, a renowned Harvard Business School professor and author. The theory provides a framework for implementing successful organizational change. Here are the eight steps:

- 1. Establish a Sense of Urgency:** Create a compelling reason and sense of urgency for change within the organization. This helps motivate individuals and groups to support the change effort.
- 2. Form a Powerful Coalition:** Build a team of influential and dedicated individuals who can drive the change process. This coalition should have the necessary skills, credibility, and authority to guide the change effort effectively.
- 3. Create a Vision for Change:** Develop a clear and concise vision that outlines the future state of the organization. The vision should be inspiring and provide a clear direction for everyone involved.
- 4. Communicate the Vision:** Effectively communicate the change vision to all stakeholders in the organization. This involves using various communication channels and strategies to ensure that everyone understands and supports the vision.
- 5. Empower Others to Act:** Remove obstacles and empower employees to take action towards achieving the vision. This step involves encouraging risk-taking, providing necessary resources, and fostering a supportive environment for change.
- 6. Generate Short-Term Wins:** Celebrate and communicate the achievements and milestones reached during the change process. By creating visible and tangible wins, you can build momentum and maintain enthusiasm for the change effort.

7. Build on the Change: Use the credibility gained from early wins to tackle bigger and more significant challenges. Continuously identify opportunities for improvement and make necessary adjustments to keep the change process on track.

8. Anchor the Changes in the Culture: Ensure that the changes become a part of the organization's culture and are sustained over the long term. This step involves embedding the new behaviors and practices into everyday operations and aligning them with the organization's values. By following these eight steps, organizations can effectively manage and implement successful change initiatives. However, it's important to note that change management is a complex process, and each step requires careful planning, execution, and ongoing evaluation to achieve desired outcomes. This one is the simplest to learn, comprehend, and put into practice (Smith, 2019). The Kotter phases may be implemented and studied easily because of their underlying concept, which emphasizes organizational preparation for change rather than acceptance of change.

D. ADKAR change management model

The ADKAR change management model is a framework that helps organizations manage change effectively. ADKAR stands for Awareness, Desire, Knowledge, Ability, and Reinforcement. Each of these elements is critical to the success of any change initiative.

Awareness is the first step in the ADKAR model. It involves making sure that everyone in the organization understands why the change is necessary and what it entails. This can be achieved through communication and education.

Desire is the second step. It involves creating a desire for the change among employees. This can be achieved by highlighting the benefits of the change and addressing any concerns or resistance.

Knowledge is the third step. It involves providing employees with the knowledge and skills they need to implement the change successfully. This can be achieved through training and development programs.

Ability is the fourth step. It involves ensuring that employees have the resources and support they need to implement the change effectively. This can be achieved through coaching and mentoring.

Reinforcement is the final step. It involves ensuring that the change is sustained over time. This can be achieved through ongoing communication, monitoring, and feedback.

In conclusion, the ADKAR change management model is a powerful tool for organizations looking to manage change effectively. By focusing on awareness, desire, knowledge, ability, and reinforcement, organizations can ensure that their change initiatives are successful and sustainable over time.

E. Maurer 3 Level of Resistance and Change Model

The Maurer 3 Level of Resistance and Change Model is a framework that helps understand and manage resistance to change within an organization. It was developed by Robert Maurer, a psychologist and expert in organizational change.

The model consists of three levels of resistance that individuals may experience when confronted with change:

1. Level 1: Surface-Level Resistance:

At this level, individuals may express their concerns or objections openly. They might voice their dissatisfaction, ask questions, or even engage in passive-aggressive behaviors. Surface-level resistance is often a natural reaction to change and can be an expression of fear or uncertainty. It is important for change agents to listen to and address these concerns empathetically.

2. Level 2: Intermediate-Level Resistance:

At this level, resistance becomes more entrenched and may manifest as more significant pushback or active resistance. Individuals may become more vocal in their objections, form alliances with others who oppose the change, or even engage in sabotage. Intermediate-level resistance often stems from a deeper fear of loss or perceived threat to one's status, security, or competence. Addressing this level of resistance requires clear communication, active involvement, and building trust among the stakeholders.

3. Level 3: Core-Level Resistance

Core-level resistance represents the most profound and challenging form of resistance. At this level, individuals may be deeply entrenched in their opposition to change, often driven by personal or organizational beliefs, values, or identity. Core-level resistance may involve significant power struggles, defiance, or even refusal to cooperate. Effectively addressing this

level of resistance requires a thorough understanding of the underlying motivations and a strategic approach that may involve negotiation, compromise, and sometimes organizational restructuring.

The Maurer model also emphasizes the importance of engaging individuals throughout the change process, encouraging small, incremental steps to minimize resistance, and providing ongoing support and reinforcement for desired behaviors. By understanding and addressing resistance at each level, change agents can better navigate the challenges of organizational change and increase the chances of successful implementation.

Many organizations to date face the challenge of establishing relevancy in a market which overall translates to success (Kendra, 2017). The task therefore is for leadership to coalesce the best skills that are germane to the quest for change. They fashion an environment where change can be implemented. The tests faced by these organizations which operate in an aggressive and tremulous environment are brought about by the desire to respond to changes in consumer needs, high-tech and competition. Adapting to these changes have proven to be exasperating to the employees. In support of this statement, Chartered Institute of Personnel and Development, CIPD, (2011) has demonstrated that 60% of change initiatives fail with reasons such as job pressure and stress linked to the negative response to change by employees (Silversin J et al, 2010); and (Hackman, 2009). To drive a company in the desired direction and achieve intended goals, employees must be affiliated to the planning process because they are the prosecutors of the changes in the organization.

2.4. Change management in banks

The progression from an initial state—where the organization is before the change—to a final state—where the organization finds itself after the change—has been referred to as change management. The goal of change management is to implement the improvement with readiness, adjusting to market demands while also taking the most sensitive and basic course possible for the workers, avoiding changing their attitude toward their work, and maximizing their adaptability. There is currently another, increasingly original concept of change management that calls for a continuous, transitional transformation that starts with one functioning framework before moving onto the next on a continuing basis (Jackson, 2017).

A critical skill for leaders in a society where rapid change has become the norm and new technologies are constantly being introduced is the capacity to manage change successfully. In order to find the ideal management structures, senior directors were required to conduct both in-depth and broad study to identify their unique demands and challenges that are evident in their associations. The same applies to banking firms. Numerous researches looked at the impact of shifting surroundings on banking sector strategies, managerial styles, decision-making processes, organizational cultures, and human resources practices (Lewins, A., 2015)

According to (Andrews et al., 2018), the job of financial instrumentation during various business cycle phases, the emergence of new prudential standards, and benchmarking Ethiopia's financial regulations contrary to international standards and best practices are the main challenges faced by the banking industry. In addition, it is crucial to emphasize the importance of developing knowledge and intellectual capital in the banking sector and the necessity of introducing new innovations in this field.

2.5. What does mean Organizational Development?

An evidence-based scientific approach called organizational development helps companies become successful and change-resistant by creating, enhancing, and consolidating their strategies, structures, and procedures. Through the use of behavioral science technology, research, and theory, it is a deliberate process of changing the culture of a business. The goals of OD are to (1) improve the alignment of organizational structure, process, strategy, people, and culture; (2) develop fresh and innovative organizational solutions; and (3) increase the organization's capacity for self-renewal. OD is a system-wide process of data collection, diagnosis, action planning, intervention, and evaluation. It is accomplished by organizational members collaborating with a change agent while utilizing the theory, research, and technology of behavioral science (Ongore, V., 2013).

2.6. Empirical Review

This section reviews the empirical studies on the change management practices and organizational development of bank of Abyssinia. There are a number of studies that examined the factors that affect the organizational change of banks from the perspective of both developing and developed nations. In light of this, the empirical evidence is as follows. Organizational development and change management techniques from different nations are presented in the first subsection. The examination of empirical evidence in Ethiopia is included in the second subparagraph.

2.6.1. Review of empirical evidence in other countries

Many scholars like, John Edmonds, (2011), research study, people's fear of the unknown is the main cause of resistance to change in organizations. It demonstrates that this resistance to change may be successfully managed utilizing tried-and-true change management strategies, allowing the company to use its money for the required purpose while still attaining its stated goals and objectives.

Likewise, another study by Naveed (2013) demonstrates that managing emotions is crucial and necessary for the success of the management of change practice, particularly by acknowledging how and why people feel the way they do; taking action to create a vision and keeping the public updated on your progress; According to the study's findings, management should focus on raising awareness of organizational development through informal networks of relationships in order to gain information, commitment, and to solidify progress and interests. They should also use formal analytical techniques to establish, measure, and reward key change initiatives to make sure significant changes are implemented.

Technological adoption is a significant predictor organizational development performance and it has a positive coefficient indicating that increase in technological adoption by the company increases financial performance (Eptisam, 2018). Besides, on the effect of technological adoption, the study concludes that technological adoption had to a high extent improved cash flow of the company, overall profitability of the company and the sales backlog and profit

forecast of the company. Regarding strategic alliances, the study concludes that strategic alliances has on average improved ROI and to a high extent improved the overall profitability of the company (Eptisam, 2018).

One of the main issues impacting banks' performance practices, according to Merchant, K. (2012), is technology. In order to be relevant in the rising economies, banks must continually adapt their procedures due to the constant barrage of new technical developments. According to his observations, strategic planning, inventiveness, and imagination are required to manage these technological advances. By focusing on services and products that add value for their customers, banks can give the highest possible return to investors.

Structural changes are those changes made to the organization's structure that might stem from internal or external factors and typically affect how the company is run and structural changes include things such as the organization's hierarchy, chain of command, management systems, job structure and administrative procedures (Harper, 2015). To achieve this, they must use effective change management techniques.

Marete (2010) conducted research on the National Bank of Kenya Limited's strategic change management practice. In order to ensure significant changes are implemented, the study's findings suggested that management should focus on raising awareness of organizational development on an informal network of relationships in order to obtain information, commitment, and solidify progress and interests. This should be done by using formal analytical techniques for establishing, measuring, and rewarding key change initiatives. Additionally, he discovered that hiring qualified employees, producing products that the market needs, making acquisitions that create synergies, reengineering business processes to make them shorter and less expensive, downsizing that reduces costs, and implementing programs that produce the desired results all contribute to the success of change efforts.

Another study by Tony Manning (2012), demonstrated that managing emotions is essential to the success of the management of change practice. This includes acknowledging how and why people feel the way they do; taking action to formulate a vision and keeping the people informed about the steps that you are taking; engaging in two-way communication throughout the process; developing and communicating visions, and being clear about your goals and how you intend to get there.

2.6.2. Review of Empirical Evidence in Ethiopia

According to the study of Elias (2022), the effect of change management practice on organizational development, in the case of Awash Bank and found that the independent variables (technological change, cultural change, structural change, strategic change and operational change) have a tremendous influence on the growth of the company. Each makes a distinct contribution to and has an influence on the growth of the bank. According to the research study of Elias (2022), technological change management practice has positive significant effect on the performance of organizational development; cultural change management practice has positive significant effect on the performance of organizational development, structural change management practice has positive significant effect on the performance of organizational development, strategic change management practice has positive significant effect on the performance of organizational development and the last one, operational change management practice has positive significant effect on the performance of organizational development.

The commercial bank of Ethiopia is a glaring example of how businesses struggle to immerse themselves in ongoing success and increased performance, according to Miherete's (2015) study on "the effect of change management practice on organizational performance." This outcome would occur if improved change management techniques were implemented without ambiguity. The existence of change management strategies has a beneficial effect on CBE's performance since they tend to significantly improve organizational competences, which is then a tremendous boost for further boosting creativeness. To reassure the staff of the significance of the changes, how they can participate, and how they can support the business changes, a rolling communications campaign will need to be designed. The following conclusions were made in light of the topic that was just mentioned and the study's findings.

- Change management techniques and an increase in staff motivation were closely associated.
- The study demonstrates a favorable association between change management practice and organizational performance. Change management practices were also strongly connected with organizational culture. In addition to these, the following conclusions can also be taken from the path analysis results:

- Employees' motivation was not directly impacted by their sex.
- More than any other factor in the study; organizational culture had a direct impact on organizational performance. The practice of change management, in turn, has a significant direct impact on both corporate culture and employee motivation.

Employee engagement is the most important dimension of change management in private commercial banks in determining the variation in organizational development performance and the second most important element of change management that contributed most, to the positive variation in the dependent variable organizational performance is communication (Terefe, 2020).

Overall, employee engagement, communication, readiness for change and leadership play a vital role in organizational performance as per their order of importance (Terefe, 2020).

2.7. Conclusion and identification of knowledge gap.

The outcomes of different research vary greatly because of the diversity of the environment and data used in the investigation. However, multiple researchers found that there are a few similar elements that affect how a bank develops its organizational structure. The earlier research has taken into account elements including technological, cultural, structural, strategic and operational change. According to a survey of the literature, there are several lacks of data about the elements influencing bank organizational growth, particularly within the context of Ethiopia. According to the literature review, relatively little study has been done to determine the factors that influence the organizational changes of banks in Sub-Saharan Africa in general and Ethiopia in particular.

In summary, the absence of adequate research on the impact of change management practices on organizational growth in Ethiopia and the availability of factors that are not examined in the Ethiopian banking sector are what spurred the creation of this study. As a result, the goal of this study is to investigate the variables that influence change management practice on organizational development in Ethiopia, specifically bank of Abyssinia, and to close the knowledge gap in the field by incorporating and testing new variable “people-centric change” that have not been examined by earlier Ethiopian researchers.

2.8. Conceptual Framework

Different empirical studies suggested that different variable that has impact of Change Management Practice on Organizational Development. The past studies used variables such as Technological changes, Cultural change, Structural change, strategic change, and Operational change. The conceptual framework indicates that organizational development (OD) is dependent variable and the other six change management practices are independent variables. The conceptual framework has been constructed in the following schematic form by the researcher.

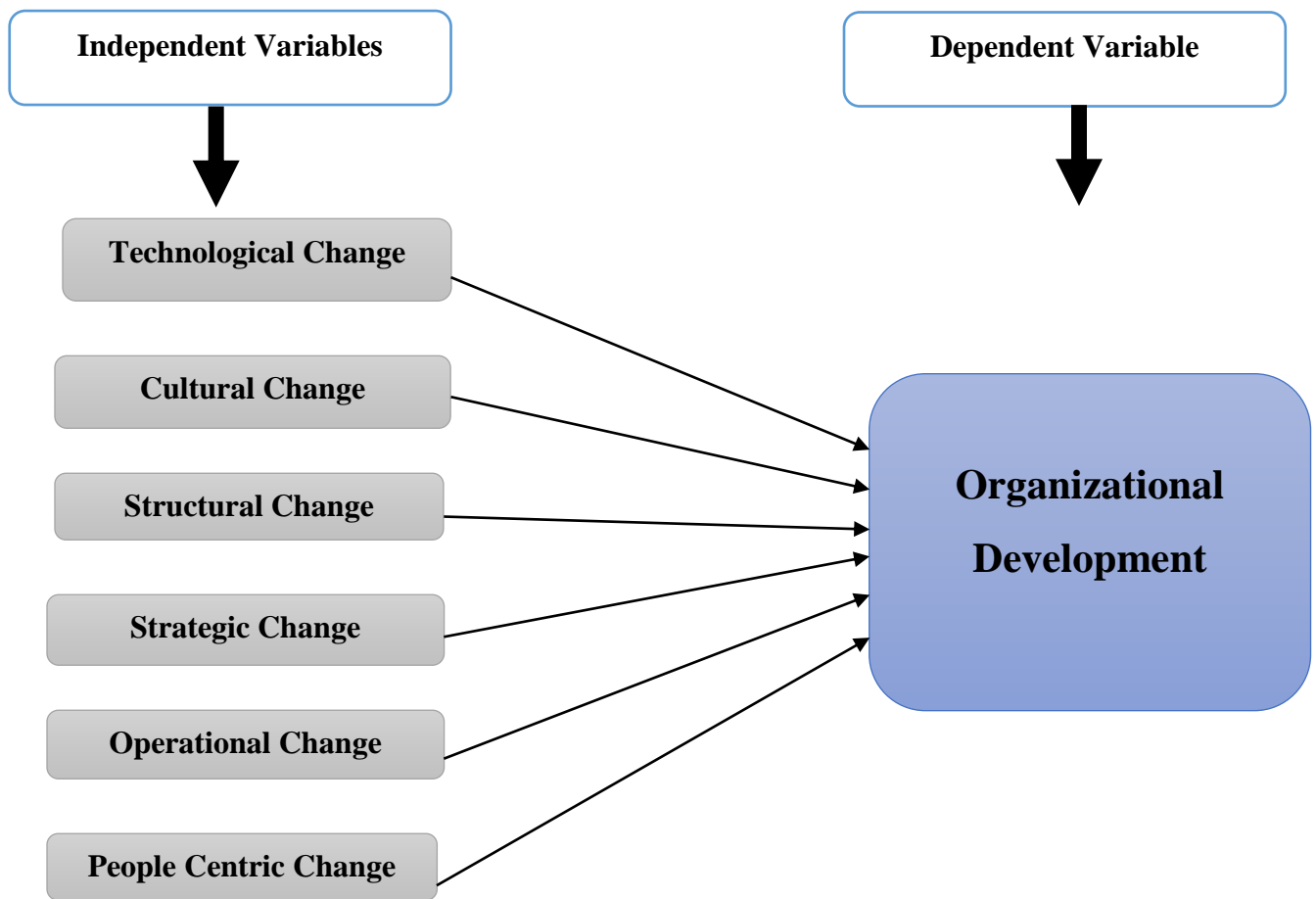


Figure 2.1: The study's conceptual frame work.

Source: different literature reviews and own source:

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

The research study intends to investigate the impact of change management practices on the organizational development, a case study on the bank of Abyssinia. Thus, this section explained the research methodologies employed, including the study area, research design, research approach, sample size and sampling techniques, source and tools/instruments of data collection, validity test, ethical consideration, and method of data analysis.

3.2. Research Design/Type.

Research designs are plans and procedures for conducting researches, and they can range from general hypotheses to specific strategies for gathering and analyzing data (Creswel, 2009). The research design served as the conceptual framework for the study and served as a guide for data collecting, measurement, and analysis. According to Kothari (2004), the three types of research designs are exploratory, descriptive, and explanatory.

In this study, explanatory and descriptive research designs were employed. In order to critically analyze the relationship between the independent variables of change management practices and the dependent variable organizational development, the researcher used an explanatory research design, which places an emphasis on studying a situation or a problem in order to explain the relationship between variables. Explanatory research design makes the relationship between two features of a situation or phenomenon clear, as indicated by Kumar (2011). Besides, Kothari, C., (2004) said that hypothesis-testing research studies (of the explanatory research type) are essential for testing the hypothesis of a causal relationship between variables.

While descriptive research explains phenomena as they actually occur. It is used to identify and gather data on a certain problem or issue's characteristics (Geoffrey et al., 2005). Descriptive research design was employed to illustrate the demographic and general information of the respondents and to provide thorough explanation of how the dependent and independent variables relate. The research study also employed a cross-sectional research survey, in which data from respondents is gathered at a single point in time.

3.3. Research Approach

In this study, the researcher was employed quantitative research approach. According to Creswell (2009), quantitative research is any study that uses numerical data collection and mathematical analysis techniques (particularly statistics) to explain phenomena.

This is due to the fact that in the quantitative research approach, the researcher used to test a theory by defining specific hypotheses, collecting data to support or refute the hypotheses, and using strategies of inquiry through surveys and data collection on predetermined instruments that produce statistics data (Creswell, D., 2009). Besides, it is helpful to compute opinions, attitudes, and behaviors and discover how the entire population feels about a particular issue and to understand how staff members generally understood the various aspects of the change management practices and how they affected organizational development. Additionally, this research is deductive reasoning approach because it sought to draw a conclusion by examining general viewpoints on a wide range of subject matters in relation to a certain or particular area.

3.4. Target population and study area descriptions

Addis Ababa is the capital city of Ethiopia and a home to the headquarters of the African union and is often referred to as the political capital of Africa. Bank of Abyssinia has about 825 branches which are registered with ten district offices all over across the country, of which three district offices are located in Addis Ababa region. Accordingly, the target populations of the study were bank of Abyssinia head office all departments and branches located in Addis Ababa region. The researcher selected all Head office operational staffs of the bank and three districts located in Addis Ababa Region of the bank which have high customer base branches are found in these districts.

3.5. Sampling Technique and Sample Size.

According to (Saunders et al., 2000), the sampling frame for every sample is the complete list of all the cases in the population from which the sample will be drawn. Due to this, the Bank of Abyssinia's Head Office and three districts found in Addis Ababa region served as the sampling frame for this study.

3.5.1. Sampling Technique

The researcher was used stratified and purposive sampling techniques. The purpose of the stratified sampling technique, which is frequently employed when there is significant variation within a population, is to ensure that each stratum is fairly represented (Ackoff, 1953). In stratified sampling, a random sample is drawn from each subgroup after the population has been divided into strata (or subgroups) each of which was more homogeneous than the overall population.

As a result, the strata in this research study were the Bank of Abyssinia's three districts in the Addis Ababa region: branch managers, branch business managers, branch operation managers, and all operational staffs of head office including directors and managers all participated in the study.

Generally, because of the fact that each strata is more homogeneous than the overall population, the researcher is able to obtain more accurate estimates of the sample for each strata as well as a better estimate of the whole by more precisely estimating each of the component parts; in other words, stratified sampling yields more accurate and thorough information (Kothari, 2004).

Purposive sampling technique is another approach used in addition to stratified sampling to choose the respondents from each stratum. This method was required to select participants from the population for the research study purposefully based on the researcher's personal judgments in order to respond to research questions and/or meet research goals.

3.5.2. Sample size

According to Cooper and Schindler (2008), the sample size is a lower portion of the whole population. To be a representative of the population, it must be carefully chosen. Hence, Yemane's (1967) finite and large population sample size formula with a 95% confidence level was used to obtain a representative sample for the population.

The following gives the formula used to determine the sample size:

$$\begin{aligned}n &= N / 1 + N (e)^2 \\ &= 2,477 / 1 + 2,477 (0.05)^2 \\ &= 2,477 / 7.19 \\ &= \underline{\underline{344}} \text{ sample size}\end{aligned}$$

Based on the data obtained from the bank of Abyssinia’s annual report, the number of Directors & district managers, Branch managers, Branch Business Managers, Branch Operation Managers and H.O & district operational staffs in Addis Ababa district office branches and Head office departments I have taken 344 targeted population sizes for the research study.

Next to this, the researcher was allotted the sample size of each stratum through the technique of proportional approach, which maintains a constant ratio between the sizes of the samples from each stratum and the sizes of the strata. The proportionate stratified sampling (PSS) formula ($n_i = N_i/N * n$) was employed to accomplish this.

Where: n_i stands for the sample size collected from each stratum or sector, N_i for the total number of people in each stratum or sector, n for the total sample size of the study, and N for the total population size.

Table 3.1: Sample Size of the Respondents from each Stratum:

S/n	Strata Sample (Sector)	Activities of the respective staffs	Total No of Clerical staffs in BOA	Total No of Clerical staffs in head office and three districts of BOA (Target Population)	Sample From each $n_i = N_i/N * 344$
1	Directors & district managers	Responsible for guiding, controlling, evaluating, and ensuring overall activities of the operation to smooth run.	34	34	5
2	Branch managers	Oversees the daily operations of the branch activity, including managing staff.	825	321	45
3	Branch Business Managers	Ensuring the efficient and effective functioning of the branch	825	321	45
4	Branch Operation Managers	Involves managing day-to-day operations within a bank branch	825	321	45
5	H.O and district operational staffs	Providing excellent customer service to customers and ensuring their needs are met	1,480	1,480	206
	Total		3,989	2,477	344

3.6. Source of Data

The research study used primary data sources from structured questionnaires and secondary data source. The primary data was collected from directors, district managers, branch managers, branch operation managers, branch business managers, & all Head office operational staffs and the selected district offices of Bank of Abyssinia through structured questionnaires in relation to the many aspects of change management practices and to examine how they affect organizational development. On the other hand, the secondary source of the data also gathered from different books, articles, journals, which dictate regarding the study and different reports of annual reports of bank of Abyssinia and directives of NBE to support the primary data.

3.7. Tools/Instruments for data Collection

The research study's primary data collection tool was a structured questionnaire. The questionnaire is divided into three sections: a personal profile of each respondent is listed in the first portion, the main drivers of change management practices on organizational development & the overall questions are covered in the second section, and the third and final section incorporate questions to gauge the level of organizational development performance.

The first part of the questionnaire contained demographic characteristics of the respondents such as gender, age, marital status, work experience, and educational level. This helped the researcher to look the results using different demographic variables. The second and third sections prepared in view of the constructors of change management and organizational development performance, which comprises seven categories. Of which, six constructors are the main drivers of change management practice and one constructs organizational development performance. This part was designed in the form of Likert five scales, which ranges from strongly disagree to strongly agree (i.e. strongly disagree = 1, Dis agree = 2, Neutral = 3, Agree = 4, and Strongly Agree = 5). This made it simple for the study to translate the qualitative components of the data set into quantitative/numerical scales.

3.8. Reliability and Validity Test

Reliability is concerned with the consistency of the research scale items, while validity is concerned with the notion that the research instrument measures the study's constructs (White, 2002).

The questionnaire's validity was tested prior to the study's execution to determine whether it actually measures the variables it promises to. The content validity was evaluated against other comparable studies. Items that were found to be too ambiguous to perform the study or to be defective in any other manner underwent revision. By delivering the questionnaires to senior people with extensive research expertise, the face validity was also assessed in addition to the content validity. They were asked to provide feedback on whether or not the questionnaire is gathering the data that it is intended to. Certain improvements were made after taking their feedback into account.

Before continuing with the analysis, the reliability of questionnaire for cause of conflict, which are separated into six different groups i.e. Technological change, Cultural change, Structural change, Strategic change, Operational change and People centric change were also tested separately to see whether the questions chosen are consistent with one another. The reliability was checked by conducting a 10% pilot study on random employees. A total of 34 (10% of the total sample) questionnaires were distributed to these employees. In order to make sure that the variables (data) are reliable indicators of the constructs, the reliabilities of the variables (data) were evaluated against the Nunnally's recommended standards (Cronbach's alpha is a value of 0.70 or more) (Nunnally, 1967).

Table 3.2: Reliability test

Reliability Statistics

Cronbach's Alpha	N of Items
.796	7

Source: Own survey, 2023

As indicated in the above table 3.2, the overall collected data had a Cronbach's alpha value of 0.796, and according to Nunnally (1967), an acceptable range of Cronbach's alpha is a value of 0.70 or above. Thus, this is considered to be good internal consistency.

3.9. Method of Data Analysis.

Kothari, C. (2004) asserts that data analysis employs a set of categorizations to draw reliable and repeatable conclusions about the context of the data. The researcher was used descriptive statistical method, correlational analysis and multiple linear regression analysis to analyze and interpret data. The researcher, Statistical software known as SPSS, version 23, was used to compile and evaluate the data obtained from the questionnaire. Descriptive analysis was used to provide detailed explanations of the respondents' demographic characteristics as well as the relationship between the dependent and independent variables. Descriptive statistics includes frequency distribution, mean, standard deviation and tables for summarizing, analyzing and presenting results the predictors of dependent variables.

According to Zaidotal and Bagheri (2009), the analysis and comparison of levels of quantitative indicators frequently used the mean score comparison technique. This study also applied this technique. There are three ranges of mean score values (Zaidotal and Bagheri (2009).

Table 3.3: Mean score comparison basis for five point Likert scale instrument

Mean score	Description
< 3.39	Low
3.40-3.79	Moderate
> 3.80	High

Pearson Correlation Analysis was used to analyze the relationship between independent variables (change management components) and the dependent variable (organizational development). Moreover, multiple linear regression analysis was employed to examine the significant factor of change management practices on organizational development. The quantitative data is also presented in tables, graphs, and charts in order to make the information more clear and understandable.

In this study, to explore the impact of Change Management Practice on Organizational Development: The case of Bank of Abyssinia, Organizational Development (OD) is the dependent variable of the study while the independent variables are Technological changes (TC), Cultural change (CULC), Structural change (SC), Strategic change (STRAC),

Operational change (OC), and People Centric Change (PCC). Considering the availability of data, the variables were selected from a variety of articles and documents that were explored in the empirical literature.

The following form is an estimation of the regression model used in this study:

$$OD = \beta_0 + \beta_1TC + \beta_2CULC + \beta_3SC + \beta_4STRAC + \beta_5OC + \beta_6PCC + \epsilon_{it}$$

Where:

β_0 : Intercept of the regression

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6$: Parameters to be estimated

OD = Organizational Development of the bank

TC = Technological Change of bank

CULC = Cultural Change of bank

SC = Structural Change of bank

STRAC = Strategic Change of bank

PCC = People Centric Change of the bank

ϵ : Error of term bank

3.10. Ethical Consideration

The study considered several ethical matters; including obtaining informed consent from participants by providing them with information about the study's purpose and the importance of the data collected. Additionally, confidentiality was addressed by assuring participants that their information would be used solely for academic purposes. Furthermore, the questionnaires were distributed exclusively to individuals who voluntarily chose to participate.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

Under this section, presents the empirical results and discussions of the effect of change management practice on the development of bank of Abyssinia. Pertinent to the methodology, descriptive statistic for analyzing the demographic data, correlation and multiple linear regressions for analyzing the basic constructs of change management dimensions such as, technological change, cultural change, structural change, strategic change, operational change and people-centric change on the dependent variable “organizational development” was used.

4.1. Respondents Profile

4.1.1. Respondents' response rate

Table 4.1: Respondents’ response rate

Total sample Size	344
Appropriately filled and returned	299
Not collected	45
Fit for use	299
Response Rate	87%

Source: Own Survey Result, 2023.

As indicated in the above table 4.1: a total of 344 questionnaires were given out to respondents, and 299 of these were correctly filled out and sent back at a rate of 87%. According to Cooper and Schindler (2014), a response rate of 50% is adequate for analysis, a rate of 60% is good, and a rate of 70% or more is excellent. Therefore, eighty seven percent (87%) is excellent for the upcoming data analysis.

4.1.2. Demographic Characteristics of the Respondents.

It might be preferable to introduce the respondent's profile first rather than jumping right into a discussion of the results. This is due to the possibility that estimating the veracity of the respondents' information could be aided by comprehending them. Demographic characteristics are the foundation for research questionnaire response and are crucial performance indicators in any company. As a result, for the sake of this study, demographic information on the

respondents including gender, age, marital status, educational level, and work experience was depicted as follows.

1. Gender of the respondents.

Table 4.2. Gender of the respondents

Description		Frequency	Percent	Valid Percent
Valid	Male	195	65.2	65.2
	Female	104	34.8	34.8
	Total	299	100.0	100.0

As indicated in the above table, concerning gender distribution of respondents, from the total valid respondents, sixty five point two percent (65.2%) were males whereas thirty four point eight percent (34.80%) were females. Literally, this demonstrates that male respondents made up the bulk of the sample.

2. Age of respondents.

According to the age of respondents, from the total valid respondents 57.2% were aged from 21-30 years, 32.1% were aged from 31-40 years, 7% were aged 41-50 years and 3.7% of the respondents were aged above 51 years. This suggested that the majority of the respondents were at a productive age and they are open to accepting and implementing new ideas. Detail is depicted in the table below.

Table 4.3 Age of the respondents

Description		Frequency	Percent	Valid Percent
Valid	21-30 years	171	57.2	57.2
	31-40 years	96	32.1	32.1
	41-50 years	21	7.0	7.0
	Above 51 years	11	3.7	3.7
	Total	299	100	100

3. Marital status of the respondents

Table 4.4 Marital status of the respondents

Description		Frequency	Percent	Valid Percent
Valid	Single	93	31.1	31.1
	Married	187	62.5	62.5
	Other	19	6.4	6.4
	Total	299	100.0	100.0

As depicted in the above table, out of the 299 respondents majority of the respondents are married which represent 62.50% that is about 187 respondents and 93 respondents or 31.1% of the total respondent are single.

4. Educational level of the respondents.

As far as their educational status is concerned, (depicted in the table below), 25(8.4%) of the respondents are diploma holders, 157(52.5%) of them are BA (BSC) degree holders, 117(39.1%) of the respondents are MA (MSC) holders.

Table 4.5 Education level of the respondents

Description		Frequency	Percent	Valid Percent
Valid	Masters	117	39.1	39.1
	BA Degree	157	52.5	52.5
	Diploma	25	8.4	8.4
	Total	299	100.0	100.0

5. Work experience of the respondents.

People with high work experience have likely encountered a variety of different work situations, challenges, and successes. As a result, their opinions and experiences can often be very insightful and informative; they can provide insight into industry trends and have a better understanding of trends their industry, including changes in best practices, emerging

technologies, or new customer demands. Besides, they are more likely to identify areas of weakness or potential improvement of an organization or industry.

In this regard, the data gathered from the respondents suggested that, 25 (8.4%) of them have experience of less than a year, 92 (30.8%) of them have experience between one and five years, 142 (47.5%) of the respondents accumulated an experience of 6-10 years, and the remaining 40 (13.4%) have above 11 years work experience in the bank. The outcomes indicated that the majority of the respondents have considerable banking experience and the respondents have a deep understanding of the company's operations, processes, and customer needs, which allows them to provide accurate and meaningful input. The detail is depicted below.

Table 4.6 Work experience of the respondents

Description		Frequency	Percent	Valid Percent
Valid	Less than 1 year	25	8.4	8.4
	1-5 years	92	30.8	30.8
	6-10 years	142	47.5	47.5
	Above 11 years	40	13.4	13.4
	Total	299	100.0	100.0

Source: Own Survey Result, 2023.

6. Job Position of the respondents

As far as the respondents job position is concerned, (depicted in the table below), 163(54.5%) of the respondents are in managerial position, and 136(45.5%) of them are in Non managerial position, which are the majority of the respondents, were managerial positions. This suggested that, Managers typically have a higher level of expertise and experience in their respective fields. Their insights can provide a deeper understanding of the industry and the challenges faced by their organization.

Table 4.7: Job Position of the respondents

		Frequency	Percent	Valid Percent
Valid	Managerial	163	54.5	54.5
	Non managerial	136	45.5	45.5
	Total	299	100.0	100.0

Source: Own Survey Result, 2023.

4.2. Descriptive Statistics

According to (Gelman, 2007), the researcher employed descriptive statistics to present quantitative descriptions in a manageable form: each descriptive statistic reduces lots of data into a simpler summary.

The Table 4.3 presents the results of the descriptive statistics for main variables involved in the regression model. The key descriptive measures are the mean, standard deviation, the minimum and the maximum values of the variables over the period take in to account. The summary statistics for all variables reported in the table below.

Table 4.8: Descriptive Statistics of Variables.

Description	N	Minimum	Maximum	Mean	Std. Deviation
Technological change	299	2	5	3.83	.340
Cultural change	299	3	5	3.79	.320
Structural change	299	2	5	3.77	.388
Strategic change	299	2	5	3.68	.371
Operational change	299	2	5	3.73	.653
People centric change	299	2	5	3.77	.463
Organizational Development (OD)	299	2	5	3.76	.620
Valid N (list-wise)	299				

Source: Own computations Via SPSS V. 23

Based on (Poonlar Btawee, 1987), the researcher used measuring scale intervals or ranges for the interpretation of the aforementioned descriptive data. Poonlar Btawee defines "excellent or very good" as mean scores between 4.51 and 5.00, "good" as mean scores between 3.51 and 4.50, "moderate" as mean scores between 2.53 and 3.50, "fair" as mean scores between 1.52 and 2.50, and "poor" as mean scores between 1.00 and 1.50. According to these criteria, as shown in the above table, all of the research variables fall into the range of 3.51 and 4.50; this suggested that the respondents largely agree that the variables related to change management practices have an impact on the effectiveness of organizational development. Similarly, all the variables had standard deviation scores on relatively small scales, which indicated that the data are tightly distributed. This indicated that each study variable is closely regarded by the respondents.

As indicated in the above table, the technological change practice has the highest response rate with overall mean value of 3.83 with STD of 0.340. This implied that the bank is able to continue with the quick technological change and the bank is operating in an aggressively technological change in order to advancing the existing technologies and creating new ones to enhance current products and introduce brand-new ones to the market. Moreover, the quickly changing environment encourages the bank to be more proactive in coming up with fresh concepts, implementing new technologies, and developing new products. However, in the bank there is a desired to keep things as they are instead of embracing new technological advancements. This suggested that, there is a resistance to technological change or to embrace new technology advancements in the bank.

Regarding the cultural change result, the respondents agreed that the cultural change behavior has high effect on the organizational development, (overall mean value of 3.79 and STD value of 0.320). This suggested that the bank could be able to impact the communities' positive cultural behavior. Globalization, which is the merger of multinational banks with nations, leads to the cultural appropriation of one another, creating a new positive bank culture.

The bank has adopted a positive organizational culture that emphasizes transparency, accountability, respect, and trust and it developed an engagement map or social network that reflects the individuals you purposefully and frequently connect with, which is in line with the strategic change. Moreover, the bank actively promotes among the staff members to adopt behaviors and growth mindsets which are align with its core values and goals.

Regarding the structural change outcomes, the overall mean value is 3.77, and SD 0.388. This suggested that, the respondents are agreed that, people from all levels of management are actively participating in the change process and that the team leading the change has members with strong positional authority, a wide range of expertise, and a high level of credibility, and also the bank has chosen expertise and skilled and experienced manpower for the structural change process.

The respondents agreed that, with overall mean value 3.68 and STD 0.371, the bank has a clear strategic plan for managing change and effective strategies are constructed to realize its vision and in order to assess the effectiveness of the strategies on the development of the bank under study. This outcome demonstrated that the bank has clear, transparent and effective strategy as well as a strategic plan. Additionally, the bank employed a variety of techniques to lessen resistance to change and strengthen support for it.

On the subject of the operational change management practice, the respondents agreed that, with overall mean value 3.73, and STD value 0.653, the bank has effectively managed the change practice to a customer-focused operational and marketing system to speed up the process of operational activities of the bank. This made it very evident that operational services focused on customers help the bank's development or success. Additionally, BOA demonstrated exemplary customer service in its approach to change management. Besides, employees are given full guidance and inspiration in order to perform tasks in a proper manner and to catch up on things on the right pathway and the supervisors of the bank are good in making employees friendly with the administrative procedures, supply chains, and operational policies by providing evidences to convince employees for change.

Concerning the people centric change management practice, the respondents agreed with overall mean value 3.77 and STD value 0.463 that, the bank had big attention on the people so that it can respond to change effectively through change agents scoring. This suggested that, the people centric orientation is implemented in the bank to catch up things in the right way. Supervisors or managers communicate change as a genuine opportunity and not as a threat. Employees are engaged & involved and have been given a chance to share their perspective in the change process, rather than merely leading them through it. Moreover, managers or supervisors are transparent and empathetic to their subordinates in the change management process and the bank uses effective leadership in order to foster positive work environment.

Finally, regarding the bank's organizational development, respondents agreed that, with overall mean value 3.76, and STD value 0.620, the bank can effectively implement Problem Solving & Learning through experience and group process. This involves relying on group discussions to foster team spirit and having a strong focus on the entire organization in order to adapt to change effectively through change agents. It is important to note that a key factor in successful change management is the ability to consider the whole organization from top to bottom, as neglecting any part can have negative consequences. Additionally, the bank has a system orientation, meaning it places importance on how different parts of the organization interact with each other rather than solely focusing on each part individually. The bank also demonstrates a contingency orientation, which entails being adaptable, flexible, and pragmatic in response to different situations. Finally, respondents rated the bank's succession planning strategies positively, highlighting the bank's ability to allocate the right people to the right positions at the right times.

Based on these parameters, as it has shown in the above table 4.8, all the study variables fall in the category of the range between 3.68 and 3.85 which means respondents have a good opinion (agree) on that the organizational development variables. Besides, the change management practices in Bank of Abyssinia possess a good level of Technological change, cultural change, people centric change, structural change, operational change, strategic change management practices from top to bottom. Likewise, all statements scored relatively low scales of standard deviation which implied that the data are narrowly spread. This suggested that the respondents have a close opinion regarding each variable of the research study.

4.3. Correlation Analysis.

A statistical technique called correlation analysis is used to determine the strength of any potential relationships between two variables or datasets (Emily James, 2016). Thus, in order to determine the extent of the relationship between the dependent variable “organizational development” and the independent variables such as Technological change, Cultural change, Structural change, Strategic change, Operational change, and People centric change, the Pearson correlation test was used. The study also employed the same test to determine whether or not the independent variables had an impact on the dependent variable “organizational development.”

Table 4.9: Displays a correlation Matrix between Organizational development and CMs

		Technological change	Cultural change	Structural change	Strategic change	Operational change	People centric change	OD
Technological change	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	299						
Cultural change	Pearson Correlation	.145*	1					
	Sig. (2-tailed)	.012						
	N	299	299					
Structural change	Pearson Correlation	.229**	.102	1				
	Sig. (2-tailed)	.000	.079					
	N	299	299	299				
Strategic change	Pearson Correlation	.220**	.013	.248**	1			
	Sig. (2-tailed)	.000	.823	.000				
	N	299	299	299	299			
Operational change	Pearson Correlation	.265**	.249**	.379**	.213**	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
	N	299	299	299	299	299		
People centric change	Pearson Correlation	.368**	.191**	.377**	.234**	.682**	1	
	Sig. (2-tailed)	.000	.001	.000	.000	.000		
	N	299	299	299	299	299	299	
OD	Pearson Correlation	.353**	.251**	.483**	.315**	.863**	.689**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	299	299	299	299	299	299	299

*. Correlation is significant at the 0.05 level (2-tailed).

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

Source: Own Survey Result, 2023.

From the above correlation matrix, the researcher found the following results under each constructs: The finding of Pearson correlation test between the dependent variable “organizational development” and the independent variable “Technological change” revealed that, there is a positive relationship between the two variables at the significance level of (R=0.353**), (P<0.01). Regarding the strength of correlation with the dependent variable “organizational development”, technological change is shown to rank fourth among the change management practices taken into consideration for this study.

Regarding the strength of the correlation

To determine the extent of correlation between the dependent variable “organizational development” and the independent variable “cultural change”, a Pearson correlation test was carried out. Therefore, the finding of the research study revealed that, both variables are positively correlated to one another at a significant level of ($R=0.251^{**}$), ($P<0.01$). Cultural change is the sixth or the last factor having a strong correlation to organizational development among the change management constructs so far identified.

Another finding from the Pearson correlation test of the research study, between the predicted variable of organizational development and the predictor variable of Structural change exhibited that, there is positive relationship between the two variables at a significant level of ($R=0.483^{**}$), ($P<0.01$). Structural change is the third factor having a strong correlation to organizational development among the change management constructs so far identified.

Another finding from the Pearson correlation test of the research study, between the dependent variable “organizational development” and the independent variable “Strategic change” revealed that, there is a positive relationship between the two variables at a significant level of ($R=0.315^{**}$), ($P<0.01$). Strategic change is the fifth factor having a strong correlation to organizational development among the change management constructs so far identified.

Another finding from the Pearson correlation test, the degree of correlation between the dependent variable “organizational development” and the independent variable “Operational change” revealed that, there is strong positive relationship between the two variables at a significant level of ($R=0.863^{**}$), ($P<0.01$). According to the Pearson correlation test, operational change has the strongest correlation with the dependent variable “organizational development” when compared to the other change management dimensions taken into account in this study.

Finally, finding from the Pearson correlation test, the degree of correlation between the dependent variable “organizational development” and the independent variable “People centric change” revealed that, there is a positive relationship between the two variables at a significant level of ($R=0.689^{**}$), ($P<0.01$). People-centric change, when compared to the other change management practices taken into account in this study, is found to be the third most correlated with the dependent variable organizational development. **In a nutshell**, the aforementioned

correlation test analysis revealed that all the independent variables were positively correlated with the dependent variable “organizational development”.

4.4. Test for the Classical Linear Regression Model (CLRM) Assumptions

This section provide test for the classical linear regression model (CLRM) assumptions such as normality, heteroscedasticity, autocorrelation, and multicollinearity tests. The aim of the model is to predict the strength and direction of association among the dependent and independent variables. Thus, in order to maintain the validity and robustness of the regression result of the research in CLRM, it is better to satisfy basic assumption CLRM.

As noted by Brooks (2008), when these assumptions are satisfied, it is considered as all available information is used in the model. However, if these assumptions are violated, there was data that left out of the model. Accordingly, before applying the model for testing the effect of the slopes and analyzing the regressed result, normality, multicollinearity, autocorrelation and heteroscedasticity tests are made for identifying misspecification of data if any so as to fulfill research quality.

Assumption 1: Heteroscedasticity Test.

Heteroscedasticity test is used to determine whether the variance of errors in a statistical model is constant across different levels of the independent variables. According to Brook (2014), if the assumption of constant variance is violated, the standard error could be wrong and any inference made from them became misleading. In other words, if the errors do not have a constant variance, they are said heteroscedastic. To check whether heteroscedasticity is actually a serious issue in this study, the following histogram and scattered plot were generated using the average findings of the dependent variable “organizational development” and the independent variables of the change management practices.

Figure 4.1: Variables in Histogram

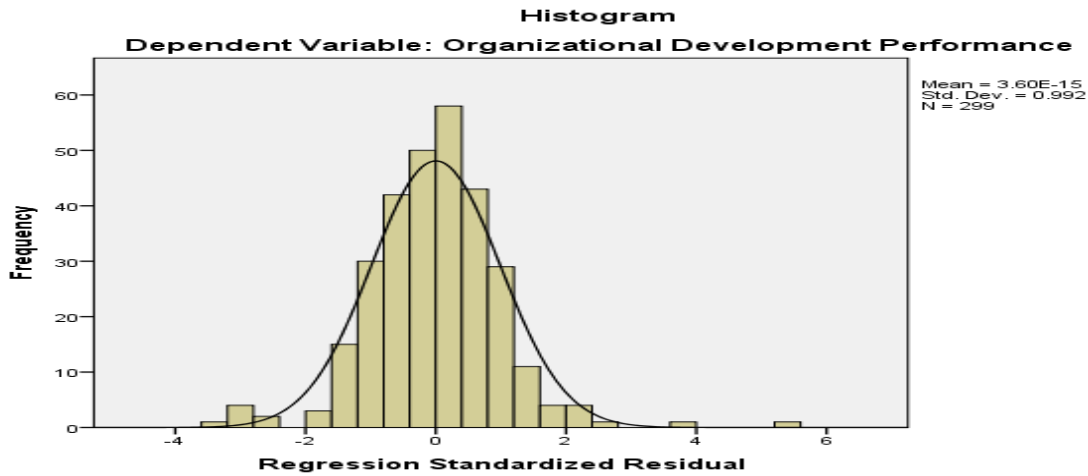
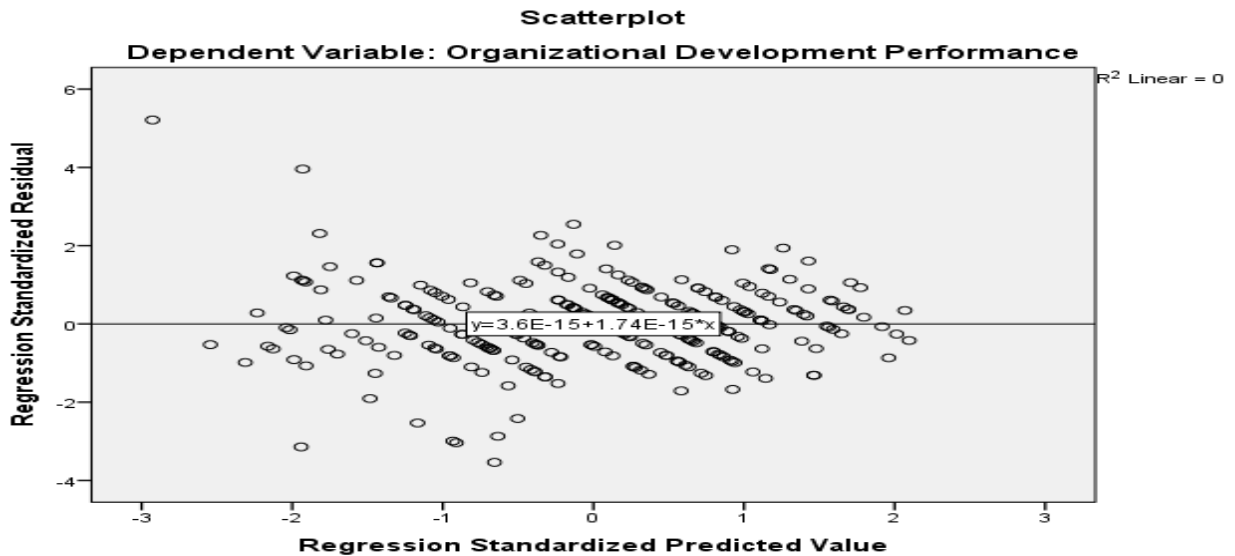


Figure 4.2: Scattered plot of variables.



Source: own computations SPSS V-23.

As it is shown in the above graphs, the scattered plots between the change management practices and Organizational development displayed in the above scattered plot diagram. The scattered plot diagram revealed that the residual scores are concentrated at the center along with the zero points and the error in the regression model has a constant variance or (homoscedasticity). As a result, this suggested that the heteroscedasticity is absent from this particular research study.

Assumption 2: Autocorrelation Test

The Autocorrelation test is a statistical tool used to examine the degree of correlation between values of a data series at different time interval and the covariance of the error terms over time is zero. Hence, Durbin-Watson test was employed by the researcher to determine whether autocorrelation existed in the study.

Table 4.10: Result of Autocorrelation Test

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.894 ^a	.799	.795	.281	2.081

a. Predictors: (Constant), People centric change, Cultural change, Strategic change, Technological change, Structural change, Operational change

b. Dependent Variable: Organizational Development

Source: own computations Via SPSS V-23

According to the Durbin-Watson autocorrelation test, if the value of the Durbin-Watson is two, there is no autocorrelation, if the value is greater than two, there is autocorrelation but it is negative autocorrelation and if the value is less than two, there is positive autocorrelation in the regression model. Thus, as can be seen from the above table 4.10, the Durbin-Watson result is almost two, in this case, the null hypothesis of no autocorrelation is not rejected. There is no serial association, according to our null hypothesis. As a result, the model used is an effective regression model.

Assumption 3: Multicollinearity Test

According to Gujarati (2009), multicollinearity refers to a linear relationship between the explanatory variables, which could lead to bias in the regression model. There are two types of multicollinearity these are: structural and data (sample) multicollinearity. Structural multicollinearity occurs when there is a linear relationship between two or more independent variables in the model. The second multicollinearity is occurs when the data used to estimate the coefficients in a regression model are themselves highly correlated. A VIF (Variance Inflation

Factor) > 10 is typically seen as a sign of multicollinearity in most research studies (Vittinghoff et al., 2011).

Therefore, this model does not have a multicollinearity problem, since the maximum VIF is 2.060 which is far below from 10. The detail is depicted in the table below.

Table 4.11: Result of Multicollinearity Test.

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Technological change	.834	1.200
	Cultural change	.928	1.078
	Structural change	.802	1.247
	Strategic change	.895	1.118
	Operational change	.503	1.989
	People centric change	.485	2.060

a. Dependent Variable: Organizational Development

Assumption 4: Normality Test

A normality test is a statistics test used to determine whether a data set is normally distributed or not. Therefore, according to Hair et al. (2010) and Bryne (2010) Data distribution is deemed to be normal, if Skewness is between -2 and +2 and kurtosis is between -7 and +7. **Hence**, detail of the normality test of the study is depicted in the table below.

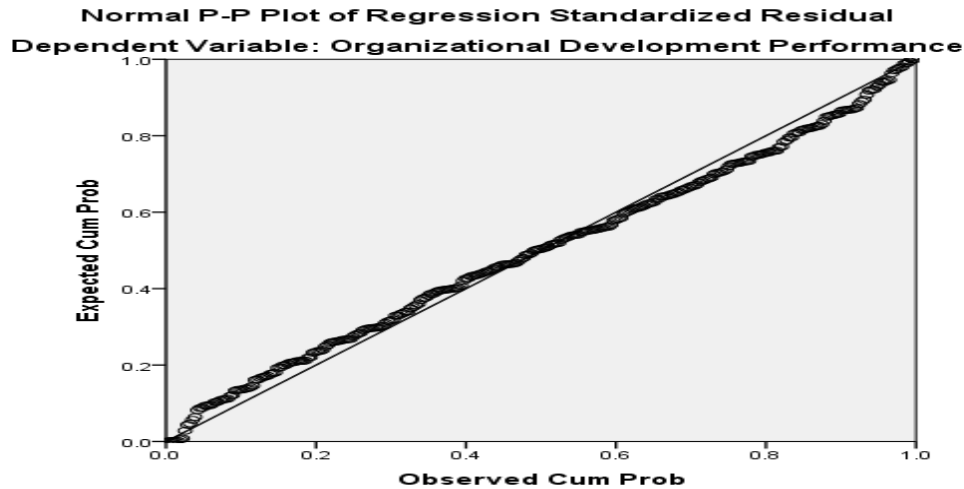
Table 4.12: Result of Normality Test

Description	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Technological change	299	-.553	.141	3.818	.281
Cultural change	299	-.034	.141	.317	.281
Structural change	299	-.399	.141	1.408	.281
Strategic change	299	-.601	.141	2.115	.281
Operational change	299	-.440	.141	-.047	.281
People centric change	299	-.384	.141	-.093	.281
Organizational Development	299	-.362	.141	-.146	.281
Valid N (list-wise)	299	-	-	-	-

Source: Own computations via SPSS V-23.

Thus, as indicated in the above table, there was no problem of normality and the null hypothesis of normally distributed is not rejected since the value of all the variables are within the acceptable range for normality. Our null hypothesis is the data are normally distributed.

Figure 4.3: Normal P-P variables plot



The P-P plot is another method for determining whether a distribution is normal. The dots at the P-P plot should be closer to the diagonal line and the normal P-P plot points should lay in a reasonably straight diagonal line from bottom left to top right, if the study's underlying premise of normality is true. The assumption of normality is met, as shown by the P-P plot of the dots below, which is drawn closer to the diagonal line. Therefore, the above figure also confirmed that, the values of all the variables are normally distributed.

4.5. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to analyze the relationship between multiple independent variables and dependent variables simultaneously. It provides a more comprehensive understanding of how multiple factors affect the outcome variable, which can lead to more accurate predictions and better decision making. Therefore, the researcher employed multiple linear regressions analysis to explore the effect of change management components such as Technological changes (TC), Cultural change (CULC), Structural change (SC), Strategic change (STRAC), Operational change (OC), and People Centric Change (PCC)) on the dependent variable “Organizational Development (OD)”. Thus, the model used to examine the determinant factors of organizational development in this study was:

$$OD = \beta_0 + \beta_1TCH + \beta_2CULC + \beta_3SC + \beta_4STRAC + \beta_5OC + \beta_6PCC + \varepsilon$$

Table 4.13: Model Summary for Organizational Development

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.894 ^a	.799	.795	.281

a. Predictors: (Constant), People centric change, Cultural change, Strategic change, Technological change, Structural change, Operational change

b. Dependent Variable: Organizational Development

Source: Survey Result, 2023

The regression model above illustrated the extent to which the underlying change management practice can account for the variations observed in the bank’s development measure.

Implication of R, R square (R^2) and Adjusted R Square (R^2) is tabulated as follows.

R: Describes the value of the multiple correlation coefficients between the predictors and the outcome. The range is 0 to 1, with a bigger value suggesting a stronger correlation and a value of 1 denoting an equation that accurately predicts the observed value (Pedhazur, 1982). According to the model summary ($R=.894a$), the linear combination of the six independent variables such as technological change, cultural change, structural change, strategic change, operational change and People centric change were well predicted the dependent variable “Organizational Development.”

R Square (R^2): is the proportion of the variance in the dependent variable that is explained by the independent variable in the model. It ranges from 0 to 1, with 1 indicating that all the variance in the dependent variable is explained by the independent variables (Pedhazur, 1982).

Thus, in this study, the change management variables or predictors such as technological change, cultural change, structural change, strategic change, operational change, and people centric change explained 79.9% of the variance in the organizational development “Bank of Abyssinia’ and other factors or variables not taken in to account in this regression model accounts for the remaining 20.1%. To put is differently, the changes in the mentioned

independent variables account for 79.9% of the variation in the bank’s development, while the remaining 20.1% is attributed to other variables.

Adjusted R Square (R²): is a modified version of R-squared that takes into account the number of independent variables in the model and adjusts for the number of independent variables in a regression model (Pedhazur, 1982). It penalizes the addition of unnecessary variables that do not improve the models fit. The adjusted R-squared is always lower than R-square. Consequently, in this study, the difference between R² and Adjusted R² is (0.799 – 0.795 = 0.004) which is about 0.4%. The reduction in size implied that, if he model had been obtained from the entire population instead of just a sample, it would have explained about 0.4 percent less of the variability in the outcome.

Table 4.14: ANOVA of Organizational Development

ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	91.546	6	15.258	193.682	.000 ^b
	Residual	23.003	292	.079		
	Total	114.549	298			

a. Dependent Variable: Organizational Development

b. Predictors: (Constant), People centric change, Cultural change, Strategic change, Technological change, Structural change, Operational change

Source: Survey Result, 2023

According to (Pedhazur, 1982), ANOVA is a powerful tool and shows overall statistical significance and acceptance. Accordingly, as indicated in the above table 4.13, the p-value is less than 0.05 i.e. 0.000 which indicates the variation explained by the model is not due to chance. So, the above ANOVA table revealed the acceptability of the model. As indicated in Table 4.12, the researcher can connote that R, R², and Adjusted R² conducted for the multiple regression predict the organizational development performance based on the linear combination of change management practice independent variables is statistically significant.

Table 4.15: Summary of Coefficient on Organizational Developments.

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.383	.296		-4.677	.000
	Technological CMP	.131	.052	.072	2.508	.013
	Cultural CMP	.063	.053	.032	1.190	.235
	Structural CMP	.219	.047	.137	4.674	.000
	Strategic CMP	.154	.046	.092	3.326	.001
	Operational CMP	.650	.035	.685	18.511	.000
	People centric CMP	.155	.050	.116	3.084	.002

a. Dependent Variable: Organizational Development

Source: Survey Result, 2023

In the multiple regressions, the standardized regression coefficient Beta (β) is useful, because it allows us to compare the relative strength of each independent variable's effect on the dependent variable (Pedhazur, 1982). The constant beta value (β) and the p-value of the variables are displayed in the coefficient table above in order to assess the significance of the hypothesis. The significance level of each variables (P-value) i.e. Technological change, cultural change, structural change, strategic change, operational change and people centric change are: .013, 0.235, 0.000, 0.001, 0.000, and 0.002 their standardized coefficients (β) are 0.072, 0.032, 0.137, 0.092, 0.685 and 0.116, respectively.

From this, except Cultural CMP, the p-value of all the independent variables is lower than 0.05. Literally, this revealed that, all independent variables with the exception of Cultural change management practice have significant effect on the dependent variable “organizational development.” Additionally, according to the Beta values indicated in the aforementioned table, out of the six change management components, Operational CMP (Beta = .685, p value = 0.000), has the greatest impact on the development performance of the Bank of Abyssinia.

In light of these outcomes, the regression model with the standardized coefficient yields the following prediction equation:

$$OD = -1.383 + 0.072TC + 0.137SC + 0.092STRAC + 0.685OC + 0.116PCC + \epsilon$$

4.6. Discussion on the Findings

The basic aim of this study was to analyze the effect of change management practices on organizational development, in the case of Bank of Abyssinia. Therefore, in the regression analysis, a total of six hypotheses were developed as explanatory variables. Thus, the study's hypotheses were examined, and the findings are shown below, based on the standardized coefficient of beta and p-value.

1. Technological Change and Organizational development

Hypothesis 1: Stated that “Technological change has a positive and significant effect on organizational development in the case of BOA.” Thus, according to the test result in the above table 4.14, (Beta = .072, p value < 0.013), technological change exhibits positive standardized beta coefficients and a p-value less than 0.05. Hence, the result confirmed that the first hypothesis was accepted and technological change has positive significant effect on the organizational development. Literally, this implied that, technology & organizational development are strongly intertwined and technological change is crucial to the survival and development of the bank. Besides, technology helps the bank to increase its efficiency system, to create & develop new product and service in the market to address the need of stakeholders. The result is consistent with Kinot’s (2009), Eptisam (2018) and Elias (2022) findings, which revealed that technological change management practice has positive significant effect on organizational development performance. Furthermore, the findings of Anal et al., (2011) support the current study’s findings in concluding that technology and organizational development have a positive and significant relationship. Therefore, the bank should leverage technology aggressively and continue investing resources on technology to support its overall strategy and to attain its goal or to boost the bank’s success or development.

2. Strategic Change and Organizational development

Hypothesis 2: stated that, “strategic change has a positive and significant effect on organizational development in the case of BOA.” Thus, according to the test result in the above table 4.14, ($\beta = 0.092$; $P < 0.05$), strategic change exhibits positive standardized beta coefficients and a p-value less than 0.05. Hence, the result confirmed that the second hypothesis was

accepted and strategic change has positive significant effect on the organizational development. This implied that, strategic change is crucial to boost competitive advantage with clear goals and plans. The result is consistent with Eptisam (2018) and Elias (2022) findings, which revealed that strategic change has positive significant effect on organizational development performance. Thus, the bank should made effective strategic change to its operation to meet its objectives, increase competitive advantage in the market, or react to opportunities or challenges in that market.

3. Operational Change and Organizational development

Hypothesis 3: stated that “operational change has a positive and significant effect on organizational development in the case of BOA.” Thus, according to the test result in the above table 4.14, ($\beta=0.685$; $P<0.05$), an operational change exhibits positive standardized beta coefficients and a p-value less than 0.05. Hence, the result confirmed that the third hypothesis also accepted and operational change has positive significant effect on the organizational development. This implied that, operational change is critical to improve efficiency & productivity, work process to save time & resources, eliminate redundant tasks, and streamline operations of the bank. The result is also consistent with Elias (2022) findings, which revealed that operational change has positive significant effect on the performance of organizational development.

4. People Centric Change and Organizational development

Hypothesis 4: Stated that “people-centric change has a positive and significant effect on organizational development in the case of BOA.” Thus, according to the test result in the above table 4.14, ($\beta=0.116$; $P<0.05$), people-centric change exhibits positive standardized beta coefficients and a p-value less than 0.05. Hence, the result confirmed that the fourth hypothesis also accepted and people-centric change has positive significant effect on the organizational development. This suggested that in order to achieve organizational development or success and to create satisfied all stakeholders of the bank, it is important to understand the employees' opinions of the change management practices, employee engagement or involvement, effective communication, readiness for change, and effective leadership. The result is consistent with Terefe, (2020) finding, which revealed that, employee involvement and communication are

crucial aspects of change management practice in private commercial banks for organizational development. Hence, people-centric change is critical for organizational development because it involves people at the center of the change process, ensuring that they are adequately involved, supported, and motivated throughout the transition.

5. Cultural Change and Organizational development

Hypothesis 5: Stated that, Cultural change has a positive and significant effect on organizational development in the case of BOA. Thus, the finding revealed that, cultural change had positive standardized beta coefficients but the p-value is 0.235 which is greater than 0.05 (Beta = .032, $p > 0.05$). As a result, since there is not enough evidence to suggest that the independent variable of cultural change is significant predictor of the dependent variable organizational development, it led to the rejection of the hypothesis and concluded that cultural change had no a significant effect on organizational development. The result is inconsistent with Elias (2022) finding, which revealed that cultural change has significant effect on the organizational development performance and this argue for additional studies in the area. This might suggested that, the bank of Abyssinia culture is particularly resistant to change or the formulation and implementation of the cultural change initiatives have been flawed or incomplete.

6. Structural Change and Organizational development:

Finally, the last hypothesis stated that, structural change has a positive and significant effect on organizational development in the case of BOA. Thus, according to the test result in the above table 4.14, ($\beta = 0.137$; $P < 0.05$), structural change exhibits positive standardized beta coefficients and a p-value less than 0.05. Hence, the result confirmed that the third hypothesis was accepted and structural change has positive significant effect on the organizational development. This suggested that structural change is helpful to boost productivity, encourage innovation, and encourages the development of a more welcoming workplace culture where staff members and their ideas are respected. The result is consistent with Elias (2022) findings, which revealed that structural change has positive significant effect on organizational development performance. Therefore, the bank's chain of command must be transparent, quick, & reliable and facilitated by members of the team who have powerful positions, a wide range of experience, and high levels

of trustworthiness. Besides, the right and ethical people should be choose and placed at the appropriate position within the bank to create the steering coalition.

Table 4.16: Summary of Hypothesis Testing based on multiple regression analysis

Hypothesis	Hypothesis statement	Decision
H ₁	Technological change has a positive and significant effect on organizational development in the case of BOA	Accepted
H ₂	Strategic change has a positive and significant effect on organizational development in the case of BOA	Accepted
H ₃	Operational change has a positive and significant effect on organizational development in the case of BOA	Accepted
H ₄	People centric change has a positive and significant effect on organizational development in the case of BOA	Accepted
H ₅	Cultural change has a positive but has no significant effect on organizational development in the case of BOA	Rejected
H ₆	Structural change has a positive and significant effect on organizational development in the case of BOA	Accepted

Source: Own survey result, 2023

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1. Summary of the findings

This study focuses on the effects of change management practices on organizational development in the case of Bank of Abyssinia. The specific objectives were to analyze the effect of technological change, cultural change, structural change, strategic change, operational change, and people centric change management practices on the development of bank of Abyssinia. Thus, the following significant overview of the findings was obtained based on the information gathered from Bank of Abyssinia selected staffs or employees and the analysis performed accordingly.

The findings of the change management practices (independent variables such as technological change, Cultural change, Structural change, Strategic change, Operational change and people centric change) of descriptive statistics has revealed that, mean score value of 3.83, 3.79, 3.77, 3.68, 3.73, and 3.77 respectively which implies that all the respondents have a good opinion (agree) on that the change management practices have an impact on the development of Bank of Abyssinia.

According to Pearson correlation test, the findings revealed that, the independent variables such as technological change, Cultural change, Structural change, Strategic change, Operational change and people centric change have strong correlation with the dependent variable “organizational development” at significant level of ($R=0.353^{**}$, $P<0.01$), ($R=0.251^{**}$, $P<0.01$), ($R=0.483^{**}$, $P<0.01$), ($R=0.315^{**}$, $P<0.01$), ($R=0.863^{**}$, $P<0.01$), ($R=0.689^{**}$, $P<0.01$) respectively. In this result, there was a difference in the strength of the link even though all the variables had significant correlations with the dependent variable.

Lastly, to determine whether the independent variables have an effect on the dependent variable “organizational development”, multiple linear regression analysis was carried out. As a result, except Cultural change, the p-value of all the independent variables is below 0.05. Literally, this implies that all the independent variables, with the exception of Cultural change management practice; significantly affect the dependent variable “organizational development” performance.

5.2. Conclusion

The change management components taken into account in this study such as technological change, Cultural change, Structural change, Strategic change, Operational change and People centric change were positively correlated with the dependent variable “organizational development”. Hence, the researcher concluded that for every component increase in independent variables, the dependent variable “organizational development” performance increased. According to the multiple linear regression analysis result, except Cultural change all the independent variables have positive significant effect on the dependent variable “organizational development”.

Thus, regarding the effect of technological change, the researcher concluded that, technology & organizational development are strongly intertwined and technological change is crucial to the survival and development of the bank. Besides, technology helps the bank to increase its efficiency system, to create & develop new product and service in the market to address the need of stakeholders. Structural change is helpful to boost productivity, encourage innovation, re-organize its operations, adapting to changing circumstances and encourages the development of a more welcoming workplace culture where staff members and their ideas are respected.

Concerning the effect of strategic change, the researcher conclude that, strategic change is crucial to boost competitive advantage with clear goals and plans and it helps to increase competitive advantage in the market, or react to opportunities or challenges in that market.

Regarding the effect of operational and people-centric changes, the researcher conclude that, operational change is critical to improve efficiency & productivity, work process to save time & resources, eliminate redundant tasks, and streamline operations of the bank. Similarly, people-centric change is critical for organizational development because it involves people at the center of the change process, ensuring that they are adequately involved, supported, and motivated throughout the transition. This lead to a more cohesive and aligned organization that is better equipped to handle future challenges.

5.3. Recommendations:

The ability to manage change effectively is crucial for ensuring that an organization's development performance is consistent across the industry in the turbulent and dynamic business climate of today. Organizations are particularly sensitive to shifting consumer preferences. Therefore, the researcher recommends:-

The researcher recommends that the top level management of the bank should have attentively focus on the operational change because it has strong and positive significant effect on organizational development and it is helpful to improve efficiency & productivity of the bank, work process to save time & resources, eliminate redundant tasks, and streamline operations. Therefore, in order to have a superior organizational development and get a competitive advantage over competitors, the bank should improve its customer service excellences and handling & serve consumers effectively.

The top level management of the bank should focus on people-centric change and should have to put people at the center in the change process, rather than simply guide them through it and communicate clearly change as a genuine opportunity for their employees, and not as a threat. Employees will support the change process and participate in it if it is presented as a road to professional and personal progress and involving employees in the proper manner results in more productive outcomes.

Since technology and organizational development are strongly intertwined and technological change is crucial to the survival and development of organizations, the researcher recommends that the bank should leverage technology aggressively and continue investing resources in advanced technology to support its overall strategy, to attain its goal, to increase its efficiency system, to create & develop new product and service in the market.

The researcher recommends that the bank should maintain a clear strategic vision and effective leadership to ensure more on that an organization is well-positioned to maintain and adapt to new challenges and opportunities by ensuring that it has the necessary resources, systems, and processes in place to support the change efforts. And also the bank should made effective

strategic change to its operation to meet its objectives, increase competitive advantage in the market, or react to opportunities or challenges in that market.

Lastly, the bank should focus on modifying the arrangement of departments, teams, reporting relationships, workflows, and overall hierarchy within an organization to enhance more on communication, decision-making, efficiency and to align the organization with new strategies, improve coordination, or accommodate growth or downsizing.

5.4. Suggestions for further researchers

In light of the findings and the limitations that have been noted in this study, in order to gain in depth understanding of the change management field through empirical study, the next researchers in this field who are interested in determining the impact of change management practices in financial institutions and other organizations can replicate the same study, including private and governmental organizations. Moreover, compare the effect of change management practices across a wider industry sectors which could provide additional insights, hence undertaking a research on a wider array of industries in future research could be useful.

According to the study, attention was given to the effect of change management practice on development performance of bank of Abyssinia. Theoretically, the study was limited to six independent variables related to the change management practice on organizational development. Hence, the researcher proposes that the next researchers take into account analyzing additional change management practices that have not been examined in this study such as unplanned change, remedial change and more others.

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APPENDICES

Questionnaires

Addis Ababa University

School of Commerce

Business Leadership Graduate Program

I'm Daniel Tesfay, a postgraduate student studying Business Leadership at the School of Commerce in Addis Ababa University. I'm reaching out to you for help in filling out the attached survey, which is an essential part of my MA thesis. My research focuses on studying how change management practices affect organizational development, specifically in the case of Bank of Abyssinia.

Hence, your authentic and truthful feedback holds great significance in the accomplishment of the investigation and the researcher appreciates your willingness to participate beforehand.

Rest assured that any information you provide will be kept confidential and solely used for academic purposes. If you need more details, want to receive feedback on the study, or have any doubts, please feel free to contact me using the provided address.

Cell phone: +251 933091281

Gmail: 1281dani@gmail.com

Thank you for sharing your precious time to complete this survey

Section I

I. General information of Respondent

Please read each questionnaire carefully and answer using the given space. Your answer should be truthful. Your name may not be provided, but specify the type of your organization, your level of education in the given Space.

1. Gender

1. Male

2. Female

2. Age

1. 21-30 Years

3. 41-50 Years

2. 31-40 Years

4. Above 51 Years

3. Marital status.

1. Single

2. Married

3. Other

4. Educational level

1. Master degree

2. Bachelor degree

3. Diploma

4. Other _____

5. Job Position:

1. Managerial Position

2. Non Managerial Position:

6. Work experience

1. Less Than 1 Year

2. 1-5 Years

3. 6-10 Years

4. 11 Years and above

Section II

Part II: Change Management Practices Related Questions

Please circle the number that best reflects your opinion next to each of the following statements to indicate how much you agree or disagree with it: 1 implies strongly Disagree (SDA), 2 represents Disagree (DA), 3 represents Neutral (N), 4 represents Agree (A), while 5 represents Strongly Agree (SA).

S/no	1) Technological Change (TC)	SDA	DA	N	A	SA
1.	I would like to keep things as they are instead of embracing new technological advancements.					
2.	Enough training is provide to use new technology and we constantly inspired by new and improved methods of working that are supported by technology based.					
3.	Through innovation and invention, the application of behavioral science technology enables us to support the change process.					
4.	The bank is operating in an aggressively technologically changing environment as compared to earlier years and the technology used meets the needs of all stakeholders, including customers, employees, and partners.					
5.	The quickly changing environment encourages banks to be more proactive in coming up with fresh concepts, implementing new technologies, and developing new products.					
S/no	2) Structural Change (SC)	SDA	DA	N	A	SA
1	The change process is facilitated by members of the team who have powerful positions, a wide range of experience, and high levels of trustworthiness.					
2	Employees are received accurate and on-time two-way communication about the change.					
3	The top level management of the bank has carefully chosen and positioned the appropriate individuals within the bank to establish an effective steering coalition.					
4	The change process involves and includes active participation from all levels of management.					
5	To improve the change process, the chain of command must be transparent, quick, and reliable.					
S/no	3) Cultural Change (CULC)	SDA	DA	N	A	SA
1	The bank's cultural change is aligned with the organizations core value and mission and emphasizes how cultural capital affects both individual and community behavior in order to facilitate change.					

2	Globalization, which involves the incorporation of multinational banks and nations, leads to cultural exchanges among societies, resulting in a novel and productive culture.					
3	Because of the bank's positive workplace culture, we are able to develop an engagement map or social network that reflects the individuals you purposefully and frequently connect with, which is in line with the strategic change.					
4	The bank actively promotes among its staff members to adopt behaviors and growth mindsets that are in line with its core values and goals.					
5	In order to build a harmonious workplace, the bank should have to adopt a positive organizational culture that emphasizes transparency, accountability, respect, and trust.					
S/no	4) Strategic Change (STRAC)	SDA	DA	N	A	SA
1	Effective communication of change strategies brings greater participation of employees in the change process.					
2	The marketing strategy of the bank helps to win customer satisfaction and loyalty of its customers.					
3	Effective strategies are properly established to realize the vision of the bank.					
4	The bank has a well-defined strategic plan for handling change and there are various strategies to diminish the resistance to change and strengthen the support for it.					
5	To emphasize the necessity of change within the bank that is in line with strategic goals, a sense of urgency is formed.					
S/no	5) Operational Change (OC)	SDA	DA	N	A	SA
1	Enough training and resources are provided to employee or other stakeholders to support their understanding and adoption of the change and facts, figures & evidences are provided to convince employees for change.					
2	Excellent customer service is evidently practiced by the bank in its change management processes.					
3	The bank's operational and marketing system should prioritize customer needs and incorporate change management practices.					
4	Employees are given full guidance and inspiration in order to perform tasks in a proper manner and to catch up on things on the right pathway and strictly follow up is made accordingly.					
5	Leaders or managers strive to make employees friendly with the administrative procedures, supply chains, and operational policies.					
S/no	6) People-Centric change (PCC)	SDA	DA	N	A	SA
1	To inspire employees to change, supervisors or managers communicate change as a genuine opportunity and not as a threat.					

2	To catch up things in the right way, supervisors or managers offer initial direction and encouragement to employees.					
3	Employees are engaged & involved and have been given a chance to share their perspective in the change process, rather than merely leading them through it.					
4	Managers or supervisors are transparent, and empathetic to their subordinates in the change management process.					
5	During the change management process, the bank uses effective leadership in order to foster positive work environment in the bank.					

Part III: Organizational Development:

S/no	1) Organizational Development (OD)	SDA	DA	N	A	SA
1	The bank has focused on implementing succession planning strategies to effectively assign individuals to appropriate positions at the appropriate time.					
2	The bank's orientation is towards the entire organization and its interrelatedness rather than on specific individual parts and it emphasis on the relationship between the different parts rather than on the parts themselves.					
3	The bank emphasizes on problem-solving and experiential learning rather than theoretical discussions to address the human problems encountered in their job.					
4	The bank is often referred to as being adaptable and practical, as it prioritizes situational and contingency approaches					
5	The bank employed a group process that involves discussions, conflict resolution, and cooperation to foster teamwork.					

Thank You!!