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SCHOOL OF COMMERCE
GRADUATE PROGRAM

EFFECT OF ORGANIZATIONAL CULTURE ON CHANGE MANAGEMENT PRACTICE
IN CONSTRUCTION AND MINING INDUSTRY DEALERSHIP: IN THE CASE OF RIES
ENGINEERING SHARE COMPANY

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May, 2015

ETHIOPIA, ADDIS ABABA

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SCHOOL OF COMMERCE GRADUATE PROGRAM COLLEGE OF BUSINESS AND
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Statement of Declaration

This thesis entitled '***EFFECT OF ORGANIZATIONAL CULTURE ON CHANGE MANAGEMENT PRACTICES IN CONSTRUCTION AND MINING INDUSTRY DEALERSHIP: IN THE CASE OF RIES ENGINEERING SHARE COMPANY.***' is done under the supervision of Worku Mekonnen (PhD) and I, the undersigned, affirm that it is my original work. The researcher furthermore confirms that no part or the entire thesis has been submitted to any other higher learning institution for the purpose of getting a degree.

Abdissa Mitiku

Signature.....

Date.....

Statement of Dedication

This is to certify that Abdissa Mitiku, who submitted a thesis to Addis Ababa University, School of Commerce, Graduate Program, and Department of Business Leadership in Partial Fulfillments of the Requirements for the Degree of Master of Art in Business Leadership with university regulations and meets, accepted standards in terms of origin.

APPROVED BY

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External Examiner

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Internal Examiner

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Acronyms

OC-----Organizational Culture

CMP -----Change Management Practice

OP-----Organizational Performance

INV -----Involvement

ADA-----Adaptability

CON-----Consistency

MIS -----Mission

SPSS -----Statistical package for social science

VIF-----Variance inflation factor

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ABSTRACT

This research explores effect of organizational culture on change management practices, focusing on Ries Engineering Share Company. The study sought to investigate the relationship between the company's capacity to manage change and enhance performance outcomes and the aspects of organizational culture specifically, involvement, consistency, adaptability, and mission. In dynamic business environments, it is critical for organizations undergoing transformation to comprehend this relationship. To find out how organizational culture affects change management directly and indirectly, an explanatory research design was used. Employees were given a structured questionnaire to complete in order to gather quantitative data. A high response rate was obtained from the 100 completed and returned questionnaires out of the 110 that were distributed. SPSS Version 22 was used to analyze the data. Relationships between the variables were investigated using regression analysis, correlation, and descriptive statistics. Additionally, diagnostic tests were used to confirm the linear regression assumptions. The results show that effective change management techniques are strongly positively impacted by specific cultural dimensions, especially mission and adaptability. On the other hand, aspects like Consistency and Involvement yielded inconsistent results, indicating areas where the company could enhance policy coherence and employee participation. The study also found that poor leadership modeling, inconsistent communication, and a lack of training are important issues that impair the change management process and have a detrimental effect on employee engagement and overall organizational performance. The study suggests that Ries Engineering Share Company should improve training, increase employee participation in decision-making, and strengthen leadership accountability in light of these findings. These steps are essential to aligning organizational culture with sustainable performance goals.

Keywords: Organizational Culture, Change Management, Organizational Performance.

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

This paper aims to investigate the relationship between organizational culture, change management practices, and overall organizational performance in the context of one of the biggest Heavy machinery dealerships in Ethiopia, Ries Engineering Share Company. In the ever-evolving world, change is a perpetual force that affects individuals, organizations, and communities across the globe. According to (Van der Merwe, 2018) Change occurs with the interactions between organizations and a community's internal and external settings. According to (Driskill & Brenton, 2011) defines culture as “the way things are done” in an organization. It encompasses the fundamental patterns of beliefs that have proven effective for the organization, leading its members to regard them as legitimate. New members are introduced to these beliefs and are encouraged to adopt them as they integrate into the organization. Change is unavoidable in organizations today and it is important to study how organizational culture affects change management practice and organization performance. To align with the changing environment, organizations constantly reassess their goals, structures, and most importantly the capacity to respond. According to (Hussain et al., 2018) Change management practice modifies an entire organization system, people, process, structure, culture and technology by providing a useful framework. The framework helps organization to integrate change into its culture, coordinate change initiatives with the broader organizational plan, and manage change effectively. According to (Sidikova, 2011) Change is a force that pushes out of the comfort zone, and it is inevitable. (Kitur; 2015) identifies various forms that change can take within an organization, including mergers, acquisitions, joint ventures, change in leadership style, adapting new technologies, organizational restructuring, and modifications in products or compliance with regulatory standards. The nature of organizational change can vary significantly; it may be radical, fundamentally transforming operational processes, or incremental, leading to gradual adjustments in established practices. According to (Green, 2007) change management is characterized as a strategic approach designed to enable both organizations and individuals to effectively adapt in response to the ongoing changes occurring within their work environments. Change management can be defined as a style of

management that aims at encouraging organizations and individuals to deal effectively with the changes taking place in their work. Change management works to transit an organization from its current state to a desired future state, based on the specific objectives established by the organization. However, several factors can influence the success or failure of change management initiatives. One of the critical factors is the organizational culture, which can either facilitate or hinder effective management practice and organizational performance.

Culture plays a critical role in shaping both individual and organizational behaviors, serving as a basis for achieving organizational objectives. This is particularly evident in the context of change management within organizations. Research indicates that overlooking the cultural aspects during organizational change initiatives can affect the change success, negatively. Organizational culture can initiate change, especially when the culture is adaptable, forward-thinking, and align with strategic objectives. Conversely, a culture may be resistant to change and significantly hinder change efforts. In contrast, an innovative culture tends to facilitate and support various change initiatives. Moreover, organizational culture has profound implications for innovation within an organization. It influences processes related to knowledge creation and knowledge exchange, which are critical components for fostering an innovative environment (Adeinat & Abdulfatah; 2014).

Every organization owns a culture unique to itself, made up of written or unwritten rules, beliefs and values. Organizational culture brings together individuals of differing opinions, beliefs, and values around a shared goal and thus helps the organization attain its goals.

Although new technologies help to replace many business and organizational processes, the significance of the human factor in organizations is still not neglected. Among the organizations which have similar technologies, financial resources or other material resources, human resources are defining components of the organization, creating competitive advantage to the organization. A concept closely tied to organizational culture is leadership. According to (Erdem and Dikici, 2009) while organizational culture surely has an influence on the leadership styles of individuals within the organization; leaders may also shape the entire organizational culture as well. This strong interaction has an impact on employee performance, which in turn plays an important role in the organization's sustainability and its ability to gain competitive advantage.

In accordance (Elsan Mansaray, 2019; Indriastuti & Fachrunnisa, 2021; Oygarden et al., 2020) in an environment that is dynamic and increasingly competitive, leadership plays an essential role in change success. In this perspective, leaders in organizations are considered agents of change, and their main duties are facilitating the ongoing process of change to ensure sustainable organizational performance. Leaders play the main role in disseminating innovative ideas and nurturing mindsets that empower individuals to adopt practices and behaviors favorable to adapt to the change. Moreover, according to (Jokić et al., 2019) leadership plays significant role in coordinating resources and providing vision. Therefore, the role of leadership should be central to any empirical investigation that focuses on organizational change management. Culture plays a pivotal role in shaping both individual and organizational behaviors, serving as a basis for achieving organizational objectives and goals. This is particularly evident in the context of change management within organizations.

Given the preceding discussion, the aim of this study is to investigate the influence of organizational culture on change management practice and to investigate further how the relation between these concepts affects employee performance.

1.2 Statement of the Problem

The expansion of earth-moving machinery dealerships in Ethiopia has been significantly shaped by the country's large-scale infrastructure initiatives, including road networks, hydroelectric dams, and mining ventures. These developments have not only accelerated industrial growth but also created substantial employment opportunities (World Bank, 2020). Ethiopia's ambition to attain middle-income status relies heavily on sectors like construction and mining, making the performance of equipment suppliers a crucial component of the national economy (Mamo, 2019).

Ries Engineering Share Company (RESCO), a longstanding dealer of heavy equipment in Ethiopia, recently transitioned from representing Caterpillar to Komatsu machinery. This shift represents more than a brand change; it signals a strategic response to market competition and evolving customer demands. As a result, the company faced the challenge of realigning its internal processes, workforce mindset, and operational strategies (Kotter, 2012) to align with the new manufacturer's work culture, which influenced management practices accordingly. Consequently, some employees have left to join the new Caterpillar dealership, while others have expressed

frustration with the transition. Changing a long-standing brand identity poses a significant risk, particularly when it disrupts internal culture and affects employee performance and motivation (Schein, 2010).

While the company has built a reputation in the market, there are concerns about its capacity to manage change in a way that aligns with its strategic direction. An effective change management practice requires cultural readiness, leadership alignment, and employee engagement elements that are not always present in organizations facing rapid transitions (Denison, 1990). In many cases, existing organizational cultures may resist transformational change if they lack adaptability, involvement, mission clarity, and internal consistency (O'Reilly et al., 2014).

To the best of the researcher's knowledge, there is limited or no research conducted related with this industry. Therefore, it is essential to investigate how elements of organizational culture influence the effectiveness of change management practices on the construction and mining industry in the case of one of the biggest heavy machinery dealership in Ethiopia.

This study aims to examine the link between organizational culture dimensions, namely involvement, consistency, adaptability, and mission and change management outcomes in the context of a major brand shift at Ries Engineering. Understanding this relationship can provide insights into how companies can enhance their readiness and capability to manage change while sustaining organizational performance (Zainol et al., 2021).

1.3 Research Question

- ❖ What is the effect of Involvement on change management practices?
- ❖ How does Consistency influence change management practices?
- ❖ To what extent does Adaptability affect change management practices?
- ❖ How does Mission impact change management practices?

1.4 Research Objectives

1.4.1 Main objective

The general objective of this study is to investigate the effect of organizational culture on change management practice and undertaken to investigate the relationship between culture and change management.

1.4.2 Specific objectives

The specific objectives of this study are:

- ❖ To investigate the current organizational culture that exists in the Ries Engineering share company.
- ❖ To study the relationship between organizational culture on Change Management practice & organizational Performance

1.5 The Scope of the Study

Even though Ries Engineering S.C. has branch offices in Dire Dawa, Hawassa, Mekelle and Bahir Dar, due to time and financial constraints the study was undertaken in the main office of Addis Ababa branch. So, the research scope was limited on examining the effect of organizational culture on change management practices and organizational effectiveness in the case of Ries Engineering Share Company. The study is conducted with the specific focus of Ries Engineering Share Company management and employees of the main office. To conduct this study the researcher used the primary source of data that was gathered through questionnaires.

1.6 Significance of the Study

Any company's organizational culture and change management procedures, which are regarded as dynamic environmental change, have a significant impact on its success. The primary goal of the study was to determine how organizational culture affected change management procedures. The study may assist management in determining which aspects of organizational culture have the biggest impacts on change management procedures and overall effectiveness. Determining the relationship between independent and dependent variables is another crucial aspect of the study. The study may provide a starting point for further research in related fields. The connections among effectiveness, organizational culture, and change management techniques may provide some information for additional research and validation of these ideas in various settings or sectors. With a better understanding of how organizational culture affects change management, organizations can put interventions in place to improve internal procedures. This could include employee engagement, effective communication, training and development programs, the best leadership style, and/or reorganization efforts aimed at bringing the company's culture into line with its strategic goals. By recognizing issues and offering additional justifications for the study

on the topic, the researcher has gained knowledge while carrying out the investigation. From a research perspective, it might add to the body of knowledge by enhancing comprehension of the connection between organizational effectiveness, change management techniques, and organizational culture in the context of Ries Engineering Share Company

.1.7 Operational Definition

- ❖ Organizational Culture: a collective set of assumptions, expectations, and practices that guide how people interact and work in an organization
- ❖ Change Management Practice: is a structured approach that focuses on the people side of change to new processes, technologies, or organizational structures.
- ❖ Organizational performance: the extent to which an organization achieves its goals and objectives.
- ❖ Involvement: transparent communication, employee-focused leadership, and strong interpersonal relationships in the organization.
- ❖ Consistency: sharing the organization's values and beliefs. Behavior is rooted in a set of core values, and leaders and followers are skilled at reaching agreement even when there are diverse points of view (Block, 1991).
- ❖ Adaptability: the ability of business managers in the organization in perceiving and responding to the external environments. culture characterized by strategic focus on the external environment through flexibility and change to meet customer needs (Yeh & Madsen , 2016).
- ❖ Mission: clear direction and vision, strategic decision and intent, and goals and objectives of the organization that members use to guide the activities of the organization
- ❖ Earth moving machinery: Heavy duty machinery used for construction of infrastructure and mining jobs.

1.8 Limitations of the Study

The following limitations have been identified; Firstly, the findings derived from this study cannot be broadly applied to a wide range of similar contexts that involve construction and mining machinery dealers and other related areas due to the non-probability sampling technique that were used even though the methodology used in this study could be applied to those similar situations. Secondly, the researcher would have wanted to cover more similar dealers for the study but due to

the limited time frame available for the study could not be included in the study. Thirdly, convincing respondents to answer the questionnaires was rather challenging as some of them claim they are busy. Besides, some people could not respond to all the items on the questionnaire which makes them invalid and therefore have to exclude from the data. Despite these challenges, the findings from the study the researcher believes that it is valid and would be of great benefit to the heavy machinery dealers in Ethiopia.

1.9 Organization of the Study

The paper is organized into five chapters, and it is structured as follows: Chapter One contains introduction and general background of the study, statement of the problem, the main and specific objectives of the study, hypotheses, and scope of the study, significance of the study, limitation and organization of the paper. Chapter Two presents a review of related literature of the study. Chapter Three comprises methodology used to study. Chapter Four deals with discussion and analyses of the data collected. Finally, in Chapter Five the conclusion and recommendations of the study is explained.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 INTRODUCTION

The evolution of earth-moving machinery dealerships in Ethiopia traces back to the 1970s. This sector primarily engages in selling and distributing construction equipment and their respective spare parts. Among the prominent firms in this field is Ries Engineering Share Company, which stands out due to its long-standing presence and commitment to after-sales service excellence. Established as an independent company in 1965, Ries Engineering initially functioned as the engineering division of Paul Ries & Sons (ETH) Ltd starting in 1961, before transitioning into a dealership for Caterpillar machinery in Ethiopia. This partnership continued until 2023, after which the company shifted its focus to distributing Komatsu equipment for the construction and mining industries.

Ries Engineering Share Company was founded with a clear mission: to deliver comprehensive support solutions to clients across the construction, mining, power generation, and agriculture sectors. Its vision is to become the trusted partner of choice by offering dependable products supported by a highly skilled and motivated team. The firm emphasizes providing outstanding after-sales service as a cornerstone of its operations, contributing not only to customer satisfaction but also to the nation's infrastructure development. Privately owned and Ethiopian-managed, the company is known for representing internationally respected equipment brands and delivering top-tier service across a range of industries, including transportation and industrial development. Over the years, Ries Engineering has grown into one of Ethiopia's most experienced suppliers of heavy machinery, maintenance services, and equipment rental solutions. Its workforce has expanded to over 500 employees, with more than 130 technical professionals. To enhance regional support, the company operates branch offices in Dire Dawa, Bahir Dar, Mekelle, and Hawassa. From its modern 28,000 square meter facility located on the southern edge of Addis Ababa, the company delivers spare parts, technical services, and training programs, solidifying its status as a comprehensive solution provider for customers nationwide.

2.2 Organizational Culture

Organizational culture refers to the shared assumptions, values, and habitual behaviors that shape how individuals within an organization relate to one another and carry out their work. It encompasses the organization's collective vision, purpose, and the informal norms that influence daily operations. Culture manifests in visible aspects such as rituals, language, symbols, and routines, which reflect the identity and legacy of the organization. The atmosphere created by this cultural environment can have a direct effect on employee motivation, satisfaction, and productivity.

Denison and Neale (2008) emphasized that organizational culture is rooted in core values, guiding beliefs, and managerial practices that define how a company functions. These foundational elements are essential for shaping behaviors and expectations within the workplace. Armstrong (2009) echoed this view by describing culture as a pattern of unwritten beliefs and attitudes that influence how work is carried out. Schein (1985) proposed a model that categorizes organizational culture into three interrelated levels: assumptions, which are the unconscious beliefs; values, which represent guiding principles; and artifacts, which are the observable expressions of culture such as work environment and procedures.

Other scholars have built upon this understanding. Chatman and Eunyong (2003) described culture as a shared framework that guides appropriate behavior, while Eldridge and Crombie (1974) defined it as the unique blend of behaviors and values that shape organizational functioning. Kotter (2012) highlighted the role of culture in improving employee satisfaction and organizational effectiveness. Robbins and Judge (2013) viewed culture as a system of shared meaning that distinguishes one organization from another. Similarly, Deshpande and Webster (1989) noted that cultural values strongly influence behavior and performance by helping employees align with organizational norms and goals.

Earlier contributions, such as those by Jaques (1951) and later by Peters and Waterman (1982), explored how culture impacts performance in various sectors, including manufacturing. Over time, organizational culture has become a central theme in the study of business and leadership, gaining prominence through both academic and practical explorations.

2.2.2 Change Management Practice

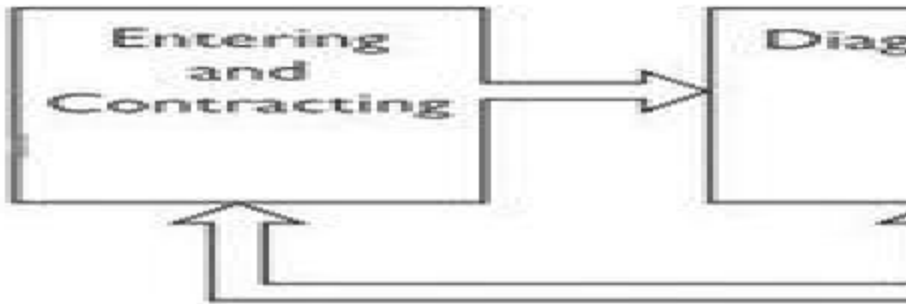
Change management has emerged as a vital leadership competency in today's organizational landscape, as emphasized by Somerville et al. (2021). It involves aligning an organization's human capital and cultural norms with evolving strategies, systems, and structural frameworks (Graetz & Smith, 2010). Despite its importance, the process of managing change is often met with resistance, primarily due to fear of uncertainty and a lack of clarity about the benefits. As Indriastuti and Fachrunnisa (2021) note, individuals are more inclined to embrace change when they are actively engaged in the process and their concerns are acknowledged.

For change initiatives to succeed, several essential elements must be in place, including awareness of the need for change, clear communication, stakeholder involvement, effective planning, motivation, leadership support, progress monitoring, and recognition of achievements (Krukowski et al., 2021; Nyaungwa et al., 2015). Harigopal (2007) and Hussain et al. (2018) describe planned organizational change as a conscious effort to shift from an existing state toward a targeted future condition. This transformation can range from minor adjustments to major structural overhauls (Burnes et al., 2016). Within this context, Kuipers et al. (2014) identify three levels of change: sub-system, organizational, and sectoral. Sub-system change, in particular, involves introducing new methods or tools within a specific unit or function without disrupting the broader organizational system.

Effective change management also demands an integration of strategy, processes, people, and organizational culture. To support this, a variety of models have been introduced over time. According to Stouten et al. (2018), widely applied frameworks include Lewin's Three-Step Model, Kotter's Eight-Step Approach, the ADKAR model, Beer's Six-Step Model, Judson's Five-Stage Process, Appreciative Inquiry, Kanter's approach, and the Ten Commandments model developed by Stein and Jick. These tools offer structured guidance for navigating the complexities of organizational change across diverse settings.

Figure 2.1 Planned change frameworks (Cummings & Worley; 2015).

A General Model of Plan



In today's rapidly shifting business landscape, managing change has become a vital necessity for organizational survival and competitiveness. As noted by Sung and Kim (2021), organizations must foster innovation and adaptive behaviors to respond effectively to dynamic environments. Leaders are increasingly expected to adopt forward-thinking strategies to manage change in light of evolving socioeconomic factors, technological advancements, and changing workplace expectations (Burnes et al., 2016). A structured and comprehensive approach to change management is essential, as it influences both individual behavior and broader organizational outcomes. According to Zainol et al. (2021), such a strategy is integral to reshaping organizational culture and realizing desired goals, while Mishra and Kasim (2023) and Roreng (2020) further emphasize its role in achieving sustainable success.

Several key elements underpin effective change management. As identified by Errida and Lotfi (2021) and Krukowski et al. (2021), factors such as strong leadership, consistent and transparent communication, stakeholder engagement, and access to resources are critical for driving change. However, in many developing contexts, the practical implementation of change strategies often diverges from theoretical models, presenting unique challenges (Mir et al., 2020). Effective communication, leadership support, employee involvement, and training have been consistently highlighted as the foundational aspects of a successful transition (Ahmed, 2017; Mamo Gebretsadik, 2022).

Kaur et al. (2022) stress that proper execution of change initiatives has a direct impact on organizational performance. However, evidence from Ethiopia suggests that many transformation efforts have fallen short of expectations due to weak implementation. Studies such as those by Ahmed (2017), Amanta (2020), Kebede Debela et al. (2020), and Tadesse (2019) point to a range

of issues including lack of awareness, limited employee involvement, inadequate planning, resource constraints, ineffective leadership, and insufficient training. These shortcomings often lead to resistance and hinder the achievement of intended change outcomes (Altaseb et al., 2023; Gemechu & Wake, 2021; Solomon et al., 2018; Tadesse, 2022).

Organizational change is often a strategic response to new business demands and long-term goals. Elearn Limited (2007) describes it as the process of transformation needed to meet business objectives. Mills et al. (2009) emphasize that to ensure both success and continuity, change must be handled through structured management processes. Change management encompasses broad organizational shifts, requiring the transition of people, systems, and structures toward a new vision. It is not solely about adopting new tools or workflows but also about ensuring that those affected are informed, equipped, and committed to the change. Whether planned or reactive, sound change management minimizes disruptions and enhances organizational resilience. Central to this approach is a focus on people, processes, and tools ensuring reduced resistance, increased engagement, and smoother transitions across all levels of the organization.

2.2.2.1 Lewin's 3 Step Model

Kurt Lewin's three-step model of change, introduced in 1951, remains a foundational framework for understanding organizational transformation. The first phase, "unfreezing," involves preparing individuals and the organization for change by challenging existing behaviors and mindsets. This stage requires creating awareness of the need for change and reducing resistance to new approaches. Effective communication and leadership are crucial during this phase to facilitate acceptance and readiness for change (Jeanes, 2024).

According to Jeanes, E. (2024) explanation the second phase, "changing," is the implementation stage where new behaviors, processes, or structures are introduced. This period is often characterized by uncertainty and requires support systems, training, and clear guidance to help individuals adapt to the new ways of working. Finally, the "refreezing" phase aims to stabilize the organization at a new equilibrium, ensuring that the changes are integrated into the culture and sustained over time. This involves reinforcing new behaviors and practices to prevent regression to old habits.

2.2.3 Relationship between Organizational Culture and Change Management

A comprehensive and well-structured change management approach is essential for driving successful transformations across an organization, particularly when cultural dynamics are at play. As noted by Zainol et al. (2021), organizational culture has a substantial influence on both individual behaviors and broader institutional performance. Overlooking cultural alignment during change processes can hinder success. When culture is adaptive and aligned with strategic goals, it can support innovation and reform (Adin, 2021). Conversely, rigid or resistant cultures may present barriers. Culture also shapes how information is shared, and internal knowledge is generated, further influencing change outcomes (Adeinat & Abdulfatah, 2019).

Leadership is widely recognized as a key determinant in navigating organizational change. In today's fast-paced and competitive settings, leaders act as catalysts by reinforcing change-related behaviors and aligning staff with new goals (Elsan Mansaray, 2019; Indriastuti & Fachrunnisa, 2021; Øygarden et al., 2020). Leaders not only articulate vision but also coordinate essential resources to steer transitions successfully (Jokić et al., 2019). Their involvement helps employees adopt new mindsets and practices conducive to organizational agility.

Organizational culture plays a crucial role in creating an environment where change can be sustainably implemented. Theoretical models such as Lewin's Change Theory emphasize understanding cultural context before initiating change. Naveed et al. (2017) assert that culture is instrumental in maintaining change initiatives over time. Furthermore, it enhances readiness for change, both organizationally and individually (Al-Tahitah et al., 2020; Engida et al., 2022). Recent studies have also found that culture mediates the relationship between leadership and change management practices (Kaur Bagga et al., 2023), highlighting its dual role as both an enabler and influencer.

Leadership and culture are deeply interconnected. Schein (2004) suggests that leaders help to shape culture by communicating values and modeling desired norms. Various leadership styles, from transformational to transactional, can either reinforce or reshape the cultural fabric of an organization (Govender, 2017; Ledimo, 2014; Al-Tahitah et al., 2020; Samsuri et al., 2020). While leaders are often seen as shaping culture, emerging discussions argue that cultural elements also influence how leaders interpret their roles and engage stakeholders. Therefore, any empirical study

focused on organizational change must place equal emphasis on both culture and leadership as interdependent forces that guide successful change management efforts (Errida & Lotfi, 2021; Krukowski et al., 2021).

2.2.5.1 Involvement

Involvement includes transparent communication, employee-focused leadership, and strong interpersonal relationships in the organization (Engelen et al., 2014). According to (O'Reilly et al., 2014) in an effective organizational culture, business managers encourage high employee involvement and participation of members of the organization in major organizational activities. When employees participate in the organizational decision-making process, they develop a sense of ownership, trust, and loyalty for the organization (Denison, 1990). A sense of ownership and responsibility are part of the effective organizational culture elements. Sense of ownership, trust, and loyalty are important factors to motivating employees in the organization (Kotrba et al., 2012). When employees participate in the organizational decision-making process, they become more responsible and accountable for their actions (Denison, 1990). The study findings in the area of organizational culture show that the existence of a positive relationship between high employee involvement in the decision-making process and performance (Hacker, 2015). However, (Givens;2012) argued that a high level of involvement in various activities creates a lack of specialization, resulting in difficulties identifying the person responsible for a specific task. High level of employee involvement in the organization decision-making process may contribute to the organizational culture effectiveness (Denison, 1990). In an effective organizational culture, members of the organization from different backgrounds fairly share the organization's values, beliefs, and symbols in the organization (Mousavi, et al., 2015). Effective organizational culture exists when a group of people comes together from a different background to reach a common purpose (Flamholtz & Randle, 2011).

2.2.5. Consistency

When organizational members embrace shared values and beliefs, their actions and responsibilities tend to align more naturally with the overarching goals of the organization. According to Schein (2010), the presence of shared values fosters effective communication and reinforces a cohesive organizational culture. In such a culture, leaders are more likely to establish open and meaningful communication channels, which play a crucial role in enhancing employee involvement and

enabling coordinated decision-making (Givens, 2012). A robust organizational culture is rooted in collective assumptions, mutual understanding, and strong interpersonal communication (Schein, 2010; Sok, Blommel, & Tromp, 2014). Studies focused on organizational culture have shown that consistency within an organization often signals the health and strength of that culture (Givens, 2012). Furthermore, consistency has been highlighted as a key element in developing a unified culture and in promoting improved employee performance across various operational areas.

2.2.5.3 Adaptability

Adaptability refers to the capacity of organizational leaders to recognize and effectively respond to changes in the external environment (Schein, 2010). Within a strong organizational culture, leaders demonstrate attentiveness and agility in addressing both internal dynamics and external pressures. The concept of adaptability involves reshaping existing organizational norms and practices to meet new challenges, such as updating internal systems or revising product offerings to remain competitive (Mousavi et al., 2015). In accordance with (Denison & Mishra, 1995) adaptable cultures are better equipped to manage change effectively. A resilient culture is shaped by deeply held beliefs and assumptions developed over time as members respond to external pressures and navigate the complexities of adaptation (Cian & Cervai, 2014). Leaders play a central role in guiding these adjustments, often initiating changes to align the organization with emerging realities. According to Denison (1990), this principle extends to employees as well, who must be capable of reconfiguring internal operations, behaviors, and mindsets in response to shifting demands. As noted by O'Reilly et al. (2014), adaptability stands out as a crucial element of organizational culture, significantly contributing to enhanced business performance.

2.2.5.4 Mission

In organizations with a well-established culture, leaders play a crucial role in articulating the mission by giving purpose and significance to all fundamental components of the organization's direction (Givens, 2012). A well-defined mission typically encompasses a clear sense of vision, strategic intent, and specific organizational goals that guide the actions and decisions of employees (Mousavi et al., 2015). Leaders often rely on the mission and vision statements to shape both immediate and long-term planning (Nongo & Ikyanyon, 2012). These statements serve as guiding tools not only for internal management but also for engaging external stakeholders (Raza et al., 2014). It is considered a key leadership responsibility to ensure that the organizational culture

aligns closely with the mission (Denison, 1990). However, many executives recognize that achieving this alignment is both demanding and vital for sustained organizational success (Eaton & Kilby, 2015). When cultural values and the organization's strategic mission are synchronized, performance outcomes are generally improved, and a more coherent future direction is established (Raza et al., 2014). Empirical research in this area supports a positive link between a well-integrated mission and enhanced business performance (Mousavi et al., 2015).

2.3 Empirical Reviews

According to a study by Woinshet Kebede (2020), employee performance is positively impacted by organizational culture elements like mission and involvement. In particular, organizational culture was responsible for 40.1% of the variance in employee performance, demonstrating its important function in improving performance.

All four organizational culture types' clan, adhocracy, market, and hierarchy have a statistically significant positive relationship with employee performance, according to research by Yohannes Elifneh and Takele Embilo (2023). The most prevalent and significant cultural type in EIAR was found to be clan culture.

According to a 2020 study by an unidentified author, employee performance is positively correlated with factors like involvement, consistency, and mission, while adaptability is negatively correlated. The study suggests using innovation and training to increase adaptability.

According to a study by Jalata Wata Deresso, Calchisa Amente, and Shashi Kant (2024) in Bule Hora University's administration department, organizational culture has a major and favorable impact on worker performance. For more comprehensive insights, the study suggests broadening the focus to include additional institutions and organizations.

According to Temesgen Woldamanuel Wajebo (2021), organizational culture has a positive impact on how well changes are implemented. Organizational change management techniques, internal communication, and leadership were found to be important determinants of change success.

Tigist Desalegn (2024) investigated how change management functions as a mediator in the connection between organizational culture and leadership style. According to the study's findings,

transformational leadership is common at Ethiopian Telecom, and change management plays a significant mediating role in this relationship.

A postimplementation study on change management techniques, such as strategic planning and the Balanced Scorecard (BSC), was carried out by Fetiya Ahmed Shafi (2018). Despite obstacles like staff participation and resource constraints, the results indicated that these practices had a positive effect on organizational performance.

Using Denison's cultural model, Hailu Chaka Yaada (2024) examined how organizational culture affects performance. The study's conclusion that performance and organizational culture are significantly positively correlated highlights how crucial a strong organizational culture is to attaining high performance.

Worku Lemlemu Ferede, Yalew Endawoke, and Gedif Tessema (2024) investigated how organizational culture and knowledge management mediated the impact of strategic leadership on change management. According to the study, change management was directly impacted by strategic leadership, organizational culture, knowledge management, and accountability, with these factors acting as partial mediators. According to the study, local context, adaptive leadership, accountability systems, cultural integration, and contextualized knowledge for change in public organizations should be given top priority by government representatives and legislators.

The Balanced Scorecard framework was introduced by Kaplan and Norton (2001), who emphasized the significance of coordinating an organization's operations with its strategic vision. They contend that a clear, effectively communicated strategy that connects long-term objectives with daily operations is necessary for effective change management. Organizations can establish coherence, enhance communication, and guarantee that every employee is aware of their role in accomplishing strategic goals by concentrating on both financial and non-financial performance metrics. During change initiatives, this alignment promotes improved decision-making, employee engagement, and overall organizational effectiveness.

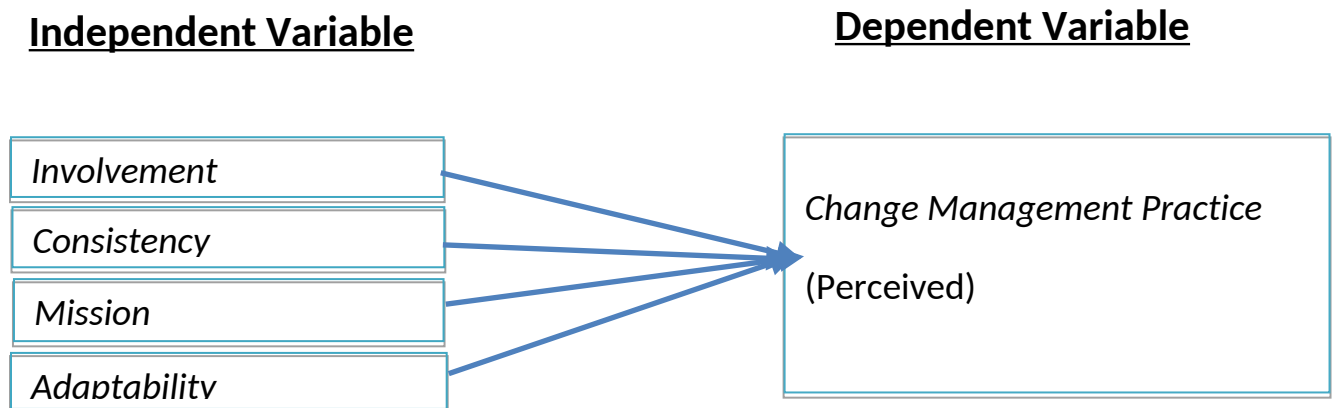
Noe (2017) highlights how crucial ongoing staff development and training are to effective change management. He contends that because employees feel ready and secure enough to embrace new procedures and technologies, companies with a culture that values continuous learning and skill development are better able to execute change successfully. On the other hand, inadequate training

may result in opposition and impede attempts at change. Because a learning-oriented culture encourages adaptability and more seamless transitions during times of change, this viewpoint directly supports the idea that organizational culture has a significant impact on change management practices.

2.6 Conceptual framework

The conceptual framework that follows is derived from the theoretical empirical reviews mentioned above. Shared values, beliefs, presumptions, and practices that influence how staff members act and communicate within a company are referred to as organizational culture. It affects organizational performance and establishes the tone for how change is viewed and carried out. While change management is a dependent variable, key dimensions frequently include involvement, consistency, adaptability, and mission and direction.

Figure 2.2 conceptual framework



Source: Developed and Modified 2025

1.7 Research Hypotheses

The research has the following research objectives

- H₀₁: Involvement has no significant effect on change management practice
- H₀₂: Consistency has no significant effect on change management practice
- H₀₃: Adaptability has no significant effect on change management practice
- H₀₄: Mission has no significant effect on change management practice

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Introduction

The research design and methodology section was well-defined because the main goal of the study is to evaluate how organizational culture affects change management practices and organizational effectiveness within the context of Ries Engineering Share Company. The source and tools used for data collection, the sampling technique and sample, the data collection process, and, lastly, the data analysis method were all presented.

3.2 Research Design

The detailed plan or blueprint that specifies how a study is to be carried out is referred to as the research design. It offers the structure for gathering, quantifying, and analyzing data in a way that guarantees the validity and dependability of the research findings. By assisting the researcher in matching the research questions with suitable techniques and instruments for investigation, a well-structured research design raises the credibility of the findings.

An explanatory research design has been chosen for this investigation. Studies that aim to look into the cause-and-effect relationships between variables are best suited for this design. Explanatory research explores the underlying causes and mechanisms that underlie observed outcomes, in contrast to descriptive or exploratory research, which concentrates on characterizing phenomena or spotting patterns. Using this design, the study seeks to determine and elucidate the institutional, legal, and regulatory elements impacting Ethiopia's e-commerce regulations' efficacy and implementation. This methodology contributes to a more comprehensive and nuanced understanding of the legal issues and opportunities surrounding electronic commerce by not only observing the existence of specific phenomena but also investigating how and why they occur.

3.3 Research Approach

A research approach is the overall strategy that guides the execution of a study, especially with regard to the gathering, processing, and interpretation of data. It establishes the methods and resources employed to look into the research problem as well as the philosophical presumptions

that guide the investigation. In general, there are three types of research approaches: mixed methods, qualitative, and quantitative.

A mixed research approach, with a focus on qualitative methods, has been used for this study, which aims to investigate how organizational culture affects change management practices in the mining and construction industries, particularly in the case of Ries Engineering Share Company. To improve the findings' depth and richness, a mixed approach was chosen. Although quantitative data offer quantifiable proof, qualitative insights enable a more thorough comprehension of the behavioural and contextual aspects of organizational change. With this combination, the researcher can use triangulation to validate and confirm findings, which eventually leads to more thorough conclusions (Kothari, 2004).

3.3 Population, sample size determination and Sampling Design

3.3.1 Target Population

A sample of Ries Engineering share company management and employees were given questionnaires in order to investigate the impact of organizational culture on change management practices in the dealership for the mining and construction industries. Judgment (purposive) sampling, a non-probability sampling technique, was used for quantitative data collection because it allows the researcher to choose the sample based on their assessment of certain qualities needed from the sample element (for instance, a respondent should be from both the management and employee).

A population is "the entire group of people, events, or things of interest that the researcher wishes to investigate," according to Sekaran (2001). All Ries engineering management and staff make up the study's population. To help reduce bias when working with the population, stratified sampling was used, which involved splitting the entire population into two distinct strata. The population was split up into two distinct realms by the researcher. In light of this, the researcher decides to divide the population into two major groups. These levels were management and employees. To improve the likelihood of being able to compare strata, proportionate stratified sampling was specifically used. Each stratum's units were chosen in proportion to its corresponding population. We used a systematic random sampling technique to choose a sample from the population of 500 Ries Engineering employees. The study employed a convenience sample, which Leary (2004)

defines as a sample of participants who are easily accessible. Sampling is "the process by which a researcher selects a sample of participants for a study from the population of interest," according to Leary (2004). Therefore, a sample of 110 Ries engineering staff will be chosen from the population using the sample determination method created by Carvalho (1984), as cited by Ahmed Kelil (2010), due to time and budgetary constraints as well as the nature of the population. The population range for the small, medium, and large samples that can be drawn is broken down in the following table.

Table 3.1 Sample determination method

Population size	Sample Size		
	Small	medium	Large
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10000	80	200	315
10001-35000	125	315	500
35001-150000	200	500	800

Source: (Ahmed Kelil, 2010: Employees' Perception towards Compensation and Benefit Policy: The case of some selected Government Higher Education Institutions in Addis Ababa)

Name of strata	Population	Proportional sample size	Sample size for each stratum
Employee	447	$447/500=0.894$	$0.894 * 110= 98$
Management	53	$53/500 =0.106$	$0.106 * 110 =12$

3.4. Type and Source of Data

To effectively collect and analyse data for research, one must have a thorough understanding of the different types and sources of data. Both primary and secondary data have been gathered in order to complete the research project and meet the goals of the study.

3.4.1. Primary Source of Data

Original, first-hand information gathered directly by the researcher with the express intent of answering the research questions at hand is referred to as primary data. As a result of their direct interaction with the topic or phenomenon under study, which guarantees their relevance and specificity to the research setting, these data are regarded as extremely reliable. Among the techniques used to gather primary data are surveys, interviews, experiments, and observations.

A structured questionnaire was used in this study to gather primary data from Ries Engineering Share Company. This approach was chosen in order to get first-hand information from staff members about how organizational culture affects change management procedures. Through the use of open-ended questions, a questionnaire allowed for both qualitative and quantitative data to be systematically collected.

3.4.2. Secondary Source of Data

Materials from previously gathered and examined company documents are known as secondary sources of data. These resources offer primary data interpretations, analyses, or summaries and are frequently used to bolster research, provide context, or contrast results. Policy directives were used in addition to secondary data and primary data.

3.5. Data Collection Instruments

Both primary and secondary data have been gathered in order to achieve the research goal. Structured questionnaires were employed as a data collection tool in order to gather adequate and trustworthy information. Through document analysis and a self-administered questionnaire, the respondents provided all the data required for this study.

3.5.1. Questionnaire

The questionnaire that will be created using the five Likert scale agree, strongly agree, neutral, strongly disagree, and disagree was used by the researcher. Even though it is simpler and faster

for the research to analyze, the respondents are limited to answering from a single choice when using a closed-ended questionnaire, which prevents them from providing additional context for their feelings about the study's title. For this reason, the researcher created a questionnaire with a 5-point Likert scale. The form of the questionnaire is adopted.

3.5.2. Interview

The researcher also conducted semi-structured in-person interviews with Ries Engineering Share Company's human resource managers and staff. Clarifying any concerns raised by the respondents and learning more than what is written are two benefits of using the semi-structured interview method of data collection.

3.6 Document Analysis

The researcher employed document analysis to extract relevant and supportive Secondary data from the Ries Engineering Share Company, policy directives.

3.7. Data Analysis Techniques

Questionnaire data were compiled, revised, coded, tabulated, and examined. To make the data better for coding, editing will be done. Software called the Statistical Package for Social Sciences (SPSS) 22 version was used to code and analyze the data gathered from the structured questionnaire. Additionally, the researcher employed both quantitative and qualitative data analysis methods. Ultimately, the information was processed and examined.

Based on the findings of the tables and figures, descriptive statistics (frequency, percentage, mean, and standard deviation) were created in order to analyze the data. Bivariate correlation and liner regression were also used for inferential analyses.

3.8. Validity and Reliability of Research Instruments

The reliability of the data was calculated and estimated using Cronbach's alpha reliability coefficient. When it comes to questionnaire validity,

Table 3.1 Reliability Output

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.739	.768	30

Source: own computation, 2025

Cronbach's alpha reliability for this study is .739. Kothari C. R.'s rule of thumb was used to categorize alpha values: excellent (0.93–0.94), strong (0.91–0.93), reliable (0.84–0.90), robust (0.81), fairly high (0.76–0.95), high (0.73–0.95), good (0.71–0.91), relatively high (0.70–0.77), slightly low (0.68), reasonable (0.67–0.87), adequate (0.64–0.85), and moderate (0.61–0.65). The study's Cronbach's alpha score falls into the strong group as a result. Thus, the validity and reliability of the surveys were approved by the researcher.

3.9 Model specification

The following linear regression model is created in order to investigate how organizational culture affects change management procedures in the instance of Ries Engineering Share Company. The study then went on to create a summated scale for each construct by calculating the average of the items within a specific construct after confirming the constructs' reliability. Multiple linear regressions and correlation analysis are then performed using the summarized constructs. A preliminary test of the relationship between the variables of interest is the correlation analysis. In order to determine the relationship between the four Denison dimensions and change management practice, the study first estimated the following variables for the multiple regression analysis. The regression model equation for a linear relationship between variables is:

$$y_j = \beta_0 + \beta_1 x_{1j} + \beta_2 x_{2j} + \dots + \beta_p x_{pj} + \varepsilon_j$$

Where:

Y_j is represents dependent variable (DV) for observation j .

X_j represents the independent variables (IV's) for observation j

β_0 is the intercept

β is the unknown regression coefficients.

ϵ_j is the error (residual) of observation j .

Based on the above equation, the model is modified based on the research variables that are described in the conceptual framework in chapter two. To examine the effect of organizational culture on change management practice in the case of Ries Engineering Share Company the researcher develops the following model.

$$Cmt = \beta_0 + \beta_1 Inv + \beta_2 Con + \beta_3 Ada + \beta_4 Mis + \epsilon_t$$

Independent Variables (IV):

Inv = Involvement, Con = Consistency, Mis = Mission, Ada = Adaptability

Dependent Variable (DV):

Cmt = Change Management Practice

$\beta_0, \beta_1, \beta_2, \beta_3,$ and $\beta_4 =$ All are unknown Intercepts

$\epsilon_t =$ error term or the residual

3.9.1 Variable Description

- ❖ **Involvement (Inv):** Refers to the degree to which employees are engaged in decision-making, empowered to take initiative, and collaborate towards organizational goals.
- ❖ **Consistency (Con):** Represents the extent to which shared values, core principles, and agreement on policies guide stable and predictable behavior within the organization.
- ❖ **Mission (Mis):** Denotes the clarity of the organization's purpose, vision, and goals, which align employees' tasks and strategic directions.
- ❖ **Adaptability (Ada):** Reflects the organization's ability to respond effectively to external changes by encouraging innovation, risk-taking, and responsiveness.

- ❖ **Organizational Change Management (OCM):** Refers to the structured process through which an organization manages transformation/change by aligning people, processes, and culture with strategic change goals.

Table 3.2 Variable Description

No	Type of variable	Data type
1	Involvement(inv)	5-point Likert scale
2	Consistency (Con):	5-point Likert scale
3	Mission (Mis):	5-point Likert scale
4	Adaptability (Ada):	5-point Likert scale
5	Organizational Change Management (OCM)	5-point Likert scale

3.9.2 Categorization of Likert Scale

Regarding the categorization of the Likert scale there is lots of controversy on where to start and where to end but, it may be preferable to use the Ruiz (2002) categorization because most social studies accept and applied it. The categorization is summarized as follows in the following table.

Table 3.3 Categorization of the Likert Scale Data

No	Type of variable	Data type
1	1.00 – 2.59	Low
3	2.6 – 3.5	Medium
4	3.6 – 5:00	High

Source: Ruiz (2002)

3.10 Ethical Considerations

During data collection, respondents were informed the purpose of data collection. They were informed about the objectives of the study. The confidentiality of respondent has been kept safe. Moreover, respondents expected to provide their response willingly.

CHAPTER FOUR

4. RESULT AND DISCUSSION

4.1 Introduction

The data gathered for the study "Effect of Organizational Culture on Change Management Practice in the Construction and Mining Dealership: In the Case of Ries Engineering Share Company" is analyzed and interpreted in this chapter. The goal of this section is to investigate the connections between the study's primary variables by looking at information obtained from the organization's employees.

100 of the 110 surveys that were distributed were correctly filled out and returned, yielding a 91% response rate. SPSS Version 22 was used to analyze the data, enabling the systematic application of both descriptive and inferential statistical techniques.

There are three main sections in this chapter:

The respondents' age, gender, and educational background are the demographic details covered in the first section. This data offers a framework for understanding the participants' perspectives and reactions concerning performance, change management, and organizational culture.

The descriptive statistical analysis, metrics like the mean and standard deviation is used to analyze the variables are presented in the second section. These metrics aid in determining both common patterns and variances in participants' perceptions and experiences of the study's components.

The inferential statistical analysis, regression and correlation analysis is used to look at the relationships between the variables, covered in the last section.

The analysis findings are arranged in tables and graphs and then interpreted and discussed. The conclusions and suggestions made in the following chapter are based on this chapter's analysis findings.

4.1.1 Demographic Analysis

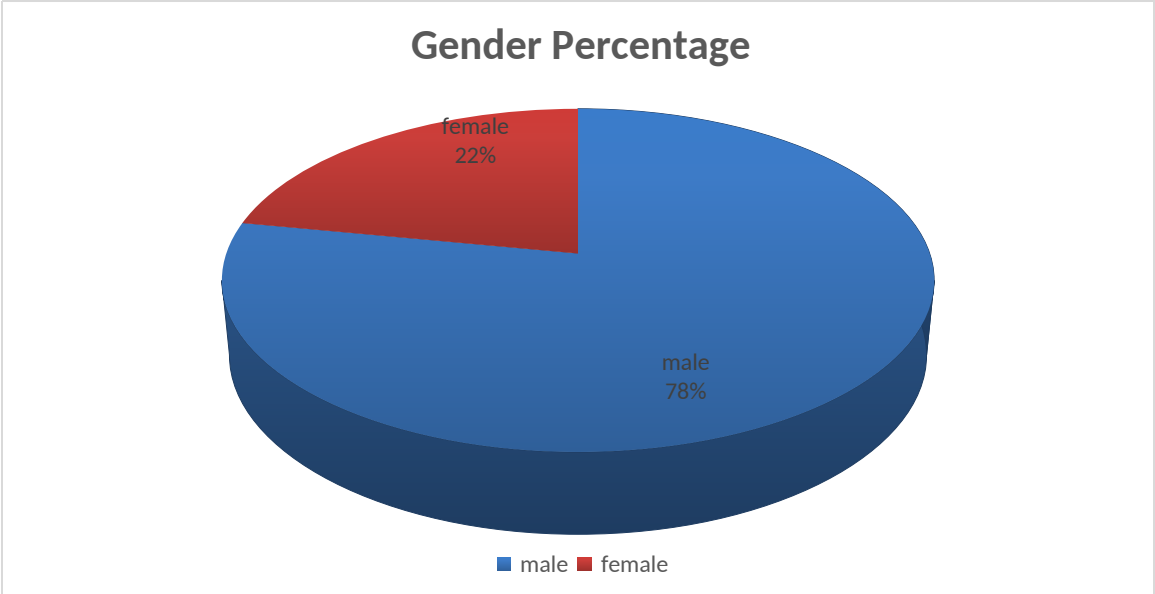
Interpreting respondents' opinions on performance, organizational culture, and change management techniques requires an understanding of their demographic background. The

demographic profile helps in providing background for the data collection and analysis. Three important demographic factors were taken into consideration in this study: age, gender, and educational attainment. These demographic factors help in the interpretation of the findings in the following sections and provide insights into the diversity of the Ries Engineering Share Company workforce.

4.1.1.1 Gender

The respondents' gender distribution is shown in the below pie graph. Knowing the company's gender distribution can help to understand the organization's inclusiveness of both gender as it help to have different perspective that may affect organization change management practice as well as organization performance.

Figure 4.1 Sex Distribution



Source: Author's own computation based on survey data (2025)

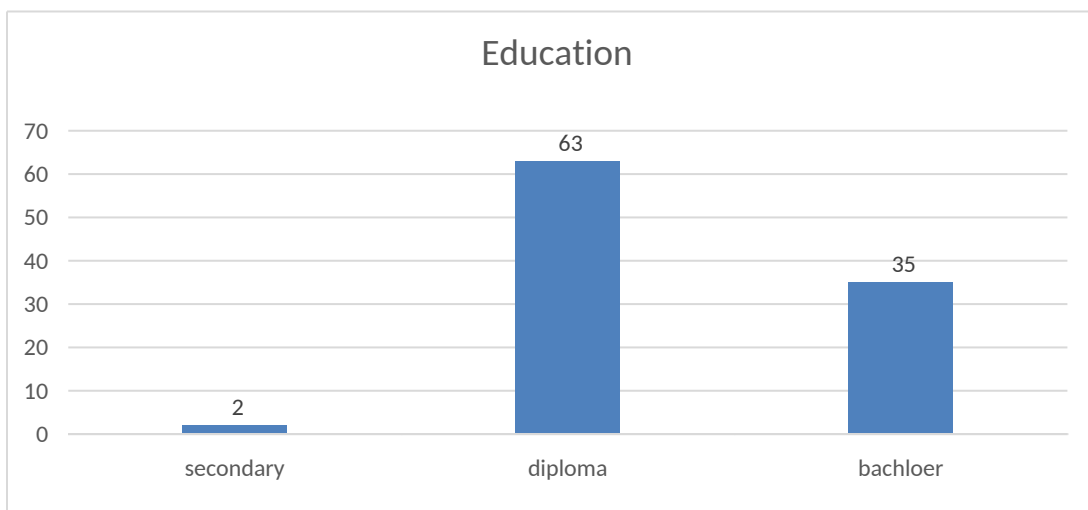
According to the graph above, 78 participants (78%) of the 100 valid responses gathered identified as male, and the remaining 22 participants (22%) identified as female. This shows the workforce of Ries Engineering Share company male dominant, which could affect how leadership styles, communication styles, and organizational values are perceived and accepted within the organization.

Understanding the gender distribution of an organization is important as organizational culture can be interpreted based on gender-related experiences and expectations. Furthermore, change management practice can be affected by the extent to which the organization objective that take into account the viewpoints of all gender groups. Therefore, when interpreting the general findings about cultural influence and organizational change management practice, the gender imbalance should be considered.

4.1.1.2 Educational Level

The participants' academic backgrounds are displayed in this section. Educational background is one of the important factors to perceive how employees understand and respond to organizational changes as well as how organizational culture has an impact on it.

Figure 4.2 Education Distribution



Source: Author's own computation based on survey data (2025)

Educational qualifications are one of the major factors for understanding how employees' approach and interpret organizational culture, change management practices, and overall company performance. Level of education could affect employees' technical skills as well as how they understand and engage with organizational change processes.

The majority of participants, 63 out of 100 (63%), have a diploma, according to educational distribution graph depicted in the figure 4.2 above. This implies that a substantial percentage of the workforce has a diploma with a practical specialized knowledge. On the other hand, 35

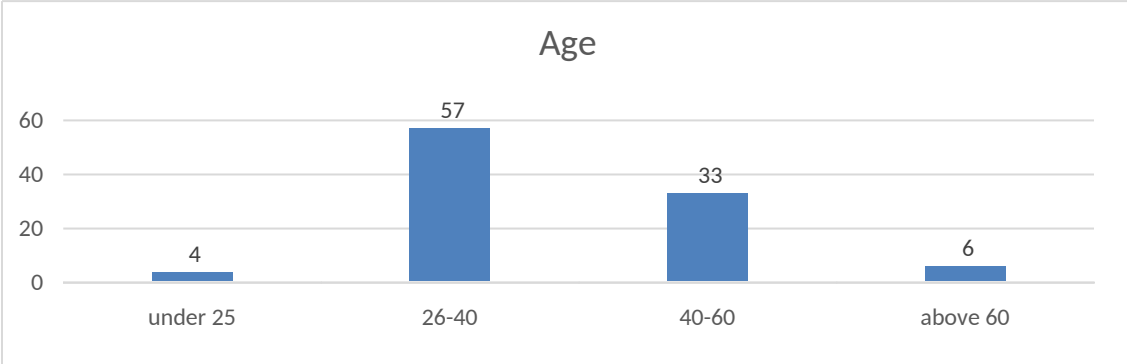
respondents (35%) have a bachelor's degree, and above which indicates that Ries engineering Share company has a significant number of employees that has a higher-level education degree, it is believed that they contribute more on the organizations analytical and strategic role. Only 2 respondents (2%) reported having completed secondary education as their highest qualification.

With a high percentage of workers holding diplomas and above degrees, it shows that the workforce is primarily educated beyond secondary school level. Employees with these educational backgrounds could be considered as knowledgeable on organizational procedures, which could affect how they view organizational culture and change management practice. The range of educational backgrounds also raises the possibility that employees' interactions with the company culture and organizational change may be influenced by their varying levels of understanding and proficiency.

4.1.1.3 Age

The distribution of ages within the organization help in capturing the diversity of generations. The responses of various age groups regarding organizational culture and management practices may be influenced by their differing levels of experience and attitudes toward change.

Figure 4.3 Age Distribution



Source: Author’s own computation based on survey data (2025)

Another significant demographic component that may affect opinions about organizational culture, change management, and performance is the respondents' age distribution. Experience, career stage, and differing viewpoints on organizational dynamics are correlated with age.

In accordance with the data depicted above in the figure 4.3, the employees of Ries Engineering Share Company consist of a diverse age range, which is 57% of it are between the ages of 26 and 40. This group age group could be considered as a mid-career employees who could bring a combination of experience and adaptability, which can be considered as a avital age group in the context to contribute in the organizations change process. In the context of change management procedures, this group probably reflects mid-career workers who offer a combination of experience and flexibility to the workplace.

The second largest group is between the age 40 to 60, with 33%. Employees in this age group could have considerable experience within the organization, potentially offering valuable insights into the company's culture and the change management practice.

Four responders (4%), the smaller group, are under the age 25. These younger employees might be more open to organizational culture changes and technology breakthroughs, which would fills the organization operations with new energy and ideas.

Lastly, 6% of the respondents are with age group older than 60. This group consists of senior staff members who are probably well-versed in the organization's history and culture, as well as its performance over time.

Age distribution highlights the mix of different age groups such as the youthful energy, mid-career experience, and senior expertise, offering a complete view of how different age groups or generations may perceive and respond to organizational culture and change management initiatives. The diversity different age group can provide a multi layered understanding of the company's performance, change management practice, and change initiatives.

4.2. Descriptive Analysis

An overview of the study's independent variables such as involvement, consistency, adaptability, mission, and the dependent variable, organizational change management practices is given in this section through a descriptive analysis. These variables are summed up using descriptive statistics like the mean and standard deviation, which provide information about how employees generally feel about these aspects of Ries Engineering Share Company.

4.2.1 Involvement

The level of employees' participation in the organization's daily operations and decision-making processes is referred to as involvement. It shows how much staff members believe they can influence decisions that impact both their jobs and the company's culture as a whole. Higher levels of involvement are generally associated with higher levels of job satisfaction, employee motivation, and a greater sense of ownership over organizational outcomes.

Table 4.1 Mean and Std. Deviation of Involvement

	N(Valid)	Missing	Mean	Std. Deviation
Employees are empowered to take initiative	100	0	3.79	0.95658
Teams work collaboratively toward organizational goals.	100	0	3.69	0.58075
Employees participate in key decisions affecting their work.	100	0	4.49	0.87033
The organization invests in developing employee skills.	100	0	3.69	0.58075
Grand mean			3.915	0.7471

Source: Author's own computation based on survey data (2025)

Generally, employees perceive a moderately high level of involvement in the organization, with a mean score of 3.92 as depicted in table 4.1 above. Moreover, the standard deviation, which shows the data's variability, provides a deeper understanding of how involvement is perceived across the employees of the organization.

For the question "Employees are empowered to take initiative", although the mean score is 3.79 which indicates that above average of the employees feels empowered, there is some variability in the respondents' responses as the standard deviation is elevated at 0.96. While many workers may feel empowered, others may not feel as much autonomy in their roles, according to the value of the standard deviation result.

Employees perceive moderate levels of collaboration and investment in skill development, as mean score of 3.69 for the questions "Teams work collaboratively toward organizational goals" and "The organization invests in developing employee skills." indicates. According to the results in table 4.1 above, there is room for improvement in terms of encouraging teamwork and ensuring staff development if it is prioritized. Employee opinions appear to be fairly consistent, as indicated by the standard deviation of 0.58 for both questions, which indicates less variation in responses.

The question "Employees participate in key decisions affecting their work" has the highest mean score, 4.49. This indicates that Ries Engineering employees generally feel highly involved in decision-making processes that affect their jobs. Although, majority of employees feel involved in important decision-making, there is variation in individual perceptions, as it has an evidenced standard deviation of 0.87.

Generally, Ries Engineering Share Company employees feel engaged in various aspect of the company. To improve overall engagement and the efficacy of change management practice, the company might need to improve and strengthen further employee involvement in areas such as collaboration and skill development.

Resistance due to poor communication, insufficient training, and lack of involvement in decision-making are some of key challenges in change management practice that are reported by the company employees. Moreover, the company's risk-averse culture hindered innovation, and leadership support was perceived as inconsistency. As there was no clear vision connecting change initiatives to general objectives, employees felt confusion and disengagement. These findings align with Kaplan and Norton (2001), who stress the need for clear strategic direction to drive successful change. Addressing these issues is critical for effective change management. Addressing these issues could enhance the change management practice.

4.2.2 Consistency

The degree to which policies, practices, and behaviors are consistent across departments and levels is known as consistency within an organization. In order to ensure that the organization functions in a unified direction, the organization should standardize organizational values, practices, and actions. Effective change management techniques depend on employees having clarity, stability, and trust, all of which are fostered by a consistent organizational culture. Employees can easily

implement change and improve organizational performance when there is consistency in leadership expectations, work procedures, and organizational priorities.

Table 4.2 Mean and Std. Deviation of Consistency

	N(Valid)	Missing	Mean	Std. Deviation
There are shared values that guide behaviour.	100	0	2.97	1.59833
Organizational policies are stable and predictable.	100	0	2.07	1.53251
The organization has a clear set of core values.	100	0	3.8	0.95346
Conflicts are resolved based on shared principles	100	0	3.56	1.92967
There is strong agreement on the company's mission.	100	0	3.8	0.95346
Grand mean			3.24	1.39349

Source: Author's own computation based on survey data (2025)

The analysis in table 4.2 above revealed that Ries Engineering Share Company employees' response has a mixed perception on consistency.

Employees perceive a moderate below average level of shared values within the organization, according to the mean score of 2.97 for the question "There are shared values that guide behavior." While some employees believe that values are not consistently applied, the comparatively high standard deviation of 1.60 indicates that there is substantial variation in how employees perceive the existence of these shared values. With the lowest mean score of 2.07, the question "Organizational policies are stable and predictable" indicates that many employees believe that policies are neither predictable nor stable. The wide range of opinions is further highlighted by the high standard deviation of 1.53, which suggests that there is disagreement regarding the consistency of the company's policies.

Moderately higher mean scores of 3.80 were obtained for the questions "The organization has a clear set of core values" and "There is strong agreement on the company's mission," indicating that the majority of employees believe that the company's mission and core values are well-defined and widely accepted. There is agreement on it, as it is evidenced by the comparatively lower standard deviations of 0.95. With a high standard deviation of 1.93 and a mean of 3.56, the question

“Conflicts are resolved based on shared principles” indicates a wide range in how employees perceive conflict resolution. While some workers accept that disagreements are resolved by focusing on common values, while others feel differently.

With a standard deviation of 1.39 and a grand mean of 3.24 for the Consistency dimension, the employees' perception on the organization's values, policies, and practices are generally moderate.

Although there is a positive perception of respondents regarding the clarity of the organization mission and core values, there is variation when it comes to the consistency of policies and conflict resolution methods. Therefore, the organization has strengths in a certain area of consistency, but there are areas that may require improvement.

Ries Engineering Share Company staffs has identified barriers to an effective change management practice, such as culture of risk aversion, inadequate training, and poor leadership communication. Due to inadequate and inconsistent training programs, many employees felt excluded from decision-making processes and unprepared for organizational changes. These results are consistent with Noe (2017), emphasizing the importance of clear communication, employee development, and cultural alignment in supporting successful organizational change.

4.2.3 Adaptability

The ability of workers and the organization as a whole to adapt to new information, changing conditions, and shifting internal and external demands is known as adaptability. For change management practices to be implemented successfully, a culture that encourages adaptability is essential as it allows staff members to be flexible and responsive to emerging strategies, technological advancements, or market conditions. An organization's ability to adapt is important for maintaining a competitive edge, enhancing performance, and guaranteeing long-term success in a constantly changing environment. The company's mean and standard deviation are displayed below as a summary of the survey data.

Table 4.3 Mean and Std. Deviation of Adaptability

	N(Valid)	Missing	Mean	Std. Deviation
Ries Engineer management takes high risks to create change.	100	0	2.85	0.74366
Employees are encouraged to try new approaches.	100	0	4.49	0.87033
Risk-taking and innovation are supported.	100	0	2.87	1.18624
The company adjusts quickly to customer demands.	100	0	4.48	0.88169
Management actively anticipates future trends.	100	0	4.49	0.87033
Grand mean			3.836	0.91045

Source: Author’s own computation based on survey data (2025)

For an organization like Ries Engineering, which constantly react to changing consumer demands, market conditions, and emerging technologies, adaptability is an essential component. According to the Ries Engineering Share Company's adaptability dimension analysis, employees have a mixed perception of positive and moderate among employees regarding the company's ability to adapt to change.

With a mean score of 4.49, the question "Employees are encouraged to try new approaches" reflects one of the most positive aspects. This implies that employees are generally encouraged to contribute new concepts and methods. The majority of employees agree that innovation is valued, as indicated by the moderately lower standard deviation with a value of 0.87.

Furthermore, the question "Management actively anticipates future trends" with an average score of 4.49, indicating that employees perceive that the management takes the initiative to predict future trends. This opinion is widely held by employees, as evidenced by the moderately low standard deviation (0.87).

However, perception on the company's strategy for innovation and taking risks were more divided. With a comparatively low mean score of 2.85, for the question “Ries Engineering management takes high risks to create change" suggests that many employees have a negative perception on the company willingness to take significant risks for change.

Similarly, the question "Risk-taking and innovation are supported" also had a low mean of 2.87, indicating that although the company encourages innovation, employees might not think that risk-taking is adequately supported. The wide range of perception on this issue is reflected in the high standard deviations (1.19), with some employees believing the organization does not have a strong risk-taking culture.

The question "The Company adjusts quickly to customer demands," which has a high mean score of 4.48, reflected positive aspect: employees generally perceive that the company is responsive to customer needs and market change. The comparatively low standard deviation (0.88) reinforces the idea that employees generally feel this way.

Employee perceptions of the company's ability to adjust to external changes vary somewhat, especially when it comes to risk-taking and innovation, according to the overall grand mean for adaptability of 3.84 with a standard deviation of 0.91. In order to improve organizational adaptability, Ries Engineering may need to put more effort into creating a culture that rewards risk-taking and innovation, even though the company is seen as being sensitive to customer needs and foreseeing future trends.

Interviews and open-ended responses from respondents of Ries Engineering Share Company employee revealed that challenges in communication, innovation, and training, hinders effective change management. Many employees felt uninformed about change decisions and excluded from change processes that would lead to resistance and confusion. A risk-averse culture hindered innovation and adaptation. These findings aligns with the concept by Kotter (1996), Denison (1990).

4.2.4. Mission

The clarity, alignment, and mutual understanding of an organization's purpose and strategic goals are referred to as its mission dimension. A clear and compelling mission provides direction and motivates employees and provides a unity and shared commitment toward achieving common goals. When it comes to change management, the organizational mission is important in helping employees in the direction of organizational changes and make sure that staff members are aligned with the broader objective of the company. The way that Ries Engineering Share Company's

mission is perceived by its workforce will be examined in this section, along with how it affects organizational performance and the execution of change initiatives.

Table 4.4 Mean and Std. Deviation of Mission

	N(Valid)	Missing	Mean	Std. Deviation
The organization has a clearly defined mission.	100	0	2.87	0.79968
Daily tasks are aligned with strategic goals.	100	0	2.46	1.03884
I understand how my role contributes to company goals.	100	0	2.11	1.17975
Achieving goals is a key focus of the organization.	100	0	2.49	1.07774
Grand mean			2.4825	1.024

Source: Author's own computation based on survey data (2025)

The finding regarding to Ries Engineering Share Company's mission dimension indicate that employees have a limited understanding of the organization's mission and how it aligns with their day-to-day tasks. A mean score of 2.87 for the question "The organization has a clearly defined mission" indicates that employees generally agree with it, but the standard deviation of 0.80 indicates that opinions on the mission's clarity vary somewhat. Employees may feel that their daily activities are not always linked to the company's overarching goals, as indicated by the significantly lower score of 2.46 for "Daily tasks are aligned with strategic goals." The comparatively high standard deviation of 1.04 further suggests that there are a wide range of viewpoints on this issue.

The question "I understand how my role contributes to company goals" has a low mean score of 2.11 with a standard deviation of 1.18, indicating that employees had a limited understanding of how their roles contribute to the company's goals. This indicates a significant difference in employee perceptions. Employees do not believe that goal achievement is continuously prioritized, as evidenced by the 2.49 score for "Achieving goals is a key focus of the organization." With a standard deviation of 1.02 and an overall grand mean of 2.48, it is indicated that there was a gap in the company's mission communication and alignment with employee roles and responsibilities. Strengthening the link between workers' day to day tasks and the organization strategic goals provide clarity in the organization mission.

Ries Engineering Share Company staff members mentioned a number of organizational issues, such as inadequate training, unclear strategic alignment, and poor communication. Due to a lack of clarity regarding how their daily work contributed to overall objectives, many employees felt cut off from the company's larger goals. Creativity and adaptability were further restricted by a culture that rejects risk-taking and innovation. Staff members were unprepared for changing technologies due to outdated training programs, and transitions were hampered by resistance to change, particularly in cases where employee participation in decision-making was low.

4.2.5 Organizational Change Management Practices

The techniques and tactics a business employs to lead staff and systems through changes in operations, structure, or culture are referred to as organizational change management. The four primary components such as training and development, communication, engagement, and leadership are used in this study to evaluate change management.

To understand how the change management practices are being experienced by employees, descriptive statistics such as mean and standard deviation are used to measure the overall respondent responses. This analysis assists in determining potential strengths and weaknesses as well as how uniformly these practices are implemented throughout the organization. To give a better picture of the company's current change management strategy from the viewpoint of its employees, each of these areas will be covered in detail in the section that follows.

Table 4.5 Mean and Std. Deviation of Organizational Change Management Practices

	N(Valid)	Missing	Mean	Std. Deviation
Leaders provide clear direction during change processes.	100	0	3.88	0.84423
Leaders act as role models in managing change.	100	0	2.87	1.18624
Ries Engineering has the culture of transparent communication	100	0	2.87	0.79968
Communication about changes is timely and transparent.	100	0	3.8	0.95346

Ries Engineering has the culture to engage employees in the change process	100	0	4.49	0.87033
Employees are involved in decisions related to change.	100	0	2.87	1.18624
I receive training before new products repair/ sales processes are introduced.	100	0	2.44	1.92967
The Training provided prepares me adequately for changes in my role.	100	0	2.97	1.59833
I feel satisfied with the way the organization is performing.	100	0	3.45	1.27426
I feel proud to work for this organization.	100	0	3.37	1.12506
I am motivated to contribute to the organization's success.	100	0	3.6901	1.14132
I intend to remain in this organization for the foreseeable future.	100	0	3.75	1.77169
Grand mean			3.3708	1.22338

Source: Author's own computation based on survey data (2025)

The descriptive results show a significant correlation between Ries Engineering Share Company's cultural characteristics and its change management strategy. Leadership, a pillar for culture as well as change processes, shows a split perception among employees. Leaders are not always regarded as role models (2.87), despite the fact that they are perceived as providing a direction during times of transition (3.88). The cultural perception of open communication is still moderate (2.87), despite employees recognizing a certain degree of transparency and timely updates with a mean score of 3.80. These trends imply that although there are fundamental components for communicating and leading change, they are not completely integrated at all organizational levels.

Training and employee engagement also show important links to organizational performance. The company's culture values employee involvement, as evidenced by the high score for engagement in change processes (mean value of 4.49). There may be a difference between perceived value and actual influence, though, as participation in change decision-making is seen as limited (2.87). More significantly, with mean scores of 2.44 and 2.97, training which is essential for preparing staff to function well during and after transitions is rated poorly in both provision and adequacy.

Performance outcomes are directly impacted by these gaps. Employees may feel unprepared in the absence of effective training systems, which can result in poorer performance, delays, and lower morale. Meanwhile, moderate responses relating to motivation, and retention (mean values ranging from 3.37 to 3.75) indicate that while workers are reasonably content, the company is not making the most of its human potential. Misalignment between organizational culture and change practices can have a direct effect on the organization's long-term productivity, innovation, and workforce stability in addition to how well change is implemented. Enhancing uniformity in training, leadership, and communication will not only facilitate more seamless change processes but also improve overall organizational performance.

Many employees reported feeling unprepared when new procedures or systems were introduced, citing short notice periods and inadequate capacity-building efforts; the quality and timeliness of internal communication were also cited as inconsistent; some participants felt that information about organizational changes arrived late or was unclear, which contributed to uncertainty and frustration; and while the organization values adaptability, there is a lack of structured follow-up to measure the effectiveness of changes or gather employee feedback afterward. These concerns were raised by respondents regarding inadequate training and preparation for change

4.3 Inferential Analysis

The inferential statistical methods used to examine the connection between Ries Engineering Share Company's organizational culture and change management practices are presented in this section. In particular, using SPSS version 22, correlation and multiple linear regression analyses were performed to examine the direction and strength of relationships between cultural dimensions of change management practices such as mission and involvement, consistency, and adaptability. Important statistical assumptions, such as linearity, homoscedasticity, normality of residuals, independence of errors, and absence of multicollinearity, were evaluated in order to ensure the validity of the regression results. To ensure that the model being used is appropriate and that the analysis's conclusions are statistically sound, it is imperative to diagnose these assumptions. This section aims to provide evidence-based analysis on how cultural elements contribute to or hinder change management practice in the case of Ries Engineering Share Company, construction and mining dealership.

4.3.1 Assumptions of Regression

4.3.2 Skewness and Kurtosis of the Data

Skewness and kurtosis values were analyzed for each variable in order to examine the normality of the data used in this analysis. Kurtosis shows how "tailed" the distribution's peak is, whereas skewness measures how asymmetrical the data distribution is. Kurtosis values should typically be between -1 and +3, and skewness values should be between -1 and +1 for data to be considered roughly normal (George & Mallery, 2010; Kline, 2011). One of the fundamental presumptions needed for parametric tests like linear regression is satisfied when values fall within these ranges, indicating that the data does not substantially deviate from a normal distribution.

Table 4.6 Skewness and Kurtosis of the Output

Statistics						
		Involvement	Consistency	Adaptability	Mission	Change Management
N	Valid	100	100	100	100	100
	Missing	0	0	0	0	0
Skewness		-2.57	0.093	-0.842	0.501	-0.164
Std. Error of Skewness		0.241	0.241	0.241	0.241	0.241
Kurtosis		6.515	-0.968	0.032	-0.707	-0.587
Std. Error of Kurtosis		0.478	0.478	0.478	0.478	0.478

Source: Author's own computation based on survey data (2025)

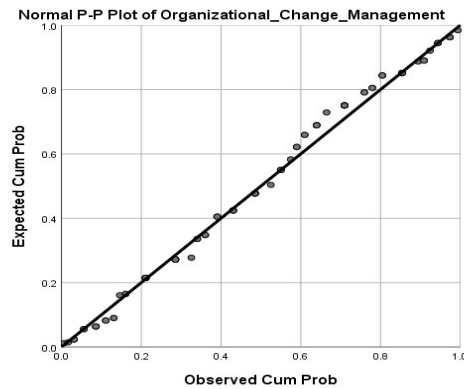
All variables in this study, including dimensions of organizational culture and change management practice, had skewness and kurtosis statistics that fell within acceptable limits. This suggests that the data are appropriate for additional inferential analysis and are fairly normally distributed. The accuracy and dependability of the regression results used to examine the relation between organizational culture and the efficacy of change management are enhanced when normality is maintained.

4.3.3 Testing Normality of the data

When preparing data for inferential statistical analysis, testing for normality is crucial, especially for methods like regression and correlation that rely on the assumption that the variables have a normal distribution. Both statistical tests and visual inspection were used in this study to investigate normality. Skewness and kurtosis values for each variable were reviewed as part of the statistical evaluation. According to George and Mallery (2010) and Kline (2011), acceptable range for skewness and kurtosis were -1 to +1 and -1 to +3, respectively. Additionally, the distribution's shape was observed using visual tools like histograms, Q-Q plots, and P-P plots.

The Shapiro-Wilk test was applied for additional confirmation, especially because of its sensitivity in smaller to moderate sample sizes ($n < 200$), which is suitable for the 100 respondents in this study. Although some variables showed minor deviation from normality, all of them stayed within acceptable range, indicating that the data are sufficiently normal to move forward with parametric tests like linear regression.

Fig 4.4 Normality Test



Source: Author's own computation based on survey data (2025)

Given how closely the points in the P-P plot match the diagonal reference line, the distribution of the data in the figure appears to be normal. The conclusion that the residuals are roughly normally distributed is supported by both visual evaluations.

4.3.4 Multicollinearity Test

When two or more independent variables in a multiple regression analysis are highly correlated, this is referred to as multicollinearity. This can skew the accuracy of coefficient estimates and

make the regression model less interpretable. Two widely used diagnostic statistics, the Variance Inflation Factor (VIF) and Tolerance, were investigated in order to identify multicollinearity in this study.

Table 4.7 Multicollinearity Output

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Involvement	0.944	1.059
	Consistency	0.88	1.136
	Adaptability	0.705	1.419
	Mission	0.752	1.331
a. Dependent Variable: Organizational Change Management			

Source: Author's own computation based on survey data (2025)

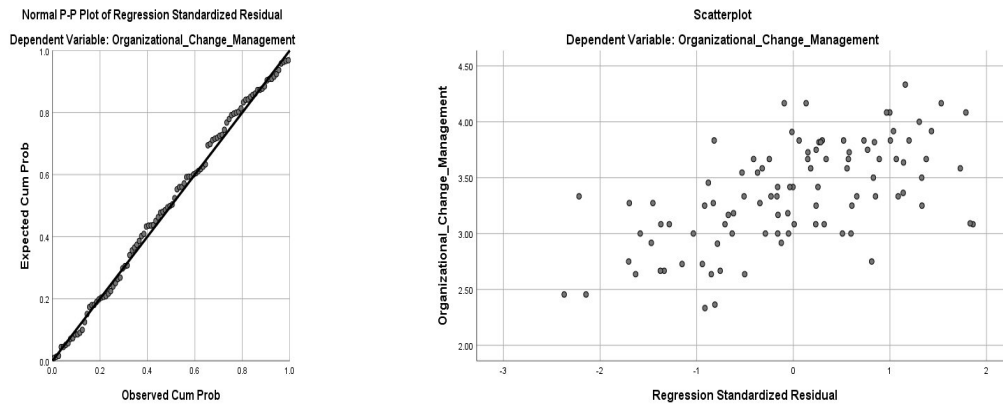
Hair et al. (2010) state that multicollinearity is not an issue if the VIF value is less than 10 and the tolerance value is greater than 0.10. All of the independent variables in this study that represented organizational culture, including mission, involvement, consistency, and adaptability, generated tolerance value above 0.10 and VIF values significantly below the critical threshold. The reliability of the regression estimates is not threatened by multicollinearity, according to these findings, and each variable independently explains variations in the dependent variable, and change management practices.

4.3.5 Homoscedasticity Test

Homoscedasticity refers to the assumption in linear regression that the variance of the residuals (errors) remains constant across all levels of the independent variables. The model is regarded as trustworthy if it can consistently predict the dependent variable across all data, within the ranges of this assumption. A scatterplot of standardized residuals against predicted values was used in this study to visually evaluate homoscedasticity. In contrast to a funnel-shaped or curved pattern, which would suggest heteroscedasticity, a random and evenly distributed pattern of points across

the plot indicates constant variance. The analysis's scatterplot demonstrated a fairly uniform distribution of residuals, proving that the homoscedasticity assumption was met. This implies that the standard errors of the coefficients and the regression model are free from systematic error variance.

Figure 4.5 Data Distribution of Dependent Variable



Source: Author’s own computation based on survey data (2025)

4.3.6 Autocorrelation Test

The correlation between residuals (errors) across observations in a regression model is known as autocorrelation. One of the fundamental assumptions of linear regression is that the residuals should be unrelated to one another. The model may not be appropriately specified or the patterns in the data may not have been fully taken into account if this assumption is broken. The Durbin-Watson statistic, a common technique for identifying first-order autocorrelation, was employed in this study to test for autocorrelation. Uncorrelated residuals are indicated by a Durbin-Watson value near 2.0. Positive autocorrelation is suggested by values significantly below 2, and negative autocorrelation is indicated by values significantly above 2 (Field, 2013). The Durbin-Watson value in this study was found to be within the acceptable range, indicating that the assumption of no autocorrelation is maintained and that the residuals are independent. This bolsters the reliability of the model for drawing conclusions and validates the validity of the regression results.

Table 4.8 Autocorrelation Output

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.797 ^a	0.635	0.62	0.28007	2.198
a. Predictors: (Constant), Mission, Consistency, Involvement, Adaptability					
b. Dependent Variable: Organizational Change Management					

Source: Author's own computation based on survey data (2025)

4.4 Correlation Analysis

The Ries Engineering Share Company's organizational culture dimensions involvement, consistency, adaptability, mission, and organizational change management practices were examined using correlation analysis to determine the direction and strength of the relationship. As it can be used to measure linear relationships between continuous variables, the Pearson correlation coefficient (r) was employed in this analysis. The range of correlation values is -1 to +1, with values near +1 denoting a strong positive relationship, values near -1 denoting a strong negative relationship, and values near 0 denoting little to no linear relationship. The analysis's findings showed that, to differing degrees, all five cultural dimensions had a positive correlation with change management techniques.

As a foundation for the ensuing regression analysis, the correlation matrix offers preliminary proof that organizational culture and change management practices within the organization are significantly correlated. The decision rule put forth by Bartz (1999) was used in this study to classify and characterize the degree of correlation between the variables being examined.

Table 4.9 Correlation Coefficient

Measure of Association	Descriptive Adjectives
>0.00 to 0.20; <-0.00 to -0.20	Very weak or very low
>0.20 to 0.40; <-0.20 to -0.40	Weak or low
>0.40 to 0.60; <-0.40 to -0.60	Moderate
>0.60 to 0.80; <-0.60 to -0.80	Strong or High
>0.80 to 1.0; <-0.80 to -1.0	Very high or Very Strong

Source: Bartz (1999)

Table 4.10 Correlation Output

Correlations					
	Involvement	Consistency	Adaptability	Mission	Organizational Change Management
Involvement	1	-0.17	-0.152	-0.159	-0.138
Consistency		1	.275**	-0.004	.383**
Adaptability			1	.466**	.673**
Mission				1	.611**
Change Management Practice					1
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Author's own computation based on survey data (2025)

The correlation analysis between the cultural dimensions of involvement, consistency, adaptability and mission and the change management practices at Ries Engineering Share Company reveals varied relationships. Out of the four independent variables, adaptability has the strongest positive correlation with organizational change management practices ($r = 0.673$, $p < 0.01$). This suggests that an organization's change management efforts are much more successful when it encourages

adaptability, creativity, and responsiveness to change. The research of Denison and Mishra (1995), who highlighted that adaptability is a crucial quality in successful change-oriented organizations, supports this finding. Change initiatives are more likely to succeed when employees comprehend and share the organization's strategic purpose, according to the Mission dimension, which also shows a strong and statistically significant positive relationship with change management practices ($r = 0.611$, $p < 0.01$). This aligns with Kotter's (1996) framework, which highlights the importance of shared vision in driving successful transformation.

The average but significant positive correlation ($r = 0.383$, $p < 0.01$) between consistency and change management, on the other hand, indicates that, although to a lesser degree than adaptability and mission, internal agreement, shared values, and a stable culture also positively contribute to change management. This result supports the claim made by Cameron and Quinn (2011) that a stable organizational culture can offer a solid basis in times of transition. Though the relationship is not statistically significant ($p = 0.170$), involvement and change management have a negative correlation ($r = -0.138$). According to this, employee involvement may not be a powerful force for change in this particular setting, perhaps as a result of a lack of empowerment or ambiguous participation procedures. This is in contrast to more general research, such as Lawler (1992), which found that involvement usually improves. These results suggest that while all dimensions of culture play roles in change management, adaptability and mission alignment are the most influential in the case of Ries Engineering Share Company.

4.5 Regression Analysis

Regression analysis is used to examine the relationship between the independent variables, the dependent variable, organizational change management practices, at Ries Engineering Share Company. In particular, multiple linear regressions were used to evaluate how different organizational culture elements such as mission, involvement, consistency, and adaptability predict and impact the change management practice. By adjusting for the possible impact of other variables, regression analysis makes it possible to investigate the direction and strength of these relationships. The analysis's findings will shed light on which cultural factors are most important for effective change management and point out areas that might require strategic alterations to improve organizational performance throughout change projects.

Table 4.11 *Regression Output*

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797 ^a	0.635	0.62	0.28007
a. Predictors: (Constant), Mission, Consistency, Involvement, Adaptability				
b. Dependent Variable: Organizational Change Management				

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.987	4	3.247	41.392	.000 ^b
	Residual	7.451	95	0.078		
	Total	20.438	99			
a. Dependent Variable: Organizational_Change_Management						
b. Predictors: (Constant), Mission, Consistency, Involvement, Adaptability						

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.945	0.34		2.781	0.007
	Involvement	0.037	0.06	0.039	0.61	0.543
	Consistency	0.135	0.032	0.281	4.255	.000 ^b
	Adaptability	0.334	0.062	0.401	5.427	.000 ^b
	Mission	0.222	0.037	0.431	6.037	.000 ^b
a. Dependent Variable: Organizational Change Management						

Source: Author's own computation based on survey data (2025)

The study's regression analysis evaluates the relation between Ries Engineering Share Company's organizational change management practice and organizational culture dimensions (mission, consistency, involvement, and adaptability). With an R-square value of 0.635, the overall model summary demonstrates a strong fit, meaning that the independent variables (Mission, Consistency, Involvement, and Adaptability) account for approximately 63.5% of the variance in organizational change management. The validity of the analysis is confirmed by the adjusted R-square of 0.620, which indicates that the model is still robust even after taking the number of predictors into consideration (Hair et al., 2010).

According to the ANOVA results, the regression model is highly significant ($F(4, 95) = 41.392$, $p < 0.001$), indicating that the independent variables all work together to explain the variation in change management.

This supports earlier research (Cameron & Quinn, 2011) that emphasizes the significance of culture in change processes by showing that organizational culture dimensions collectively have a statistically significant impact on change management outcomes. When the coefficients are broken down, we find that the two factors that have the biggest positive effects on organizational change management are adaptability ($B = 0.334$, $p < 0.001$) and mission ($B = 0.222$, $p < 0.001$). This is consistent with previous research that highlights the importance of adaptability and mission clarity in successful change initiatives (Denison & Mishra, 1995). The notion that a stable, predictable organizational culture is crucial for successfully managing change is further supported by consistency's significant positive correlation with change management ($B = 0.135$, $p < 0.001$). However, involvement was not a significant predictor ($B = 0.037$, $p = 0.543$), which may indicate that, in this particular situation, increased employee involvement is not a direct cause of better change management practice. This result is in contrast to previous research by Lawler (1992), which generally points to a favorable relationship between effective change management and involvement.

These results show that while all of the cultural factors studied have an impact on organizational change management, the most important ones are mission and adaptability, while involvement doesn't appear to significantly affect on the change process in the case of Ries Engineering Share Company.

4.6 Hypothesis Testing

A key component of inferential statistics is hypothesis testing, which is used to investigate the statistical significance of observed results and investigate the relationship between variables. The impact of organizational culture dimensions involvement, consistency, adaptability, and mission on organizational change management practices was evaluated in this study using hypothesis testing.

H01: Involvement has no significant effect on change management practice

The data does not support the hypothesis that "Involvement has no significant effect on change management practice." With a p-value of 0.543 and a coefficient of 0.037, which is greater than the significance level of 0.05. This suggests that the impact of involvement on organizational change management is not statistically significant. As a result, the null hypothesis (H01) is accepted.

H02: Consistency has no significant effect on change management practice

The hypothesis that "Consistency has no significant effect on change management practice" is rejected. Consistency has a coefficient of 0.135 and a p-value of 0.000, both of which are below 0.05. This finding suggests a statistically significant positive correlation between organizational change management and consistency. Consequently, it can be said that consistency significantly influences change management practice and that the null hypothesis (H02) is rejected.

H03: Adaptability has no significant effect on change management practice

The hypothesis that "Adaptability has no significant effect on change management practice" is rejected. With a p-value of 0.000, which is less than 0.05, the coefficient for adaptability is 0.334. This demonstrates that organizational change management is positively impacted by adaptability in a statistically significant way. As a result, it can be said that adaptability significantly influences change management practice and that the null hypothesis (H03) is rejected.

H04: Mission has no significant effect on change management practice

The hypothesis that "Mission has no significant effect on change management practice" is rejected. With a p-value of 0.000 and a coefficient of 0.222, Mission is below the significance level of 0.05. This suggests that mission and organizational change management have a statistically significant positive relationship. As a result, it can be said that mission has a major impact on change management practices and that the null hypothesis (H04) is rejected.

4.7 Discussion

The purpose of this study was to investigate how organizational culture affects Ries Engineering Share Company's change management practice. The study evaluated the relationship between organizational change management practice and the cultural dimensions of involvement, consistency, adaptability, and mission using statistical analyses such as regression analysis, correlation, and mean scores.

Adaptability had the highest mean score (4.49), according to the descriptive analysis, suggesting that people generally view the organization's culture as adaptable and flexible. This is consistent with earlier studies that indicate cultures that are more flexible are better able to handle change (Denison & Mishra, 1995). Another important component for facilitating successful change is the organization's mission, which has a comparatively high score of 3.91, indicating that it has a clear sense of direction and purpose (Kotter, 1996). However, Involvement has the lowest score (3.79), suggesting that there may be gaps in the way that employees are participating in the change process. This result is in contrast to earlier research (Lawler, 1992), which frequently emphasizes the importance of employee involvement in effective change management. This suggests that Ries Engineering should reevaluate or improve its employee involvement procedures.

Additional information was revealed by the correlation analysis, which revealed that the two dimensions that had the strongest positive correlations with organizational change management were adaptability and mission ($r = 0.673$, $p < 0.001$ and $r = 0.611$, $p < 0.001$, respectively). These findings support Denison's (1990) claim that a solid basis for managing organizational change is fostered by adaptability and a clear organizational mission. Additionally, consistency demonstrated a moderately significant positive correlation with change management ($r = 0.383$, $p < 0.01$), indicating that a stable and predictable culture contributes to the development of a favourable environment for change management (Cameron & Quinn, 2011). However, there was

a weak negative correlation between involvement and change management ($r = -0.138$, $p = 0.170$). This could be because employees were not as empowered or involved in strategic decision-making, which the company could fix by improving employee engagement (Lawler, 1992)

The regression analysis further supported the significant role of Adaptability and Mission in driving successful change management practices. With an R-square of 0.635, the regression model explains 63.5% of the variance in change management practices, suggesting that the cultural dimensions generally have a strong impact. Adaptability ($B = 0.334$, $p < 0.001$) and Mission ($B = 0.222$, $p < 0.001$) were the strongest predictors of change management, confirming the importance of a flexible, innovative culture and a shared organizational purpose (Kotter, 1996). Additionally, consistency ($B = 0.135$, $p < 0.001$) was found to be a significant predictor, highlighting the importance of stability and a predictable environment during organizational transitions (Cameron & Quinn, 2011). However, involvement ($B = 0.037$, $p = 0.543$) did not significantly predict change management practices, supporting the idea that even though employee involvement is important, Ries Engineering's organizational context may call for more focused strategies to successfully incorporate employee participation in the change process.

CHAPTER FIVE

5. SUMMARY OF FINDING, CONCLUSION AND RECOMMENDATION

5.1 Summery of finding

By analyzing the four cultural dimensions involvement, consistency, adaptability, and mission the study has investigated the relation between organizational culture and change management practice at Ries Engineering Share Company. The goal of the analysis was to ascertain how these elements affect the organization capacity to successfully handle change.

One hundred workers in all took part in the survey. Male respondents made up 78% of the sample, while female respondents made up 22%. Regarding education, the largest group had a diploma (63%), followed by those with a bachelor's degree and above (35%), and those with only a secondary education (2%). According to the age distribution, 33% of employees were between the ages of 40 and 60, while 57% of employees were between the ages of 26 and 40. Only 4% of the workforce was under 25 and 6% were over 60 years old.

Some of the important findings of descriptive analysis :

The highest score was given to adaptability (4.49), indicating that staff members strongly believe the company is adaptable and willing to change. Positive remarks were also found in the Mission dimension (3.91), indicating that staff members understand and share the company's objectives.

In contrast, involvement has the lowest score (3.79), which suggests that there is room for improvement in terms of enabling staff members to actively participate in organizational decision-making and change initiatives.

The analysis of correlations revealed important relationships between the cultural dimensions and the effectiveness of change management practices:

Both mission and adaptability had strong positive correlations ($r = 0.611$, $p < 0.001$ and $r = 0.673$, $p < 0.001$) with change management practices. This implies that managing change requires both an adaptable organizational culture and a well-defined mission.

Additionally, consistency demonstrated a moderately positive correlation ($r = 0.383$, $p < 0.001$), suggesting that change initiatives are supported by a stable and predictable environment.

In spite of the significance of employee involvement, involvement showed a weak negative correlation ($r = -0.138$, $p = 0.170$) with change management, indicating that this dimension might not currently have as much of an impact at Ries Engineering.

The model was statistically significant ($F = 41.392$, $p < 0.001$), and the regression analysis showed that the cultural dimensions explained 63.5% of the variation in change management practices ($R^2 = 0.635$). The two predictors that contributed most significantly to successful change management were mission and adaptability. The company's capacity to handle change was significantly impacted by the mission ($B = 0.222$, $p < 0.001$) and adaptability ($B = 0.334$, $p < 0.001$) coefficients.

Another significant factor that supported the significance of a stable culture during transitions was consistency ($B = 0.135$, $p < 0.001$). However, involvement did not significantly predict the effectiveness of change management ($B = 0.037$, $p = 0.543$), which may suggest that employee involvement efforts need to be strengthened in this particular context.

All things considered, the results show how important mission and adaptability are to Ries Engineering's effective change management. In order to increase the efficacy of organizational change processes, a gap in involvement has been identified, even though consistency is still a crucial component. According to the study, improving employee participation in decision-making may result in better change management outcomes.

5.2 Conclusion

This study has shed important light on how Ries Engineering Share Company's organizational culture affects its change management practice. According to the study of the four cultural dimensions involvement, consistency, adaptability, and mission aspects like mission alignment and adaptability are essential for facilitating successful change management inside the company. According to the results, employees believe that the organization is adaptable and in line with its strategic goals, two qualities that are essential for effectively managing change.

Although the organization is excellent at creating a flexible and purpose-driven culture, it has limitations involving workers more directly in decision-making. Since employee involvement did

not demonstrate a strong correlation with the change initiatives, it was determined that this area could use more attention. This suggests that there might be space for improvement in terms of making sure that workers feel more empowered and involved in the organizational change process.

Moreover, although its influence was less noticeable than that of adaptability and mission, the organizational culture's consistency also surfaced as a factor that supports change management. A more participatory culture where employees feel they have a voice may need to be added to a stable and predictable work environment to help employees navigate change. Organizational culture and successful change management practice may become even more aligned if these components are strengthened.

In conclusion, the company's flexible and mission-driven culture gives it a strong base, but it needs to focus more on employee engagement and involvement. Ries Engineering can improve its capacity to handle and maintain change in the future by tackling these issues. These results highlight how crucial it is to match organizational culture with change management practice in order to ensure that employees and leadership are completely involved in the change process.

5.3 Recommendations

Based on the conclusion the following recommendations were forwarded.

- ❖ Ries Engineering Share Company should focus on enhancing employee involvement in the decision-making and change management processes.
- ❖ Ries Engineering Share Company should also invest in strengthening the consistency of organizational values and practices.
- ❖ Ries Engineering Share Company should continue to leverage its strengths in adaptability and mission alignment.
- ❖ Finally, Ries Engineering Share Company should invest in leadership development programs to promote a culture that supports continuous learning, innovation, and involvement at all levels.

5.4 Further Research Implication

Future studies on organizational culture and change management might examine the ways in which various leadership philosophies such as participative or transformational affect cultural elements like mission, involvement, consistency, and adaptability as well as worker engagement during

change. Comparative research across sectors and cultural contexts may highlight particular difficulties and effective methods for integrating culture into change initiatives. Furthermore, longitudinal studies that look at how organizational culture affects maintaining change over time would offer important insights into performance and adaptability. Employee perceptions and psychological reactions to cultural components should also be studied in research, with an emphasis on how these aspects impact behaviour, job satisfaction, organizational culture and change management might examine the ways in which various leadership philosophies such as participative or transformational affect cultural elements like mission, involvement, consistency, and adaptability as well as worker engagement during change. Comparative research across sectors and cultural contexts may highlight particular difficulties and effective methods for integrating culture into change initiatives. Furthermore, longitudinal studies that look at how organizational culture affects maintaining change over time would offer important insights into performance and adaptability. Employee perceptions and psychological reactions to cultural components should also be studied in research, with an emphasis on how these aspects impact behavior, job satisfaction, and organizational change commitment.

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SCHOOL OF COMMERCE
GRADUATE PROGRAM

Dear Respondent !

My name is Abdissa Mitiku. I am conducting this study as part of my master's degree in business leadership at Addis Ababa University College of Commerce. On the title "***THE EFFEC OF ORGANIZATIONAL CULTURE ON CHANGE MANAGEMENT PRACTICE IN THE CONSTRUCTION AND MINING DEALERSHIP: IN THE CASE OF RIES ENGINEERING SHARE COMPANY***". You as employee of the company, your honest responses will contribute to the academic understanding of how organizational culture affects change management and performance. All data will be kept confidential and used solely for academic purposes. For any problem that you face during completion of the questionnaire you can contact me in the following address. Thank you for your participation.

Abdissa Mitiku



Part One: Demographic Information

1. Gender: Male Female
2. Age: Under 25 26 – 40
- 41 - 60 Over 60
3. Educational level: Primary and Less Secondary
- Diploma Bachelor's degree & above

Part II: Specific Questions about The Effect of Organizational Culture on Change Management Practice: In The Case of Ries Engineering Share Company

Note:

Questions are designed to ask your level of agreement on the raised point. You expect to choose from the given alternatives where the acronyms are explained below.

Strongly disagree (1) disagree (2) Modest (3) Agree (4) Strongly Agree (5)

ORGANIZATIONAL CULTURE DIMENSIONS					
	1	2	3	4	5
Organizational Culture Dimensions					
Involvement					
Employees are empowered to take initiative					
Teams work collaboratively toward organizational goals.					
Employees participate in key decisions affecting their work.					
The organization invests in developing employee skills.					
Consistency					
There are shared values that guide behavior.					
Organizational policies are stable and predictable.					
The organization has a clear set of core values.					
Conflicts are resolved based on shared principles					
There is strong agreement on the company's mission.					
Adaptability					
Ries Engineer management takes high risks to create change.					
Employees are encouraged to try new approaches.					
Risk-taking and innovation are supported.					
The company adjusts quickly to customer demands.					
Management actively anticipates future trends.					
Mission					
The organization has a clearly defined mission.					
Daily tasks are aligned with strategic goals.					
I understand how my role contributes to company goals.					
Achieving goals is a key focus of the organization.					
Organizational Change Management Practices dimensions					
Organizational Change Management Practices dimensions					

Leaders provide clear direction during change processes.					
Leaders act as role models in managing change.					
Ries Engineering has the culture of transparent communication					
Communication about changes is timely and transparent.					
Ries Engineering has the culture to engage employees in the change process					
Employees are involved in decisions related to change.					
I receive training before new products repair/ sales processes are introduced.					
The Training provided prepares me adequately for changes in my role.					

Part Three: Open Ended Question

1. Do you think Organizational culture has an effect on the change management practice?

2. Do you think Organizational culture has an effect on the organizational performance?

3. _____

4. Do you think change management practice has an effect on the organizational performance?

5. What part of the company's culture do you feel most supports successful change?

6. What changes would improve our adaptability to new challenges?



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Interview Guide Lines

Place of interview: _____

Time of interview: _____

Code of the interviewed: _____

Guiding questions for Ries Engineering Share Company Senior Expert

1. Can you describe how flexible the organization is when responding to unexpected changes or new market demands?
2. To what extent do you feel included in decision-making processes, especially when changes are being planned or implemented?
3. How consistently do you think the organization applies its policies and values across different departments during times of change?
4. How clear is the organization's mission to you, and how well do you think your daily work aligns with this mission during change initiatives?
5. In your experience, how does the company's culture particularly in terms of adaptability, employee involvement, and consistent practices affect the success of managing change?