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Addis Ababa University

College of Business and Economics

Master of Business Administration

**THE ROLE OF SENSEMAKING, SENSEGIVING, LEADERSHIP DIVERSITY
AND WORKFORCE DIVERSITY ON STRATEGIC ORGANIZATIONAL
CHANGE IN THE ETHIOPIAN BANKING INDUSTRY**

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**A Research Submitted to Addis Ababa University College of Business and
Economics in partial fulfillment for Degree of Masters in Business Administration**

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Declaration

I, the researcher (Maelaf Mengistu), declare that the study “ Strategic organizational change: the role of sensemaking, sensegiving and leadership and workforce diversity in banking industry” is my own work and I have done the best of my knowledge. It hasn't contained any material that previously published or written by another person or material which has been accepted for the award of any other degree or diploma of the university or other higher institutions either in part or in full to any other institutions. And also all sources of materials used for the study have been duly acknowledged.

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Certification

This is to certify that the thesis prepared by Maelaf Mengistu Atlaw entitled, “Strategic organizational change: the role of sensemaking, sensegiving and leadership and workforce diversity in banking industry” submitted in partial fulfillment of the requirements for the degree of Master of Business Administration in Management complies with the regulations of the university and met the required standards with respect to originality and quality.

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Advisor

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Abstract

The study aims to analyze the effect of sensemaking, sense giving, leadership diversity, and workforce diversity on strategic organizational change in the banking industry. The employees of the Ethiopian banking industry established the study setting and all banks that started operation before 2019 were included in the study. The research followed a quantitative approach, explanatory design, survey method, and used a questionnaire as a data collection instrument. We adopted random sampling to select study participants and employed multiple linear regressions to capture the effect of the explanatory variables on the explained variable. As regression result revealed that the independent variables, sensemaking and sensegiving have significant and positive relationship with the dependent variable but leadership and workforce diversity don't have significant relationship with the dependent variable, strategic organizational change. However, the standardized beta coefficient results indicate sensegiving affects the strategic organizational change initiatives of Ethiopian banks most, followed by sensemaking. The study concludes sensegiving shall be a focus by Ethiopian bank executives to be effective in strategic organizational change initiatives. This is important as sensegiving incorporates narratives that illustrate what happens behind important strategic change alternatives that guide how employees form their expectations.

Key words: sensemaking, sensegiving, leadership diversity, workforce diversity, strategic organizational change

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List of acronyms/ abbreviation

ATM	-	Automated teller machine
CBE	-	Commercial Bank of Ethiopia
DBE	-	Development bank of Ethiopia
LWD	-	Leadership and Workforce Diversity
NBE	-	National Bank of Ethiopia
OD	-	Organizational Development
SG	-	Sensegiving
SM	-	Sensemaking
SOC	-	Strategic Organizational Change
SPSS	-	Statistical Package for the Social Sciences
SWOT	-	Strength, Weakness, Opportunity and Threats

CHAPTER ONE

Introduction

1.1 Background of the Study

Organizational change has the most significant impact on the growth, competitiveness, efficiency, and organizational survival. Everything is not stable. There is always a change. Strategic organizational changes in the banking sector have been characterized by globalization, sensemaking, sensegiving, and diversity of employees and managers and also technology advancements, declining interest margins, new laws and regulations that govern the way banks conduct business (Kanter, R. M. 2003).

Many banks want to be competitive in local and global market by implementing strategic organizational change and they do many jobs to achieve the strategic objective. One huge measure is predicting the future and takes action to harmony with the internal and external environment to be competitive in the market.

Amy Thurlow and Jean Helms(2009) and Ryan E. Smerek (2009) argued that a process that individual takes to understand what is going on in their surrounding affects the change in their organization. When the sensegiver gives sense about the strategic change that going on in the organization has a role in the sensemaking of the change receptionist in the organization. Thus. Seeing the impact of the sensegiver in sensemaking process on organizational change is very essential in Ethiopian bank industry.

In many countries banking sector has been subject of scrutiny of external and internal forces. The prospect of banking sector has also undergone most important change further more with advancement of worldwide telecommunication infrastructure, lower operational cost and customer increasing trend of self-service technology including ATMs, online banking and other technology oriented services and applications.

A study by Coch and French (1948) and. S. Weinbach (1994) argued that employees' resistance to change occurs when employees have low trust about their manager. Managers play a great role in achieving strategic organizational change by creating trust with their followers. This trust between managers and employees determined by their communication or their analysis on their one another so examining the impact of sensegiving on strategic organizational achievement is very important to fill the gap

between sensemaking and sensegiving with accomplishing strategic organizational change.

In Ethiopia, banking industry counts more than hundred years' experience. Through these years, the banking industry has been changing by and by. Now a day, there are two government owned banks and more than 18 private banks. The competition is dynamic and they take different kinds of measure to win the market and to sustain. As remarked by Al-Haddad & Kotnour (2015), organizational change is one of the most effective mechanisms to achieve a competitive advantage. To make strategic organizational change effective, employees' sensemaking about the strategic change in the organization matters. Not only sensemaking of employees but also sensegiving from the leadership side among employees also plays a great role.

The other big issue is leadership and workforce diversity in strategic organizational. Diversity should be managed properly to satisfy strategic organizational change. Diversity issues are new concept on organizations' operations. Giving research emphasis fort diversity in leadership and workforce is now and it should be studied in countries like Ethiopia which is icon of different kinds of diversity.

In this study, the researcher tried to look at the role of sensemaking, sensegiving and leadership and workforce diversity in the banking industry of Ethiopia by targeting selected banks located in Addis Ababa. As to the researcher knowledge, no researches have been conducted in this area particularly targeting Ethiopian banking. Therefore; the research filled the gap that put a great impact in strategic organizational change.

Any unexpected change can hurt the industry. Therefore; we should conduct the research to explore the role of sensemaking , sensegiving , leadership and workforce diversity in the strategic organizational change to be competitive among banks in the industry.

According to Ryan E. Smerek (2009), respondents agreed that the known and the unknown consequences of organizational change influence their sensemaking towards in change that is happening in the organization which shows the correlation between sensemaking and strategic organizational change.

The dynamic world forces for change in the organization and there are many ways the organizations take responses. As explained by Bozic & Rajh (2016), while managing these changes, organizations face obstacles regarding their smooth implementation.

These obstacles may include various management mistakes, such as in sensemaking and sensegiving process. The other recent issue is diversity in leadership and workforce diversity. In countries like Ethiopia, there are diverse society in all aspects so giving attentions impartially about these issues are very important to win the market.

Pitts and Wise (2009) said that there is positive relationship between diversity and outcomes. The outcome is concerned with something that we want to get. If the organizations want to be competitive, they should not forget diversity. It is one main input to be effective in the market. Diverse workforce and leadership make organizations' effective in their strategy. Thus; the researcher initiated to study the recent issue the impact of leadership and workforce diversity in Ethiopian banking industry.

Ethiopian Banks have been passing through various difficulties due to the pandemic covid 19 consequently; they are trying to change or approach their activities to survive from the crises. Therefore; having clear information about the strategic change enables the change to be successful. In general, this research plays a critical role in the organization to use maximum capacity smoothly and to have shared information and action in sensemaking, sensegiving , leadership and workforce diversity in strategic organizational change.

1.2 Statement of the Problem

As different research suggests that many change initiatives aren't successful due to resistance of human capital. Scholars like kotter (1995) estimated that around 70 % organizational change fail. This failure rises from attitudes, behaviors and responses by the change recipients. The reasons are related with the sensemaking, sensegiving and diversity issues in the organization. The capability of sensemaking, and sensegiving are connected with human attitude, cognitive and behavioral aspect.

Studying the role of sensemaking, sensegiving and leadership and workforce diversity in strategic organizational change in the banking industry is very important to fill the unbridgeable gaps that affect organizational change in banking industries. A lot of banks are emerging and changing the industries by magnifying its competition to win the market. Not only local banks are emerging but also as the country allow foreign banks to operate. Within upcoming few months or year's foreign banks will operate their service.

Managers play a significant role in the banking industry and their capability of sensegiving is very important in order to be successful in strategic organizational change. Leading by example plays a great role towards employees' sensemaking process. Sensemaking of managers and employees also matters in strategic organizational change. In addition, the other big issue is diversity. Countries like Ethiopia, diversity issue is mandatory in the banking industry. Banks are not working for a specific or the same customers in all aspects of diversity. Therefore having this research is very important to overcome the challenges in this study area.

Therefore, conducting a research in strategic organizational change in banking industry was the most appropriate decision in order to unveil the role and to lead the changes on the right path in the dynamic competition to reach the desired destination. . Due to this reason, the time is now to do the research in strategic organizational change.

1.3 Research Questions

What are the role of sensemaking, sensegiving and leadership and workforce diversity in strategic organizational change in banking industry?

1.4 Objectives of the Study

1.4.1 General objective of the study

The main (core) objective of the study is seeing the role of sensemaking, sensegiving and leadership and workforce diversity in strategic organizational change in the banking industry in Ethiopia.

1.4.2 Specific objective

The followings are specific objectives of the study

- To investigate employees' sensemaking in strategic organizational change in the banking industry.
- To determine the role of sensegiving in strategic organizational change in the banking industry
- To examine the role of leadership and workforce diversity in strategic organizational change.

1.4.3 Research Hypothesis

The following are the research hypothesis that was tested based on collected data in order to achieve the research general and specific objectives.

H1: Sensemaking has a role in strategic organizational change.

H2: Sensegiving has have a role in strategic organizational change.

H3: Leadership diversity has a role in strategic organizational change.

H4: Workforce diversity has a role in strategic organizational change.

1.5 Definition of terms

- Strategic organizational change – a change that affects the organization or a change that moves the organization to new stage from the current situations
- Sensemaking – the process making to clarify biased or hidden issues about the current status quo.
- Sensegiving – influencing the others' sensemaking process to bring the intended outcome.
- Diversity – is a current issue and related with understanding individual differences or uniqueness. Diversity may be difference in gender, ethnicity, age .socio economic difference, religion, physical abilities, education and others.
- Change leader: anyone in an organization working to make change happen. Change leaders achieve the desired results, energize the people around them, and lay the foundation for ongoing success.
- Change capable: the ability to adapt and evolve successfully again and again, even though specific change initiatives may vary dramatically in terms of scope, depth, and complexity.
- Sensebreaking- managers' intentional activity that try to avoid the current status quo or existing meaning and to take to the intended destinations.

1.6 Delimitation of the study

The study tried to study the role of sensemaking, sensegiving and leadership and workforce diversity in strategic organizational change in the banking industry and tried to include all banks which emerged or started their operation before 2019 GC. Those were Commercial Bank of Ethiopia and Development Bank of Ethiopia from government owned banks, and from private banks Abyssinia , Awash , Dashen , Birhan, Global, Ambesa ,Abay, Bunna , United, Cooperative Bank of Oromia and Wegagen, Birhan ,Zemen ,Abay ,Oromia international bank , Nib International Bank and Oromia international bank were selected under this study.

The research was to fulfill the partial fulfillment of for MBA and to add value for the existing knowledge in the banking and other industries as they are business initiatives. Beyond this it hasn't special concern.

1.7 Limitation of the study

The study didn't take all the population or census data from all banks of employees. Which means, related to primary data the sample might not represent the whole population in the country. Respondents might fill the questionnaire carelessly so it might create a problem of consistency of response but the researcher tried his best to avoid the limitation of the study by taking measures like following appropriate way of taking sample.

1.8 Significant of the study

The research can contribute to develop and to change the policies, procedures and practice of the banks in order to become effective and to be competitive in strategic organization change. Thus; filling the gap that determines the strategic organizational change of banking industry is a must job and the purpose of the research is filling the gap and adding value in the existing knowledge. The research also uses to spring to the next level in the area of the research. In addition, organizational change plays a great role to be effective and efficient and it brings competitive advantage for the organization.

The market is dynamic and everything isn't static. Therefore; every time we need to see the internal which is the strength and the weakness and the external environment which is treat and opportunities in technology, social political, economic and legal aspects of the environment should be assessed to change and to lead the industry on the right track in the market and to be competitive.

Different kinds of research should be done in the banking industry because banks are the heart of the economy of once country. There for; banks must be progressive in order to become efficient and effective in the global competition.

Finally, the research can invite for other research to conduct and to enhance the knowledge in the area of studying.

1.9 .Organization of the paper

The next part of the paper presents the following chapters. In chapter two, Literature Review is organized and presented different kinds of theories about sensemaking

,sensegiving , leadership and workforce diversity and also about strategic organizational change and views of scholars properly, in chapter three, research design and methodology are presented briefly, next under chapter four also results and discussions are explained , finally in chapter five ,conclusion, recommendation(Implication) and future directions are organized, and “Reference” of related literature is referred while writing the paper and appendices are included next to chapter five.

Chapter Two

Literature review

2.1 Introduction

Theories and approaches to managing organizational change is the first part of this literature review followed by Factors for organizational change, factors affecting organizational change. In addition research variables, empirical studies and Conceptual frame work are the part of this chapter. The research covers important theoretical, empirical studies in the area of the study.

2.2 Organizational change

No company today is in a particularly stable environment. Even those with dominant market share must change, sometimes radically (Robbins and Judge 2013). Even though Apple has been successful with its iPad, the growing number of competitors in the field of tablet computers suggests that Apple will need to continually update and innovate to keep ahead of the market.

According to Talya Bauer and Berrin Erdogan (2012), Organizational change is the movement of an organization from one state of affairs to another. Organizational change can take many forms.

It may involve a change in a company's structure, strategy, policies, procedures, technology, or culture. The change may be planned years in advance or may be forced upon an organization because of a shift in the environment. Organizational change can be radical and alter the way an organization operates, or it may be incremental and slowly change the way things are done. In any case, regardless of the type, change involves letting go of the old ways in which work is done and adjusting to the new ways. Therefore, fundamentally, it is a process that involves effective people management. Organization's change is a must job to be competitive. If the management is against change means they plan to kill the organization. Therefore to be competitive and to sustain the organization's growth change matters and this change also must be managed effectively and efficiently.

It is very difficult to change things with in a short period of time. Rom wasn't built in one day. So changes need time.

Changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics, and the political environment all have a significant effect on the processes, products and services produced.

2.3 Organizational change theories

There are more than four theories of organizational change. These theories contribute a lot in achieving changing and bringing the intended outcome.

Four theories have been practical to organizational change in general practice:

1. Systems
2. Organizational development,
3. Complexity and
4. Social worlds.

2.3.1 Systems theory

Systems theory emphasizes the interrelatedness of parts of an organization. Improving one part requires that consideration be given to the relationships with other parts of the system.

It is considered equally important to measure organizational aspects such as infrastructure, tasks, technologies and resources (human and financial). Organizational change can be introduced by altering these variables separately or in combination. It emphasizes the coordination of parts one another to make the system functional for change.

2.3.2 Organizational development

Organizational development is defined as a discrete event of planned change in organizations through the application of behavioral sciences and it therefore emphasizes human processes in an organization. It assumes that successful organizational change depends on agreement between individual and organizational goals. This theory focuses the psychological readiness of individuals with organization's goal.

2.3.3 Complexity theory

Complexity theory is the study of systems that are characterized by non-linear dynamics. It suggests that practices are complex adaptive systems consisting of local agents whose interactions lead to continually emerging novel behavior. Change emerges as a result of interactions between agents at a local level in the complex

system and between the system and its environment. There for; when change is initiated internal and external analysis is important.

2.4.4 Social worlds theory

Social worlds theory suggests that change emerges as a function of negotiation and renegotiation between two or more social worlds. This theory emphasizes the importance of considering who is using the indicators and for what purpose. Change agents sets negotiation to establish cooperation to satisfy change.

Organizational change theories: differences and similarities based on six dimensions.

	Systems Goals	Organizational Development People	Complexity Evolution	Social worlds
Metaphor of organization	General practices are inertial and change is infrequent, discontinuous and intentional		General practices are emergent and self-organizing, and change is constant, evolving and cumulative	
Trigger for change ¹⁸	Clear goals, measurement and feedback loops	Overlap between individual and organizational goals	Desire to try multiple approaches and let direction arise gradually over time	Difference of opinion
Change process	Change as goal achievement	Change as a Lewinian process	Change is Confucian, already under way, without end	Change as conflict followed by synthesis into new order
Role of leader	To establish a measurement and feedback process	To encourage participation	To interpret emerging change with team	To take a strategic view of multiple agendas
Resistance to change	Due to data poverty and lack of clear goals	When individual and organizational goals differ	As one stage in the sense making process	As a natural part of a conflict process

2.4 Approaches or models to Manage Organizational Change

Now we turn to several approaches to managing change: Burnes, B. (2004) says the following approaches to manage organizational change: Robines and Lewin's classic three step model of the change process, Kotter's eight-step plan, action research, and organizational development.

A. Lewin's Three-Step Model:

Akram, T., Haider and Hussain (2018) Kurt Lewin argued that successful change in organizations should follow three steps: Unfreezing the status quo which is changing to overcome the pressures of both individual resistance and group conformity, Movement to a desired end state, means a change process that transforms the organization from the status quo to a desired end state. Refreeze the new change to make it permanent. That is stabilizing a change intervention by balancing driving and restraining forces.

B. Kotter's Eight-Step Plan for Implementing Change

1. Establish a sense of urgency by creating a compelling reason for why change is needed.
2. Form a coalition with enough power to lead the change
3. Create a new vision to direct the change and strategies for achieving the vision.
4. Communicate the vision throughout the organization.
5. Empower others to act on the vision by removing barriers to change and encouraging risk taking and creative problem solving.
6. Plan for, create, and reward short-term "wins" that move the organization toward the new vision.
7. Consolidate improvements, reassess changes, and make necessary adjustments in the new programs.
8. Reinforce the changes by demonstrating the relationship between new behaviors and organizational success.

C. Action Research

Action research is a change process based on the systematic collection of data and selection of a change action based on what the analyzed data indicate. Its value is in

providing a scientific methodology for managing planned change. Action research holds five steps. Those are: diagnosis, analysis, feedback, action, and evaluation

D. Organizational development (OD)

A collection of planned change interventions, built on humanistic democratic values that seeks to improve organizational effectiveness and employee well-being.

E. ADKAR

In the ADKAR model you will not find a list of steps to take to complete a project. You would use if you were a project manager (PM) using PM tools and templates.

- Awareness- To initiate a change, an individual must know what needs to change and why. What are the risks of not changing? How will the change benefit the individual? What will she or he gain by making the change? Without knowing that there is a need for change, an individual will not likely have a desire to change.
- Desire- Once an individual knows what needs to be changed, it is imperative to help him or her find the desire to support the change. Without this support, a lot of resistance may be given to those who are implementing the change.
- Knowledge- The information necessary to make a change is given to the individual. This includes information about the new programs, systems or behaviors that will be implemented. Sensegiving really matters at this point because employees should be clear from unbiased information and having clear knowledge about the change, they can move forward and they don't want to resist the change.
- Ability- This is the step where knowledge turns to action, or this is where concepts turn into reality (D. lee, personal communication 2013). It shows readiness and moving on the right way.
- Reinforcement- The individual needs to know when she or he is accomplishing the desired outcome. Using an accountability system is recommended.

This model needs individual high interest to have and to own the change on the right way. From creating awareness to reinforcement shows individuals' sensemaking and sensegiving process to reach the desired change. Therefore managers or leaders should facilitate the organizational change to have a shared goal and achievement.

.2.5 Factors for organizational change

There are a lot of issues which lead organization's to change. The world is always dynamic and most of the time unpredictable to sustain and to keep the move constantly. The change may come within the organization or from outside forces. The followings are some of forces for change for organization according to Talya Bauer and Berrin Erdogan (2012).

A. Globalization

Globalization is another challenge and opportunity for organizations, depending on their ability to cop up it. When organizations find cheap resources, they move their company overseas, because in the globalization time social media and internet play a great role.

Banks in Ethiopia put their vision to be competitive and to be one of world class bank. Therefore to play actively and to get place in the industry, they have to change their structure, vision, system, or organizational goals.

B. Technology

Sometimes change is motivated by rapid developments in technology. Technology plays a great role in banking industry. Every banks activity reaches on customer's personal cell phone. Addressing technology of banking and minimizing unnecessary bureaucratic activities using technology is mandatory. Therefore, technology is one of driving force for change in the industry.

C. Workforce Demographics

In the globalization time, workforce capital is from different background. Giving much attention about diverse workforce enables the strategic change to go on the right way. In addition diversity management should be also one of the strategy issues in organization.

Organizational change is often a response to changes in the environment. Organizations may realize that as the workforce gets older the types of benefits they prefer may change. Recognizing different issues related with diversity, the organizations develop competitiveness and they can win the market easily. In addition it also facilitates strength for implementation of strategic organizational change.

D. Market Conditions

Changes in the market conditions may also bear changes as companies struggle to fix. Countries may shift from one market policy to another. These case lead

organizations to change their experience from countries rules and regulation. Ethiopian banking experience is quite different from it was before in sociality ideology. Now the market is open for private banks with limited government involvement relatively.

E. Organizational Growth

It is natural for once small start-up companies to grow if they are successful. Like any business organization, banks also increase their market share to be competitive in deposit mobilization, customer base or other banking services.

F. Poor Performance

Change is more likely to happen if the company is performing poorly and if there is a perceived threat from the environment. In fact, poorly performing companies often find it easier to change compared to successful companies. Why? High performance actually leads to over confidence and inertia. As a result, successful companies often keep doing what made them a success in the first place.

2.6 Factors affecting organizational change

A lot of researches try to study factors affecting organizational change and performance of the organization. Ideas mentioned under 2.4 affect organizational change. Those are technology, work force, market and others.

The following also other factors that affect organizational change. Some of them are mentioned below.

A. Resistance to Change

Changing an organization is often essential for a company to remain competitive. Failure to change may influence the ability of a company to survive. Yet, employees do not always welcome changes in methods.

The main factors affecting organizational change are employees' resistance to change. Their resistance rises from different angle such as fear, confusion or lack of awareness about change, not being participatory in organizational change plan and implantation. These important issues are related with the sense making and sense giving capabilities of employees in the organization.

Employees' resistance may arise with the gap of sensemaking about organizational change. Management should address or clear about the change going on in the

organization. Generally managers should be a good sensegiver about the organizational change.

B. Managements Leadership.

Management should lead the change with full commitment and preparation. They have to use appropriate approaches to implement the change on the right way and to make the outcome positive.

According to Journal of Applied Psychology 1999, Vol. 84, No. 1 suggests, one central reaction to organizational change involves the extent to which individual managers cope with the uncertainties that radical change introduces into their work lives.

Managers should become sensegiver of the strategic organizational change to their followers and they also make sense about things happening in their surroundings. Sometimes managers may need to break their followers' sense and instead of the previous sense they give sense about the current or the intended issues in the organization. This can clarify hidden thing related with the intended change.

C. rules and regulations

National bank prepares rules and regulations to control banks. The banks prepare their strategies and police to run their organization. When banks try to implement changes they consider national bank directives not to against.

2.7. Research variables

The research discusses about strategic organizational change (explained variable) and sensemaking, sensegiving, leadership diversity and workforce diversity (explanatory variables). The research based on

2.7.1 Strategic Organizational Change

Organization development and change, Thomas G. Cummings and Christopher G. Worley

(2015) Organizational change comprises forwarding from the known to the unknown. Because the future is indeterminate and may undesirably affect people's competencies, worth, and coping abilities. Organization members generally do not support change unless compelling reasons convince them to do so. Thus, to make employees the part of the change in the organization, they need to clarify the status quo well.

Implementing strategic organizational change is not a simple task. Organization members should have a common goal towards the achievement of the strategic change. Any organizations exploit the opportunities and treats in the industry because it is very important to overcome the treats and to use the opportunity in a maximum capacity.

2.7.2 Strategic Change

Strategic change involves either a redefinition of organizational mission and purpose or a substantial shift in overall priorities and goals to reflect new emphases or direction. It is usually accompanied by significant changes in patterns of resource allocation and/or alterations in organizational structure and processes to meet changing environmental demands.

Strategic change rises at corporate level. It covers a lot of areas. It needs managers' commitment. It is not a single operational task. When initiating strategic organizational change, we have to see our destination. Otherwise we may face a lot of challenges that could be controlled easily.

As Ginsberg (1988) notes, strategic change has been discussed in terms of changes in strategy content as well as transformations in strategy process. Changes in content typically involve alterations in competitive decisions with in particular product/market domains such as price or quality (see also Rumelt, 1974).

Strategic change focused on the product that is going to be changed and the ongoing process when strategic change implemented the content and process matters to be effective and competitive in achieving the intended outcome.

Change in terms of strategy making processes include shifts in organizational culture or structure (Tushman and Romanelli 1985) formal management systems (Ansoff 1979).

When implanting strategic organizational change, the employees may face a new organizational culture and structure. Therefore, it isn't a simple activity that all organization members are going to exercise; the change also may bring its own new challenge. Two third of change may fail as literature or research suggests.

Ellen R. Auster, Krista K. Wylie, and Michael S. Valente (2005) whatever our job title and company appears on our business cards, the capacity to forward change effectively is a critical issue of what we do.

Ellen R. Auster, Krista K. Wylie, and Michael S. Valente (2005), having leadership quality enables the change to be effective. Managers roles in leading the change on the right track minimize the uncertainty of change implementation. Managers have to communicate with their staff positively. The sense giving capacity of managers put its own value in the success of the change.

Managers give intended sense to their staff about the change they are going to implement. When managers give sense they have to communicate carefully. Because the way they approach with their staff in organizational change has impact on the success of the change.

Ellen R. Auster, Krista K. Wylie, and Michael S. Valente (2005) when we stand to implement strategic organizational change, we should think we are going to implement at global level. Which means the challenge we may face may be at global level. Not only from a single market. Managers must know their mission and vision towards the destination they are going to ride. The road may not comfortable like a fish move in water. Fish can swim any direction in water. But change implementation not like this move. There are a lot of obstacles on the way. The way needs a good driver.

Snow and Hambrick (1980) view strategic change as taking both dimensions, i.e., as an adjustment of an organization's orientation with its environment and an attendant modification in processes to conform to the new orientation.

Strategic change stands with our surrounding, we may not start with the scratch, it may not be bonding the change with the existing culture of the organization. It may be redefinition of the organization's culture in a new way. it means, change is changing the current environment that should be changed in order to be competitive and profitable.

Sometimes change may be obligatory. It may not be based on our like to do or not to do change. It can be a must change that we have to take. In this case, we may face challenges with in the organizational because, change needs enough time to be implemented and readiness of change taker also exercises the culture of the change. .

As strategic organizational change leader, he has to answer the following three questions well. Those are:

1. Where are we now?

To address this question, we need to assess the external business environment on ongoing basis, and we need to understand the current state of our organization by identifying what is working well and uncovering key problems and their causes. We call it SWOT analysis.

2. What kind of change we need to make it?

After we know where we are now, the next move is rising possible alternatives that we take a measure to change our organization. From strategy leadership, structure or any dimensions, we choose as alternative. Then we select the best alternative among others that enables as competitive in the business.

3. How are we going to implement these changes and build in dynamism?

Ellen R. Auster, Krista K. Wylie, and Michael S. Valente (2005) say implementing organizational change needs organizational commitment. Change isn't a light task or activity. It requires lot resources, reaching common goal with the staff about the change, understanding the internal and external environment well, taking concrete measure to satisfy the intended change.

Everything is not static. Changes are happening again and again. Defining what comes next is very difficult because the success in one area may be the problem for the other area. Therefore; to be change leader, it requires change capability. Before moving forward the change leader should understand the environment well.

2.7.3 The role of sensemaking

Weick(1995) says in order to make sense about a certain issue, the environment we are working matters. We define things standing from our experience, exposure, culture, our surrounding and way of life.

To make sense about a certain thing, the sense giver plays a massive role in the process. Employees are eager to know what is going on in their environment, and they do their best to have understanding. In this case the sense giver matters now and gives appropriate sense to employees to understand their surrounding well.

Employees in the organization try to search information from different source in order to create their own sense about the environment they are working. Their sense of making sound decision on their action matters what they have got from the environment. This sense makes something in their job achievement to bring the intended outcome.

To make sense about something, individuals use their sense to have clear definition of the situation in their world. They see things from all direction. Most of the people don't swallow as it is. They try to chew step by step to be healthy. The way they make sense matters about the sense they develop about the issues. Which means the process is important to have a common goal in the area of working or accomplishing our tasks.

Asking WH questions (what, where, when, which, why, who, whom, how) are very important to understand things in the organization we are working. Not only asking but also having the right answer also very important in the outcome. It protects from moving in the dark because it creates a clear environment from ambiguity.

Sensemaking is "a social process of meaning creation and reestablishment through which employees understand, interpret, and create sense for themselves and others of their changing organizational context and surroundings." (Rouleau and Balogun, 2010, p. 955).

Sensemaking needs to be logical in decision making which means it needs believing and interpreting the reason behind the situation that we face. Managers and the other staff should observe what change is going to happen. They have to see their environment like eagle's eye. The language spoken (means the content) and the way the language spoken (the method) tell a lot about issues and they are very to make sense about the issues.

2.7.3.1 The seven properties of sensemaking

Weick lists seven attributes of sensemaking, which he summarizes with the recipe, "how can I know what I think until I see what I say?" Weick(1995).

The seven properties are:

1. Sensemaking is grounded in identity construction; Sense making plays a great role by creating who we are. Which means our identity depends on our experience.
2. It is retrospective; we forward what we observe. There is reflections for the thing we see. It isn't one way communication.
3. It is enactive of sensible environments
4. It is social; Sensemaking is a result of social interaction and the behavior we adopt from the society. Our experience may develop from day to day exchange of ideas and actions in the society.

5. It is ongoing; Sensemaking is not one time work. It is ongoing or continuous job. Through our life sensemaking about clarifying biased situations is continuous process.
6. It is focused on extracted cues; and Sensemaking doesn't concern all things. It focused on what we want to know what we decide to be effective in our move. Therefore, sensemaking is about searching things that are useful for actions.
7. It is based in plausibility rather than accuracy. When we make sense, we don't need to be accurate, but rather to be acceptable or believable about a certain issues. What we understand is based on our own experience; because of this our interpretation may be different though we shared the same information.

2.7.3.2 Components of sensemaking

Sensemaking can be classified into three parts: problem recognition, information gathering, and information integration.

Problem identification is the first stage of meaning creation (Weick, Sutcliffe, & Obstfeld, 2005). During this stage, the person recognizes that the status quo has been disturbed and that attention should be paid to this developing situation. Eventually, a decision can be made regarding whether or not action is necessary. However, problem recognition is merely the act of realizing that something in a given situation is out of the ordinary.

After a person recognizes that something is awry, the second and third stages of sensemaking can begin. Information is constructed and integrated (Mumford, Baughman, Supinski, & Maher, 1996). This involves searching for information that can update the individual aware how this situation deviates from expectations.

Once this information has been collected the individual can construct meaning to the information and decide how significant each piece of information is. The goal of sensemaking is to search things that are different from the current situations. Or it is the examinations of what is happening in the surrounding.

Even though these three processes represent a very early stage of the decision-making process, it is important to note that personal biases and situational factors can influence how one makes sense of their circumstances because it stands from individual experience and background.

2.7.3.3 Sensemaking capability

We understand that persuasive ability can be one of the competitive advantages that an organization can best compete and win the market. When the organization’s sensemaking enables employees and managers to take best decisions in their work environment, the can satisfy the organizations' mission and vision.

Day, (1994); Teece, Pisano, & Shuen, (1997) “As a capability, it contributes to a firm's ability to build and sustain a competitive advantage by enhancing the ability to effectively configure and deploy resources to better respond to a changing environment.”

The following table shows the dimensions of sensemaking capability.

Table 2.1 Dimensions of a sensemaking capability

	Communicative	Interpretive	Analytical
Function	Embeds the group perspective within the mind of the individual manager through the sharing Of relevant information	Shapes perceptions of the strategic situation by directing what information is received and how it is interpreted and utilized	Develops meaning of the Strategic situation through the mingling of beliefs among decision makers
Operational ization	Strategic information Exchange	Strategic complexity	Multiple perspective Consideration
Operational definition	The degree that relevant information is shared among members of the decision making team	The organization's capacity to construe its environment in a multidimensional way	The ability to simultaneously incorporate Multiple perspectives during decision making

Managing organizational change: a multiple perspectives approach, Ian Palmer, Richard Dunford, David A. Buchanan (2016) suggests the following concrete ideas from manager side.

Managing Change from a Sensemaking Perspective

1. Change managers should provide a clear narrative that expresses the what, why, and how of an anticipated change.
2. Humans are creatures who abhor a “meaning vacuum”; in the absence of clear communication they will draw conclusions, that is, attribute meaning to fill the void. Therefore, managers should protect the change from a kind of challenge by sensegiving about the intended change and when they play as a sensegiver, they have to see things all rounded. .
3. There is no guarantee that change managers’ attempts at sensegiving will be successful, as organizational members live in a world of multiple narratives and, regardless of authority structures, the interpretation being presented by a change manager need not have greater credibility than other narratives. Sensegiving and making are going together. All things may not go as a sensegiver wish because sensemaking depends on the receiver experience behavior and cognitive development.
4. Managers (including those in change management roles) are “creators of meaning” whether they like it or not. They cannot choose to be out of this role. Their only choice is how consciously to play it. Managers’ actions have symbolic meaning and will be interpreted with in organizational members or other organizational members.

2.7.4 Sensegiving

As Ryan E. Smerek said; “If sensemaking is about how people think, then sensegiving is intentionally trying to change how other people think.” This idea focused on how sensemaking depends on sensegiving process. Between sensemaking and sensegiving there is sensebreaking because the sensegiver should break sense of the current status quo which limits the change process.

The term sensegiving was first raised by Whetten (1984) in his practitioner article about effective administrators. In briefly mentioning the term, he said, “What distinguishes truly effective administrators is their ability to create the inspirational vision that can

become the core of an insightful, commitment-generating strategic plan.” Inspiring is one of sensegiving mechanism to reach the desired outcome.

In article Organizational responses to alleged scientific misconduct: Sensemaking, sensegiving, and Sensehiding Organizational responses to alleged scientific misconduct: Serge and Eric (2018) list two main forms of sensegiving have been outlined explanatory framing (i.e., what the organization says) and corrective action (i.e., what the organization does) Williams and Benford (2000); Gangloff (2014).

Giving sense through explanatory framing occurs by concentrating information through highlighting some aspects or punctuating certain clues Williams and Benford (2000).giving sense about the present status quo, it may be by giving a clear aspect of issues that hinder the effectiveness of organizational change. .

Sensegiving through corrective actions involve intentions to prevent repetition of the non-conforming behavior. (Maitlis and Lawrence 2007); Monin et al. (2013). In sensegiving process walking the talk is very important, because sensemaking process makes the sensemaker to decide an appropriate decision. To create trust among employees, sensegiving mechanisms have a great role.

Constitutive of the practice of sensegiving, is the notion of ‘sensehiding.’ (Van Vuuren 2012); (Monin et al. 2013). By performing activities of sensegiving, one inevitably engages in processes of changing and controlling images through holding back particular aspects or cues. By taking out these specific aspects, an actor aims to create a favorable image or meaning. In such cases, it is of primary interest to whom such image or meaning is favorable. Employing the organization’s status over those of individual participants involved in the case of alleged misconduct, the practice of sensehiding might be a particularly effective way of influencing (public) perceptions in the outcome of the case. (Gangloff 2014).

In Article Journal of Accounting & Organizational Change (2018); A concept for successful change management that brings together moral foundations theory. Sensegiving contains two change management activities:

1. To provide narratives that explain what is going on against the background of relevant alternatives; and

2. To improve appropriate discourses that guide how employees construct their expectations.

Media sensegiving is typically achieved by articulating a frame for understanding events. Framing refers to the words, images, phrases, and presentation styles used to convey information about an issue or event to an audience Gamson & Modigliani, (1987, 1989). Entman (1993) argued that the power of media framing resides in selecting certain aspects of an event and making those aspects more salient in a way that promotes some preferred definition, causal explanation, or moral judgment



Figure 2.1. The sequential and reciprocal cycle of sensemaking and sensegiving to expanding audiences

The above figure shows how sensemaking and sensegiving follows in the organization towards the intended outcome. Based on our research to bring the intended strategic organizational change the role sensemaking and sensegiving goes like the above figure. Every employees in the industry try to make sense what is going up to clarify what managements are doing not only employees at operational level managers also try to

make sense things going on in their surroundings. Sensegiving goes from top to bottom in strategic organizational change initiations and managers try to influence the others sensemaking to bring and have common or shared idea.

2.7.5 Diversity

According to Robbins and Judge (2013), we aren't all the same. This is clear enough, but managers sometimes ignore that they need to be aware of and exploit on these differences to get the most from their employees. Effective diversity management increases an organization's access to the widest possible pool of skills, abilities, and ideas.

Fred Luthans (2013) suggests that diversity means much more than ethnicity, gender, or sexual orientation. New and evolving diverse populations include a full range of ages, career, geographic, experiences, and educational background.

Greenberg (2004) also states workplace diversity refers to the variety of differences between individuals in an organization including race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background and more.

2.7.5.1 Managing Workforce Diversity

Robbins and Judge (2013) said that one of the most important challenges for organizations is adapting to people who are different. He describes this challenge as workforce diversity. Whereas globalization emphasizes on differences among people from different nations, workforce diversity addresses differences among people within given nations.

Workforce diversity recognizes a workforce of women and men; many racial and ethnic groups; individuals with a multiplicity of physical or psychological abilities; and people who differ in age and sexual orientation. Dealing with this diversity is a international concern..

Diversity offers a number of standpoints and a richness of ideas that is difficult to obtain in homogenous or identical groups of like-minded individuals.

Fred Luthans (2011) puts the following three measures that enables as to be competitive with diversity.

1. Creating a work setting or culture that permits everyone to provide all that they can to the organization.

2. Leveraging variations and similarities in the workforce and leadership for the strategic advantage of the organization; and
3. Improving the capacity of people from different experiences to work effectively together.

Major reasons for increasing diversity

Fred Luthans (2011) suggests the major reasons to consider diversity. Those reasons are the following:

- Changing workforce' demographics (age, gender, ethnicity, and education)
- Legislation and lawsuits
- The recognition and desire for diverse viewpoints
- Competitive pressures
- Rapidly growing increase in international business

Discrimination

Robins and judge (2013) suggests diversity provide many opportunities for organizations, effective diversity management also means working to avoid unfair discrimination. Discrimination doesn't mean judging people or employees based on their qualification for hiring or giving promotion decision. Usually when we discuss about discrimination, though, we mean letting our behavior to be influenced by stereotypes about groups of people. Rather than looking at individual characteristics, unfair discrimination assumes everybody in a group is the same. This discrimination is often very risky to organizations and employees.

Robbins and Judge (2013) put diversity is a general term, and the phrase workplace diversity can state to any characteristic that makes employees different from one another. The following section includes some vital surface-level characteristics that distinguish members of the workforce.

1. Surface-level diversity Differences in easily perceived characteristics, such as gender, race, ethnicity, age, or disability, that do not necessarily reflect the ways people think or feel but that may activate certain stereotypes.
2. Deep-level diversity Differences in values, personality, and work preferences that become gradually more essential for defining similarity as employees get to know one another better.

3. Discrimination Noting of a difference between things; often we refer to unfair discrimination, which means making judgments about individuals based on stereotypes regarding their demographic group.

Diversity in Groups Most contemporary workplaces require extensive work in group settings. When people work in groups, they need to establish a common way of looking at and accomplishing the major tasks, and they need to communicate with one another often. If they don't feel sense of belonging and solidity in their groups, all these group assets are likely to suffer (Robbins and Judge 2013).

It is mandatory to make the work place a comfortable environment for everybody. When the environment is suitable for the desired job, things can go on the right way. In a diverse workforce and leadership, the environment should be a place that every diverse employees use their maximum effort and to be effective at their best performance. Otherwise when employees not feel membership in the organization, their job is like moving in the dark and very difficult to get their best performance.

Diversity in group performance may bring positive or negative outcome. All kind of difference may not bring negative or positive outcome like race, gender etc. But involving or including less interested in group work, unintelligent member cause unsatisfactory performance.

Robbins and Judge (2013) groups of diverse individuals will be more effective if leaders can display how members have a shared interest in the group's accomplishment. Researchers also argue that transformational leaders (who emphasize higher-order goals and values in their leadership style) are more effective in managing diverse teams.

When management leads with sensegiving capacity towards a desired goal they can take their followers on the right way that they want to reach their intended destinations.

Fred Luthans (2011) says Organizational diversity initiatives should not solely focus on getting people of different ethnicity and women in the door, but embracing an inclusive culture to maintain these employees.

2.8 Empirical studies

Amy Thurlow and Jean Helms (2009) Organizational talk is presented as the enactment of a sensemaking process and insights are offered into the process of how organizational identities are maintained, altered or constrained during change. This implies that

sensemaking has a role strategic organizational change by clarifying what is the change going on in the organization through communication. Sensemaking and strategic organizational change have a positive association.

According to Ryan E. Smerek (2009), sensemaking emphasizes enactment and retrospect. Action is a reflection of cognition .this study found a great aspiration of participants to think about and plan for the future, to think strategically and be deliberate, to place cognition before action. To think and to do strategically, understanding about what is going on in our surrounding is very essential.

According to Ryan E. Smerek (2009), respondents agreed that the known and the unknown consequences of organizational change make them to feel troubled about what going to happen when the change is implemented. An empirical study by Anderson and Paine (1975) have suggested the influences of the perception of uncertainty in the environment on the perception of the need for change in a firm's strategies.

A study Coch and French (1948) found that employees, who unveiled high levels of resistance to change, also stated low levels of trust in management. S. Weinbach (1994) listed lack of confidence in the change agent as one factor affecting resistance to change. Weinbach suggested that if workers did not trust in management or change agents, they would resist potential changes. Gardner (1987) also identified a lack of trust in management as a factor that increased the levels of resistance to change. Trust is not emerged between management and the other employees; it is created through smooth interaction. This interaction depends on the way we make and give sense about the change we are intended in the working environment.

A well-known study by Oreg's (2006) examined the relationship between trust in management and resistance found that a lack of faith or trust in management had a significant association with all types of resistance (cognitive, affective, and behavioral), and particularly with employee's cognitive analysis of the change initiative. This cognitive analysis is related with sensemaking capability. Sensemaking is a combination problem recognition, information gathering and information integration. These steps can enable the managers to avoid the gap between employees and with them. Managers' sensegiving depends on their sensemaking capability. If they implement sensegiving in a proper manner, they can build trust and play as a change leader in the organization.

Stern, Daryl and Gregory (2006) suggested in their finding that developed sensemaking capability increases the potential range of strategic responses in the organization. Sensemaking capability has a great role in strategic organizational change. Employees with sensemaking capability can reach a right decision and they can become a hand for the change in the organization. This sensemaking capability is positively associated with strategic response in organizational change and employees become full supporter of the strategic change going on in the organization.

Organizational change is obligatory for businesses to remain competitive in today's market. To implement change initiatives successfully, change agents must understand that the role of employees is highly important, and employees' reactions to change are influenced by a number of variables, including employees' emotions and cognitions, communication, and participation in decision making.

Pitts and Wise (2009) suggested that there is positive relationship between diversity and outcomes. The outcome is concerned with something that we want to get. If the organizations want to be competitive, they should not forget diversity. It is one main input to be effective in the market. Diverse workforce and leadership make organizations' effective in their strategy.

According to Mercy Gacheri and Rachael Muthoni (2013) said that every organization that embraces management of workforce diversity enjoys more creative decision making, satisfying work environment, and better products because all employees are involved and feel confident to contribute in a significant way. This creative decision making, good work environment, giving better product show how diversity enables the organization towards comfortable environment for strategic organizational change. When diversity is treated impartially, it brings competitive advantage for the organization. Otherwise if managers involved in making favor for their gender, ethnicity etc., their decision become biased and they make the organization lead to swamp. The customers' sensemaking becomes in different way of the organization value. Therefore, now a day, diversity is one of organizations' concerns and also organizations have to put diversity as one of their organizational culture.

2.9 Conceptual frame work

According to Mercy Gacheri and Rachael Muthoni (2013) and Pitts and Wise (2009) said there is positive association of diversity and outcome. Diversity should be considered as 2021st century opportunity to be competitive if it is managed properly.

Weick (1995) and others scholars argued that the way we see the environment in the organizations depends on the sense giver and our sensemaking capability. When managers give sound sense about strategic organizational change which has been happening in the organization, the change becomes successful. From this idea, we can draw the following frame work and understand well.

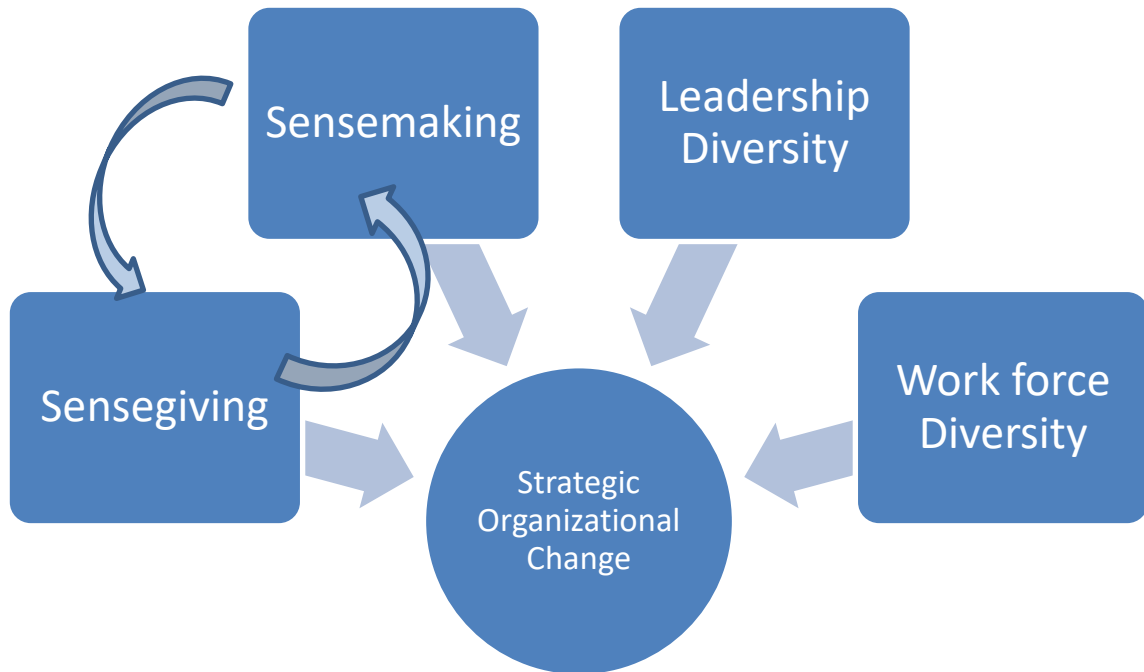


Figure 2.2. Conceptual frame work.

CHAPTER THREE

Research Design and Methodology

This chapter discusses the research design and methodology. The chapter is organized by presenting the research design, Sampling design, methods of data collection and analysis. The others issues like model assumption and data properties of the study are presented.

3.1 Research approach

The main objective of this study is to investigate the role of sensemaking ,sensegiving and leadership and workforce diversity in strategic organizational change and this study adopted an explanatory approach because it uses to study the relationship between variables by examining their effect relationship among them. The research was used quantitative and qualitative method of studying approach. The approach enabled the research to be all rounded and can push the right conclusion.

3.2 Research Design

Research design was the general plan of how the researcher went about answering its research question(s).

It contained clear objectives derived from the research question(s), specify the sources from it reflects which you intend to collect data, how you propose to collect and analyze. Mark Saunders (2016).

Explanatory research design was used in the research. In addition it covered banks which are working in the capital city of Ethiopia. The banks are mentioned under the topic of “Delimitation of the study”

As mentioned earlier the research followed quantitative and qualitative way of research approach. To get the best outcome the researcher used strata sampling and after stratifying, the researcher used simple random sampling lottery method.

3.3 Research method

This study used quantitative survey method in the form of a cross sectional study in which data was collected once across the population using sample.

According to Creswell (2003) the quantitative survey research design is vital to create quantifiable cause and effect relationship between the variables of the study. The respondents were selected based on probability sampling method. The researcher

stratified respondents based on their organization or bank, and used their proportion; they were selected using simple random sampling method or techniques.

3.4. Sampling design

As mentioned earlier the researcher tried to see the role of sensemaking, sensegiving and leadership and workforce diversity in strategic organizational change in banking industry.

There for; to satisfy the intended outcome from the research, determining the sample size was very necessary and it would be representative. The researcher tried to include all banks which emerged or started their operation before 2019 GC. Those are Abyssinia, Awash, CBE,DBE, Dashen, Nib International Bank, United, Cooperative Bank of Oromia and Wegagen, Birhan ,Zemen ,Abay, Enat ,Oromia international bank ,Ambesa, Debub Global Bank,Addis international ,and Bunna international banks were selected under this study.

The population was employees who have been working in banking industry from the above listed banks and samples were taken from employees based on their experience, education level and position from the industry. The researcher used probability sampling and selected to take the sample from Addis Ababa, Ethiopia. The research focused at banking industry level. There for, taking from AA employees was very important because all banks that are included in the study are working in the city and their headquarters are also located here. The following table shows the population or all employees in the banking industry.

Table 3.1 Study population

Banking sector
Number of employees
As of October 2020

NO.	Name of banks	Year of established	No. of staffs			Proportion of respondents
			Permanent	contract	Total	
1	Public banks					
1.1	Commercial bank of Ethiopia	1942	37,405		37,405	139
1.2	Development bank of Ethiopia	1909	2,259		2,259	8
	Sub total		39,664		39,664	
2	Private banks					
2.1	Awash bank S.C	1994	10,531	12	10,543	39
2.2	Dashen bank S.C	1995	6138	3874	10012	23
2.3	Bank of Abyssinia S.C	1996	11,211		11,211	41
2.4	Wegagen Bank S.C	1997	4,876	31	4,907	18
2.5	United Bank S.C	1998	4,493	23	4,516	17
2.6	Nib International Bank S.C	1999	6,225	50	6,275	23
2.7	Cooperative Bank of Oromia S.C	2004	4,585	25	4,610	17
2.8	Lion	2006	2,937	2,773	5,710	11

	International Bank					
2.9	Oromia international bank S.C	2008	4,126	34	4,160	15
2.10	Zemen Bank S.C	2008	1,002	10	1,012	4
2.11	Bunna International Bank S.C	2009	2,046	13	2,059	8
2.12	Berhan International Bank S.C	2009	4,701	12	4,713	17
2.13	Abay Bank S.C	2010	2,162	2,036	4,198	8
2.14	Addis International Bank S.C	2011	672	74	746	3
2.15	Dehub global bank S.C	2012	1554			6
2.16	Enat bank	2011	660			2
	Sub total		67,919	8,967	74,672	
	Grand total		107,583	8,967	114,336	

Source: Own Survey, 2021 (NBE. Bank supervision Directorate)

Kasunic (2005) using 95% confidence interval and 95% precision: we can determine number of sample. There for the research use the following formula. To take the appropriate sample the researcher included all banks of Ethiopia: but Contract employees were excluded because they may not consistent part of the organization implementation and their role in the bank is on off.

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

Based on the above formula,

Total population. N= 107,583

$$e = 1 - 0.95 = .05$$

Therefore,

$$\frac{107,583}{1 + 107,583 (.05)^2} = 399$$

Where, n= the sample size

N= Total population

e= Sampling error (e=1-precision)

From the strata, the researcher used the following formula to determine no of sample in each bank or strata. The formula:

$$\frac{\text{Number of permanent staff in the bank}}{\text{Total population}} * \text{sample size}$$

For example.

$$\frac{37,405}{107,583} * 399 = 139$$

Using this formula we could calculate the sample size. Form all questionnaires ‘distributed three hundred eighty four (384) respondents filled the questionnaire properly. Therefore, all the researcher analysis is based on three hundred eighty four respondents. The respondents were selected based on probability sampling method. The researcher stratified respondents based on their organization, and using their proportion, they were selected using simple random sampling lottery method.

3.5 Data source and collection method

3.5.1 Data source

This study used primary data. The data was collected cross sectional one time method using questionnaires. A structured questionnaire was employed in the survey that

described the role of sensemaking, sensegiving, leadership and workforce diversity in strategic organizational change.

The statistical package for social science (SPSS, version 24) was used to analyze the data. The variables were measured using Likert scale with five response categories (strongly disagrees, disagree, neutral, agree, and strongly agree). A total of 73 items were used for this survey including 6 demographic characteristic.

3.5.1.1. Questionnaire design

The questionnaire which was used in the research had two main parts. The first part was about respondents, demographic data and the second main part contained research questions. This part had its own subparts. The first part was about the role of sensemaking and it also contained behavioral dimension and cognitive process aspect. The next part was about the role of sensegiving in strategic organizational change and it contained cognitive and emotional arousal aspect. The third was about the role of leadership and workforce diversity. The final part was about strategic organizational change which was the dependent variable in the research. It also had its own subparts.

The first part put background information and individual demographic data which are gender, age, work experience, level of education, the bank they are working (private or Government) and the final is the position they are working.

The second part had research questions. Under this part, the first item was about the role of sensemaking. In addition to assess this variable, there are two sub parts about the behavioral and cognitive part items. All the items contained 21 questions.

The next questionnaire was about the role of sensegiving and it was categorized in two sub groups called cognitive and emotional arousal aspect. Nineteen questions were presented under this variable. The next part was the item about leadership and workforce diversity. Under this variable also 22 questions were covered.

The final part was about strategic organizational change which was the dependent variable and eleven questions were also presented under this part of the questionnaire.

3.6 Outcome Measures

The researcher used the following measurements which helped to check the outcome of the research.

- Validity is concerned with whether the findings are really about what they appear to be about. It refers to how accurate an instrument is at measuring what it is trying to measure. Several types of validity tests are used to test the goodness of measures. Check the appendix and regression analysis in chapter four.
- Reliability. The reliability of a measure indicates the extent to which it is without bias (error free) and hence ensures consistent measurement across time and across the various items in the instrument. Reliability of a measure is an indication of the stability and consistency.

Table 3.2 Reliability table

Item-Total Statistics				
Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Sensemaking	12.6373	14.222	.783	.944
Sensegiving	12.6474	14.235	.873	.925
Leadershipdiversity	12.4897	14.897	.876	.925
Workforcediversity	12.5242	14.805	.864	.927
Strategicorganizationalchange	12.7149	15.281	.856	.929

From the above table we understand that if the cronbach's alpha is greater than 0.7, its reliability test is good. There for, the above table shows the variables (sensemaking, sensegiving, leadership, workforce diversity, and strategic organizational change) cronbach's alpha are 0.944, 0.925, 0.925 ,0.927 and 0.929 respectively.

As indicated the above table, twenty one items were used to measure sensemaking. Respondents were asked to report the degree to which they agree with each of items using a five point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Finally The Cronbach's alpha is (.944).

And the other independent variable is sensegiving. Sensegiving was measured a five point scale ranging from 1 (strongly disagree) to 5 (strongly agree) in 19 item questions. The Cronbach's alpha is (.925).

The third independent variable is leadership diversity and it is also 0.925. This variable was measured using 11 items and a five point scale ranging from 1 (strongly disagree) to 5 (strongly agree) in 19 item questions. The Cronbach's alpha is (.925).

The fourth independent variable is workforce diversity and its cronbach's alpha is (.927). This variable was measured using 11 items and a five point scale ranging from 1 (strongly disagree) to 5 (strongly agree) in 19 item questions.

The other is the dependent variable. This variable was measured using 11 items and a five point scale ranging from 1 (strongly disagree) to 5 (strongly agree). The Cronbach's alpha is (.929)

- Suitability – this is also one way of measurement of the research. and It uses to link theories that we use in the research with method of the research and variables that we use to explore the role of sensemaking, sensegiving and leadership and workforce diversity..

3.7 Conditions of Testing

The researcher tested the research in different ways. The following are some of them.

- Normality test

The data reviewed to ensure that the assumptions of normality were upheld. Normality is a term used to indicate that the data are normally distributed. Normal distributions take the form of a bell-shaped curve. Check further discussion under chapter four.

- Multicollinearity test

Multicollinearity occurs when several independent variables correlate at high levels with one another, or when one independent variable is a near linear combination of other independent variables. The more variables correlate the less able researchers can separate the effects of variables (Keith, 2006). So the researcher took it in consideration.

- Linearity test

Linearity defines the dependent variable as a linear function of the predictor (independent) variables. Standard multiple regression can only accurately estimate the relationship between dependent and independent variables if the relationships are linear in nature.

3.8 Data Analysis

Mark Saunders, Philip Lewis and Adrian Thornhill (2016) states that data analysis gives meaning to data collected during research. Different graphs and tables were used to summarize and organize data and for the case of statistical tests, a statistical package SPSS 24 was used to complete the data analysis and to answer the research questions and to test research hypothesis elevated in the study. Different ways of data analysis was employed like parametric tests (correlation, regression, mean comparison).

3.9 Model specification

The research design was explanatory and used econometric models for analysis. It used multiple linear regression model, descriptive analysis, and correlation analysis. In addition statistical tools were employed to analyze the data.

This analysis enabled the researcher to reach a right conclusion and recommendation. More attention was given for these actives.

3.10 Variable description

A multiple linear regression model was used to determine the relative importance of each independent and dependent variables to determine the role of sensemaking, sensegiving, leadership and workforce diversity in strategic organizational change. The followings are the list of variables.

- Dependent variable is strategic organizational change
- Independent variables are sensemaking, sensegiving, leadership and workforce diversity.

Strategic organizational change = f (sensemaking, sensegiving, leadership and workforce diversity)

$$SOC = \beta_0 + \beta_1 SM + \beta_2 SG + \beta_3 LF + \beta_4 WD + e$$

Where

SOC= Strategic organizational change

SM= sensemaking

SG= sensegiving

LD= Leadership Diversity and WD = Workforce Diversity and e= model error term

3.11 Reliability and Validity

Mark Saunders, Philip Lewis and Adrian Thornhill (2016) Reliability and validity are central to judgments about the quality of research in the natural sciences and quantitative research in the social sciences.

- **Validity.** It uses to use to check the accuracy of the measurement that examines the role of sensemaking, sensegiving, leadership and workforce diversity in strategic organizational change in the banking industry. Moreover, it enables to keep the quality of the research to bring the generalizability of the study through the research activity.

The researcher used to valid questionnaire that enabled to get accurate data that actually measured the concepts the researcher interested in.

The researcher's advisor and other experts gave validity and green light to do the researcher. In additions, internal validity of the researcher is valid. Because all ideas presented under literature review and the outcome the researcher supported the internal validity of the researcher. For more check appendix.

- **Reliability.** It is related with consistency of the research through process. And it is also a means to judge the consistency of the respondents.

To avoid the respondent's frustrations the researcher took different measures. Like deciding suitable time to respondents, let them avoid their fear by making clear the purpose of the research. In addition, the researcher avoided any idea which biased the respondents in answering the question.

3.12 Ethical considerations

Mark Saunders (2016) says you should expect to submit your research proposal for ethical review. All students' research will be expected to comply with a university's code of ethics or ethical guidelines and the principles and standards that it contains. The nature of ethical review will depend on the nature of the research being proposed. Therefore, from the beginning to end the researcher used the norm of the society and the code of conduct of the university to take the research on the right way and to reach the right outcome.

In addition the researcher took ethical disciplines to have an access to get data from individuals and organizations formally and effectively. Mark Saunders (2016) your ability to get either primary or secondary data will be influenced by gaining access to an appropriate source. The appropriateness of a source depends on the research question, related objectives and research design.

The researcher used different kinds of access to get primary and secondary data. Those are, traditional access which is having face to face interaction to get primary and secondary data and acknowledged properly from the resource obtained.

The other kind of access is cognitive access which is formal communication. The researcher tried to create trust and consent with respondents to get the actual answer or data because to reach the respondents the researcher gets willingness from the management and employees formally.

CHAPTER FOUR

Data Presentation and Analysis

4.1 Introduction

In this chapter different kinds of tests and background information of respondents were presented briefly. Those were descriptive analysis which are mean and standard deviation values. In addition correlation and regression results were employed briefly.

4.2 Response rate

For analysis purpose, SPSS 24 was used. Structured questionnaires were prepared. They are around 73 questions and for 400 respondents distributed. From the distributed questionnaire, 384 filled questionnaires were collected which means 96.6 % of respondents filled properly. There for the analysis were based on these active respondents.

4.3. Respondents demographic variable difference

4.3.1 Gender of Participant

Table 4.1 Gender of Participant

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid MALE	178	46.4	46.4	46.4
FEMAL E	206	53.6	53.6	100.0
Total	384	100.0	100.0	

Source: Own Survey, 2021

From the above table we understood that from all respondent (384), one hundred seventy eight (178) respondents which accounted 46.4 % were male. And on the other side from all three hundred eighty four (384) respondents, two hundred six (206) respondents which accounted for 53.6% were females. There for, female respondents took the majority number in the study.

4.3.2 Age of Participant

Table 4.2 Age of Participant

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	139	36.2	36.2	36.2
	26-30	106	27.6	27.6	63.8
	31-35	100	26.0	26.0	89.8
	ABOVE 35	39	10.2	10.2	100.0
	Total	384	100.0	100.0	

Source: Own Survey, 2021

Based table 4.2, when we saw the age distribution among respondents from all three hundred eighty four participants, from age 20-25 were 139 which accounted for 36.2 % of respondents, from age 26-30 were 106 which were covered 27.6 % of the respondents, from age 31-35 were 100 which took 26 % of the respondents and from age 36 and above were 39 and they took 10.2 % of the respondents.

We can conclude that the majority participants were from age twenty to twenty five. And the minority participant were 36 and above.

4.3.3 Educational status of Participant

Table 4.3 Educational status of Participant

EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DEGREE	272	70.8	70.8	70.8
	MASTER S	112	29.2	29.2	100.0
	Total	384	100.0	100.0	

Source: Own Survey, 2021

The above table shows the distribution of educational level of participants. From all three hundred eighty four active participants or respondents, two hundred seventy two (272) respondents were degree holder and they took 70.8 % of the participant. Finally one

hundred twelve respondents were master's holder and they accounted for 29.2 % of the respondents from all participant. There for, the majority respondents were degree holder

4.3.4 The Bank you are working

Table 4.4 The Bank you are working

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	GOVERNMENT	149	38.8	38.8	38.8
	PRIVATE	235	61.2	61.2	100.0
	Total	384	100.0	100.0	

Source: Own Survey, 2021

Table 4.4 stated the distribution of respondents in private and government owned banks. In Ethiopia, there is government and private owned banks. Therefore, from the table, one hundred forty nine (149) respondents have been working state owned bank (Commercial Bank of Ethiopia and Development Bank of Ethiopia) and they covered 38.8 % of the respondents. The other two hundred thirty five (235) participants were from private banks and they took 61.2 % of the respondents

4.3.5 Position of Respondents

Table 4.5 Position of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
VALID	BANK TRAINEE	49	12.8	12.8	12.8
D	BANKING BUSINESS OFFICER	168	43.8	43.8	56.5
	SENIOR BANKING OFFICER	83	21.6	21.6	78.1
	MANAGER	65	16.9	16.9	95.1
	SUPERVISOR	17	4.4	4.4	99.5
	DIRECTOR	2	.5	.5	100.0
	TOTAL	384	100.0	100.0	

Source: Own Survey, 2020

The above table shows position or responsibility of respondents, from all three hundred eighty four participant, forty nine (49) participants were bank trainee or junior banker and they are 12.8 % of the respondents, one hundred sixty eight (43.8 %) were banking business officer, eighty three (83) which indicates 21.6 % of the respondents were senior banking officer, sixty five (65) which covered 16.9 % of the respondents were managers. Seventeen (17) respondents were supervisor and two (2) respondents were director which they covered 4.4 % and 0.05 % of respondents respectively.

4.3.6 Work experience in banking industry

Table 4.6 Work experience in banking industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-5	200	52.1	52.1	52.1
6-10	94	24.5	24.5	76.6
11-15	56	14.6	14.6	91.1
>=16	34	8.9	8.9	100.0
Total	384	100.0	100.0	

Source: Own Survey, 2021

The above table explained respondents work experience in banking industry. Based on this, two hundred (200) which was 52.1 % of the respondents had 1-5 work experience, ninety four(94) which was 24.5 % of the respondents had 6- 10 experience, and fifty six(56) respondents took 14.6 % of the respondents. And finally thirty four (34) which was 8.9 % of the respondents had greater than fifteen year experience.

4.4. Descriptive statistics

Descriptive statistics was used to interpret and analyzed the results of demographic data and other all research results terms of mean, frequency and standard deviation. This analysis enabled the researcher to understand the outcome of the research well.

According to Pihie, Z. A. L., & Akmaliah, Z. (2009), the mean score or value of the items are classified as follows.

Table 4.7 Mean score measurement.

No	Mean Score Description	
1	< 3.39	Low
2	3.40-3.79	Moderate
3	> 3.80	High

4.4.1 Sense making

Sense making was one of the independent variable and the research used twenty one questions or items to measure it. These twenty one items were classified in to two categories. Those categories are behavioral and cognitive aspect. Under behavioral aspect, five items were used and under cognitive sixteen items were used. In cognitive aspect, the items were classified further to problem recognition, information gathering and information integration.

The following tables shows the items used and the aggregate value of the mean presented under table 4.4.1.3.

4.4.1.1 Behavioral aspect

Table. 4.4.1.1 Behavioral aspect of Sensemaking

Descriptive Statistics					
	N	Minimu m	Maximu m	Mean	Std. Deviation
1.It is my intention to continue to comply with my organization 's information flows or communication department	384	1	5	3.07	1.244
2.I am certain I will adhere to get information in 360 degree	384	1	5	3.06	1.273
3.I would follow the organization's communication policy	384	1	5	3.10	1.272
4.I digist information.	384	1	5	3.07	1.288
5.Openly share info and opinions.	384	1	5	3.07	1.315
Valid N (listwise)	384				

Source: Own Survey, 2021

4.4.1.2 Cognitive aspect

Table 4.4.1.2 Cognitive aspect of Sensemaking

Descriptive Statistics					
	N	Minimu m	Maximu m	Mean	Std. Deviation
1.I am alert to see the status quo(current situation).	384	1	5	3.17	1.342
2.I figure out what limits strategic organizational change .	384	1	5	3.19	1.336
3.I evaluate my performance .	384	1	5	3.23	1.295
4.I give priority for disturbing issues in the organization.	384	1	5	3.16	1.261
5.I see change positively.	384	1	5	3.21	1.256
1.I follow the organizations social media channels.	384	1	5	3.16	1.269
2.I gather information not to be obstacle for change .	384	1	5	3.18	1.260
3.I discuss with my colleague about strategical organizational change.	384	1	5	3.11	1.269
4.I understand my surrounding well	384	1	5	3.14	1.310

1.I make sense about what is going on.	384	1	5	3.13	1.315
2.I am not doubtful about my decision.	384	1	5	3.09	1.320
3.Sense making, in one of your bank culture	384	1	5	3.06	1.272
4.My activity always adds value to the organization	384	1	5	3.10	1.287
5.I trust my own findings to understand confusion	384	1	5	3.11	1.300
6.I am involved in a team for strategic organizational change.	384	1	5	3.05	1.299
7.I sense about my organization's strategic change.	384	1	5	2.98	1.275
Valid N (listwise)	384				

Table 4.4.1.3 Aggregate value of Sensemaking

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Sensemaking	384	1.00	5.00	3.1161	1.18550
Valid N (listwise)	384				

Source: Own Survey, 2021

From table 4.4.1.3, we understood that the mean score which is 3.1161 and the std. deviation result (1.18550) indicated that low sensemaking capability or role of the respondents towards strategic organizational change.

4.4.2 Sensegiving

The other independent variable is sensegiving. To measure the variable, nineteen items were used, and the items were also classified in to sub groups which are cognitive and emotional aspect. Under cognitive aspect eleven questions and under emotional aspect eight questions were used. The aggregate mean score put under table 4.4.2.3.

4.4.2.1 Cognitive aspect

Table 4.4.2.1 Cognitive aspect of Sensegiving

Descriptive Statistics					
	N	Minimu m	Maximu m	Mean	Std. Deviation
1.Managers lead by model in the organization	384	1	5	3.09	1.128
2.Due to change in the decision making process employees are satisfied	384	1	5	3.09	1.154
3.The change plans being properly communicated to the employees	384	1	5	3.09	1.196
4.Training is given in strategical organizational change	384	1	5	3.11	1.188

5.Managers are eager to communicate to their employees in organizational change	384	1	5	3.13	1.230
6. The vision and mission of the organization are informed by managers	384	1	43	3.26	2.581
7.My managers are confident and protect me from mistakes	384	1	5	3.14	1.240
8.I diffuse positive ideas to my friends	384	1	5	3.11	1.209
9. The management delivers organized information	384	1	5	3.11	1.202
10.Most employees know what is going on in the organization	384	1	5	3.10	1.213
11.I don't resist strategic organizational change.	384	1	5	3.11	1.227
Valid N (listwise)	384				

Source: Own Survey, 2021

4.4.2.2 Emotional arousal aspect

Table 4.4.2.2 Emotional aspect of Sensegiving

Descriptive Statistics					
	N	Minimu m	Maximu m	Mean	Std. Deviation
1. My bank gives appropriate time for strategic organizational change and it makes me feel good.	384	1	5	3.09	1.220
2. Managers build trust	384	1	5	3.13	1.208
3. Management is positively participating in the change process and boosting the morale of the employees.	384	1	5	3.15	1.226
4. Managers accept employees opinion	384	1	5	3.11	1.207
5. Managers boost positive idea in the organization	384	1	5	3.06	1.191
6. I fear my managers	384	1	5	3.01	1.217
7. I am happy in the organization	384	1	5	3.05	1.197
8. Managers empower employees to achieve the goal	384	1	5	3.07	1.196
Valid N (listwise)	384				

Source: Own Survey, 2021

Table 4.4.2.3 Aggregate value of Sensegiving

Descriptive Statistics					
	N	Minimu m	Maximu m	Mean	Std. Deviation
Sensegiving	384	1.00	5.58	3.1059	1.09310
Valid N (listwise)	384				

According to the above table, the mean value which is 3.1059 and the std. deviation 1.09310 indicated, there is low sensegiving role of respondents. The mean score was around 3 and most of respondents put their answer around neutral. We understood that low mean score show respondents cognitive and emotion were low in sensegiving and because of this their role in strategic organizational change is low.

4.4.3 The role of leadership and workforce diversity in strategic organizational change.

Leadership and workforce diversity was also one of the independents variables. The variable was measured using twenty two items. The items were also classified to leadership diversity and workforce diversity. For each eleven items were used.

Table 4.4.3.1 Leadership diversity.

Descriptive Statistics					
	N	Minimu m	Maximu m	Mean	Std. Deviation
1. I see diversity positively	384	1	5	3.22	.965
2. Divers leadership enable effective strategic organizational change	384	1	5	3.13	1.016

3. I believe there is diversity in our leadership personnel	384	1	5	3.20	1.066
4. The leadership at this organization encourages diversity	384	1	5	3.26	1.066
5. Management shows that diversity is important through its actions	384	1	5	3.27	1.117
6. The organization respects individuals and values their differences	384	1	5	3.30	1.141
7. I have personally witnessed discrimination at this company	384	1	5	3.32	1.148
8. Leaders at the top are not divers	384	1	5	3.34	1.143
9. The bank CEOs are homogeneous	384	1	5	3.30	1.151
10. There are rumors on the leadership coming from the same society	384	1	5	3.28	1.157
11. Diversity plays a great role in strategic organizational change.	384	1	5	3.29	1.164
Valid N (listwise)	384				

Source: Own Survey, 2021

4.4.3.2 Mean value of leadership diversity

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Leadershipdiversity	384	1.00	5.00	3.2637	.99632
Valid N (listwise)	384				

Source: Own Survey, 2021

Like others independent variables leadership diversity mean score is 3.2637 which lied below 3.39 and std. deviation is also .99632. This indicated that organizations' entertaining of diversity is low in leadership.

Table 4.4.3.3 Workforce diversity

Descriptive Statistics

	N	Minimu m	Maximu m	Mean	Std. Deviation
1. There is cultural diversity among the people a job candidate	384	1	5	3.30	1.146
2. I believe strategic organizational change favor some groups	384	1	5	3.31	1.159
3. I don't get promotions because of my identity	384	1	5	3.32	1.140
4. I treat every employees equally	384	1	5	3.30	1.122
5. The employees are from different back ground	384	1	5	3.30	1.160
6. Because of diversity the bank is competitive	384	1	5	3.28	1.140

7. Managing diversity is one of the organization's culture.	384	1	5	3.24	1.096
8. Employees of different backgrounds are encouraged to apply for higher position	384	1	5	3.17	1.088
9. My experiences since coming to this company have led me to understand of racial/ethnic differences	384	1	5	3.11	1.040
10. Diversity is one strategic issue in the bank.	384	1	5	3.08	1.024
11. Homogeneous workforce has disadvantage in organizational change.	384	1	5	3.10	1.032
Valid N (listwise)	384				

Source: Own Survey, 2021

Table 4.4.3.4 Workforce diversity

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Workforcediversity	384	1.00	5.00	3.2292	1.02045
Valid N (listwise)	384				

Source: Own Survey, 2021

The independent variables leadership diversity mean score is 3.2292 which lied below 3.39 and std. deviation is also 1.02045. This indicated that those respondents' and organizations' entertaining of diversity are low in workforce.

4.4.4 Strategic organizational change

Strategic organizational change was the dependent variable in the research. Eleven items were used to measure it.

Table 4.4.4.1 strategic organizational change

Descriptive Statistics					
	N	Minimu m	Maximu m	Mean	Std. Deviation
1.The organization communicates with business communities in organizational change.	384	1	5	3.14	1.030
2. I have been a leader of transformation efforts within this company.	384	1	5	3.08	1.046
3.I react by trying to manage the change rather than complain about it.	384	1	5	3.08	1.113
4.The changes occurring in the organization cause me stress.	384	1	5	3.00	1.126
5. Leadership style matters in the organization strategic change.	384	1	5	3.01	1.122
6. I often find myself leading change efforts in this bank.	384	1	5	3.01	1.130
7.Diversity matters in the organization to achieve strategically change.	384	1	5	2.98	1.142

8.The organization's structure enables to hit the strategic change.	384	1	5	2.97	1.122
9.The managers make sense about strategic organizational change.	384	1	5	2.99	1.122
10.The organization gives appropriate time for change ,	384	1	5	3.04	1.098
11. The strategic organizations change is harmony with the vision and mission of organization	384	1	5	3.14	1.121
Valid N (listwise)	384				

Source: Own Survey, 2021

Table 4.4.4.2 Aggregate result of all items

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Strategicorganizationalchange	384	1.00	5.00	3.0385	.96022
Valid N (listwise)	384				

Source: Own Survey, 2021

The mean score of strategic organizational change is 3.0385 and the std. deviation is .96022. From the result we understand that low mean value of respondents. This indicated that respondents were not engaged in strategic organizational change due to many reasons. The reason could rise from the independent variables which presented in the research.

4.6 Correlation Analysis

The following Pearson correlation indicated the relationship between the dependent and independent variables.

Those relationships are as follows.

- The relationship between sensemaking (independent variable) and strategic organizational change (dependent variable).
- The relationship between sensegiving (independent variable) and strategic organizational change (dependent variable).
- The relationship between leadership (independent variable) and strategic organizational change (independent variable).
- The relationship between workforce (independent variable) and strategic organizational change (independent variable).

Table 4.7 Correlation Analysis

		Correlations				
		Sensemaking	Sensegiving	Leadership diversity	Workforcediversity	Strategicorganizationalchange
Sensemaking	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	384				
Sensegiving	Pearson Correlation	.758**	1			
	Sig. (2-tailed)	.000				
	N	384	384			
Leadershipdiversity	Pearson Correlation	.693**	.791**	1		
	Sig. (2-tailed)	.000	.000			
	N	384	384	384		
Workforcediversity	Pearson Correlation	.674**	.784**	.955**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	384	384	384	384	
Strategicorganizationalchange	Pearson Correlation	.777**	.838**	.751**	.745**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	384	384	384	384	

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

Source: Own Survey, 2021

Based on the above Pearson correlation table we can say that there is significant positive relations and strong correlation between sense making and strategic organizational change. ($r = .777, p < 0.01$),

Sense giving and strategic organizational change also have significant and strong correlation ($r = .838, P < 0.01$).

Leadership diversity correlated substantially and strongly associated with strategic organizational change but it is insignificant. ($r = .751, p < 0.01$).

In addition, workforce diversity correlated substantially and strongly associated with strategic organizational change but the variable is insignificant. ($r = .745, p < 0.01$).

Finally sense making, sense giving, leadership and workforce diversity are related with strategic organizational change positively but leadership and workforce diversity are insignificant.

4.7 Regression Analysis

To answer the objective of the research, regression analysis was held. The model was fit and it enabled the researcher to see the relationship among the variables and also between the dependent and the independent variables. The dependent variable is strategic organizational change and the independent variables are sensemaking, sensegiving, leadership and workforce diversity.

4.7.1 Regression Analysis Results

Table 4.8 Model Summary

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.872 ^a	.760	.757	.47305	.760	299.779	4	379	.000

a. Predictors: (Constant), Workforcediversity, Sensemaking, Sensegiving, Leadershipdiversity

b. Dependent Variable: Strategicorganizationalchange

Source: Own Survey, 2021

As we stated in the above table adjusted $R^2 = .757$. This result indicates the predictors or independents variable those are sensemaking, sensegiving, leadership & workforce diversity accounted for 75.7 % of the variation in the dependent variable. Which means the dependent variable could be explained by 75.7 % of the independent linear

relationship. Therefore, the independent variables put their value to explain the dependent variable which is strategic organizational change.

Table 4.9 ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	268.328	4	67.082	299.779	.000 ^b
	Residual	84.809	379	.224		
	Total	353.137	383			

a. Dependent Variable: Strategicorganizationalchange

b. Predictors: (Constant), Workforcediversity, Sensemaking, Sensegiving, Leadershipdiversity

Source: Own Survey, 2021

From the above ANOVA table we can infer that $F(4, 379) = 299.779$, $P < 0.01$. This result implies that variation caused by the independent variables is significant. There for; we can conclude that the model is fit. In addition as the table indicates that p-value of ANOVA is 0.000 which indicates that model is highly significant as the p- value is much less than 0.05

Table 4.10 Regression Result of Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	.456	.084		5.447	.000	.292	.621
	Sensemaking	.242	.032	.299	7.524	.000	.179	.305
	Sensegiving	.418	.042	.476	10.048	.000	.336	.500
	Leadershipdiversity	.045	.085	.047	.535	.593	-.122	.213
	Workforcediversity	.118	.081	.125	1.456	.146	-.041	.278

a. Dependent Variable: Strategicorganizationalchange

Source: Own Survey, 2021

To see the role of sensemaking, sensegiving , leadership and workforce diversity, multiple regression analysis had been carried out. To compare and contrast the role of the independent variables, we should use standardized Beta coefficient.

The beta value of the independent variable “sensemaking,” is .299 at t –value is 7.524 and p-value is .000. Whereas, sensegiving (independent variable) standardized beta value is .476 at t value is 10.048 at p value is .000. On the other hand, the other independent variable leadership and workforce diversity beta value is .172 at t value is 4.026 but the p – value of leadership and workforce diversity show the variables (leadership diversity and workforce diversity) are insignificant. From these standardize beta value; sensegiving has the higher value than sensemaking which means sensegiving has more roles is strategic organizational change in the banking industry, the same to sensemaking, but leadership and workforce diversity are insignificant variable according to the given data in strategic organizational change.

To construct regression equations is important. Therefore, the regression equations with the adjusted r square is 75.7 % is as follows:

$$\text{Strategic organizational change} = .456 + .242(\text{Sensemaking}) + .418 (\text{Sensegiving}) + e.$$

Based on the given equation or table 4.10, we can present the following outcome. Therefore, the constant beta value is .453. Whereas, the unstandardized beta coefficient of sensemaking which is .242 implies that when role of sensemaking in banking industry increased by one unit, strategic organizational change increased by 24.2 %. This implies that when employees sensemaking growing in problem recognition, information gathering and information integration enables to be effective in strategic organizational change in the industry. In addition the more employees’ cognitive and behavioral capability increase, the more strategic organizational change becomes successful. And also when the role of sensegiving increased by one unit, strategic organizational change increased by 41.8 %. When managers and change agents shape the work force towards the intended strategic change, the change becomes more successful. Employees’ emotional intelligence and cognitive growth make the change valuable and attainable. Increasing sensegiving means increasing strategic organizational change. Both of the explanatory variables (sense making, sense giving) have positive relationship with the explained variable which is strategic organizational change.

4.7.2 Research hypothesis

The following table shows a hypothesis test result or outcome. According to the test the independent variables sensemaking and sensegiving are significant and has positive

relationship and role with strategic organizational change but leadership and workforce diversity are insignificant based on the result.

Table 4.7.2 Research hypothesis

No	Research Hypothesis	Significance		Outcome/result
		Beta value	Sig. value	
H1	Sensemaking has a role in strategic organizational change	.241	.000	accept
H2	Sensegiving has a role in strategic organizational change	.418	.000	accept
H3	Leadership diversity has a role in strategic organizational change	.045	.593	reject
H4	Workforce diversity has a role in strategic organizational change	.118	.146	reject

Source: Own Survey, 2021

4.6.3 Multicollinearity test

Table 4.6.3 Multicollinearity test

Model		Coefficients ^a		Collinearity Statistics	
		95.0% Confidence Interval for B Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	.292	.621		
	Sensemaking	.179	.305	.402	2.490
	Sensegiving	.336	.500	.283	3.539
	Leadershipdiversity	-.122	.213	.081	12.274
	Workforcediversity	-.041	.278	.085	11.722

a. Dependent Variable: Strategicorganizationalchange

Source: Own Survey, 2021

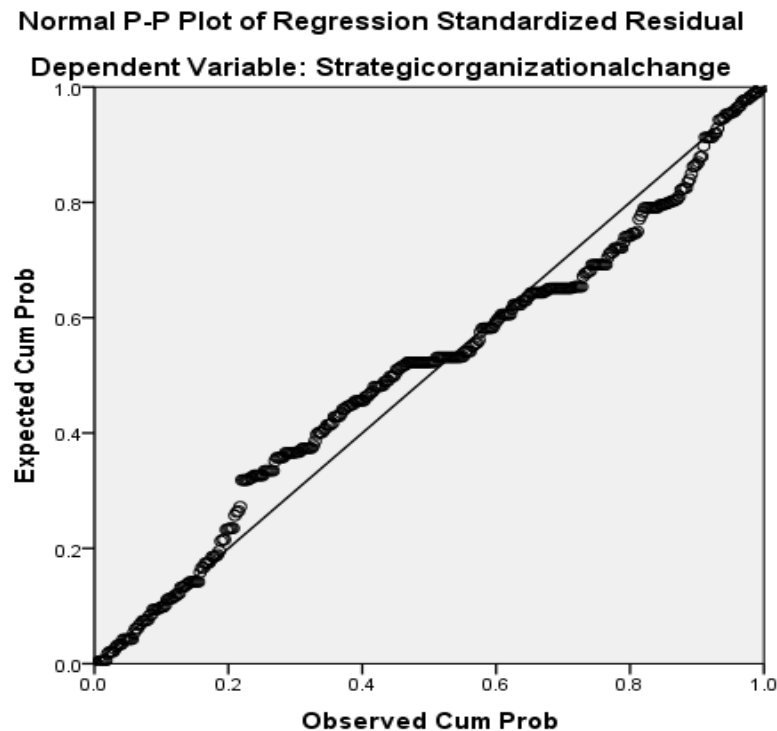
Multicollinearity occurs when several independent variables correlate at high levels with one another, or when one independent variable is a near linear combination of other independent variables. The more variables correlate the little researchers can separate the effects of variables (Keith, 2006). So the researcher took it in consideration.

As a rule when the result of VIF is below 4, it shows no collinearity among the variables. From this understanding the researcher could say the data was in acceptable or good position. Based on the above table the VIF(variable inflation factor) value of sensemaking and sensegiving is below 4. Therefore the data was in acceptable position but the other variable leadership and workforce diversity are above 4. When the tolerance level is greater than 0.2, the result shows there wasn't multicollinearity. According to the given table the variable sensemaking and sensegiving are greater than the 0.2 but the other variables leadership and workforce diversity are not.

4.7.4 Normality test

The data would be reviewed to ensure that the assumptions of normality are upheld. Normality is a term used to indicate that the data are normally distributed. Normal distributions take the form of a bell-shaped curve. The data can assure the data was normally distributed and you can check form the following table.

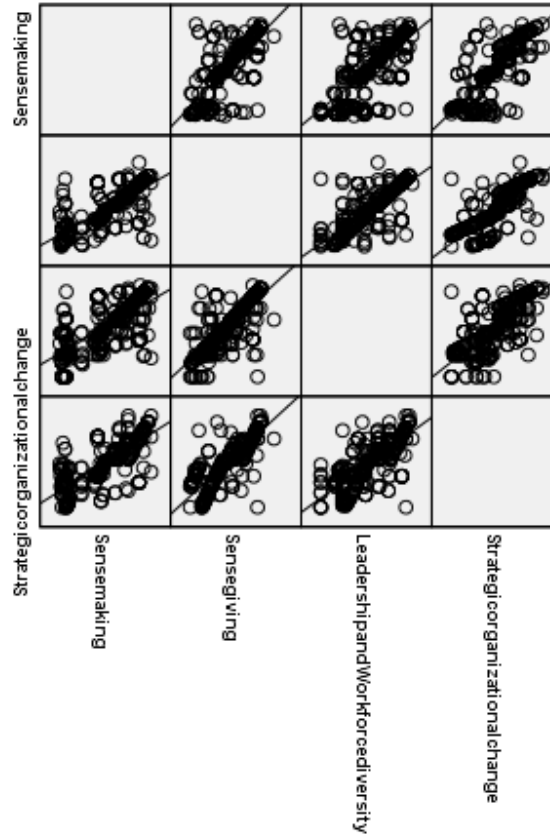
Figure 4.3 Normality



4.7.5 Linearity test

Linearity test

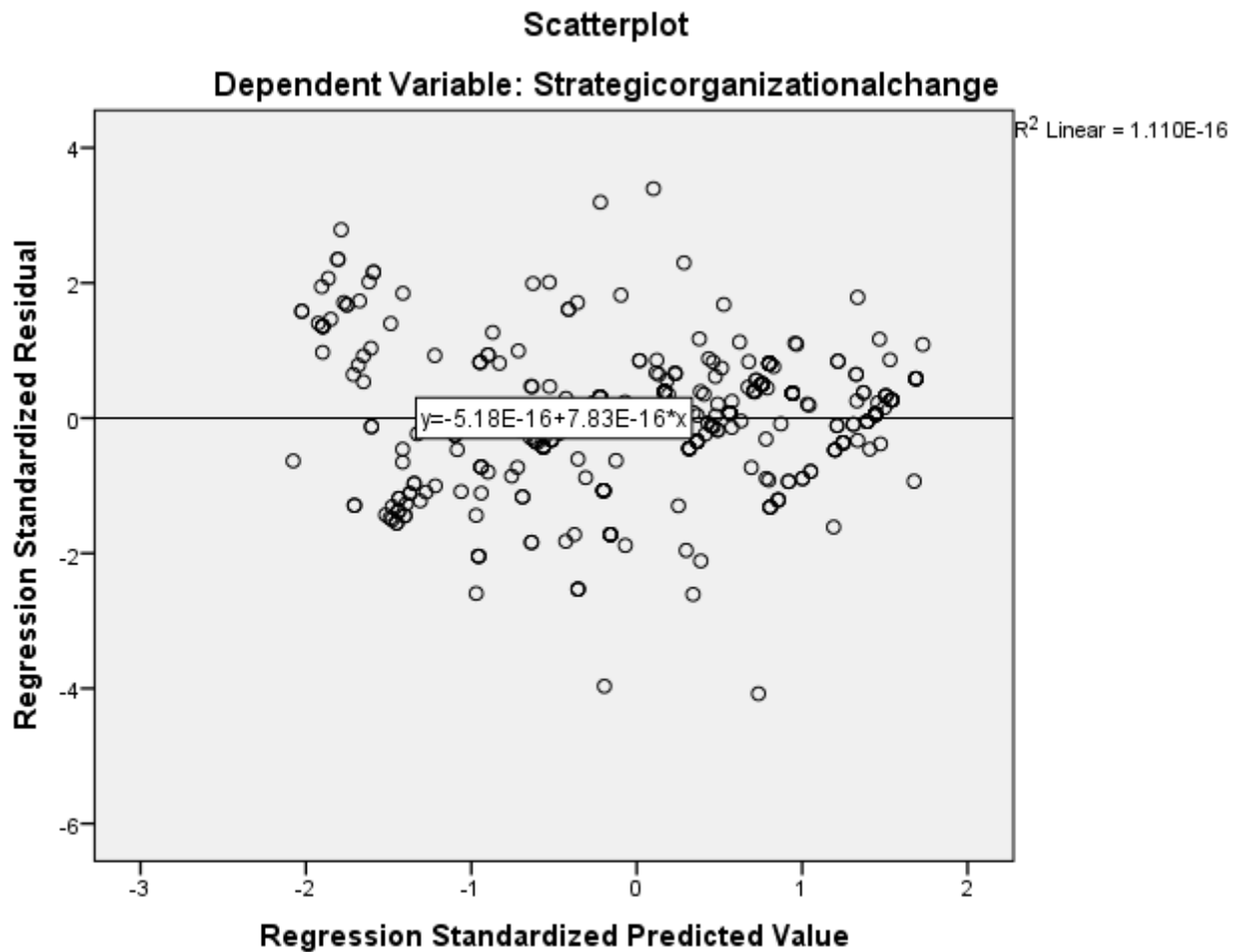
Linearity defines the dependent variable as a linear function of the predictor (independent) variables. Standard multiple regression can only accurately estimate the relationship between dependent and independent variables if the relationships are linear in nature.



4.7.6 Homoscedasticity

It refers to a condition in which the variance of the residual, or error term, in a regression model is constant. That is, the error term does not vary much as the value of the independent variable changes. The following chart shows

Figure 4.6.6 Homoscedasticity



4.8 Result Discussion

The researcher found the following discussion issues and tried to compare and contrast the findings with empirical literatures.

Correlational analysis is very important to examine the relationship between the variables. When we see the relationship between strategic organizational change with sensemaking, sensemaking is (($r = .777$, $p = 0.000$)). this result shows a positive relationship between sensemaking and strategic organizational change. Amy Thurlow and Jean Helms (2009) and Ryan E. Smerek (2009) argued that a process that individual takes to understand what is going on in their surrounding affects the change in their organization.

When the sensegiver gives sense about the strategic change that going on in the organization has a role in the sensemaking of the change receptionist.

According to Ryan E. Smerek (2009), respondents agreed that the known and the unknown consequences of organizational change influence their sensemaking towards in change that is happening in the organization which shows the correlation between sensemaking and strategic organizational change.

The other outcome of the research beta coefficient is .242 which is sensemaking. This variable also contributes the second lion's share in the role of strategic organizational change according to the research. This figure indicates positive relationship between sensemaking and strategic organizational change because when sensemaking increases by one unit, strategic organizational change increases by 24.2 %. To make the process of implementing strategic organizational change, sensemaking of employees really matter. Therefore; sensegiver has to see these issues critically because it is one way of making bond with stakeholders in strategic organizational change.

A study by Coch and French (1948) and . S. Weinbach (1994) argued that employees' resistance to change occurs when employees have low trust about their manager or sensegiver. The trust between managers and other employees depends on the sensemaking and sensegiving capabilities of the stakeholders. Sensemaking matters in strategic organizational change and the outcome of the change also depends on the role of sensemaking of employees.

Stern Daryl and Gregory (2006) suggested in their finding that developed sensemaking capability increases the potential range of strategic responses in the organization. Sensemaking capability has a great role in strategic organizational change. Employees with sensemaking capability can reach a right decision and they can become a hand for the change in the organization. This sensemaking capability is positively associated with strategic response in organizational change and employees become full supporter of the strategic change that going on in the organization.

Sensegiving has also a role in strategic organizational change in the banking industry. As the result shows ($r = .838$, $p = .000$), sensegiving has positive significant correlation with strategic organizational change. Sensegiving is influencing the others' sensemaking process.

Stern Daryl and Gregory (2006) argued that organizational change is obligatory for businesses to remain competitive in today's market. To implement change initiatives successfully, change agents must understand that the role of employees is highly important, and employees' reactions to change are influenced by a number of variables, including employees' emotions and cognitions, communication, and participation in decision making. These variables influence the sensemaking capability of the others'. Sensegiving is the process of influencing the others' emotions, cognitions, communication and participation in an issue or implementation. Employees' participations towards strategic organizational change in the banking industry are influenced by the others' sensegiving actions. Therefore; sensegiving and sensemaking have relation with each other and one is the reciprocal of the other.

In this study the highest beta coefficient is .418 which is sensegiving. This indicates that this variable contributes the highest lion's share in the role of strategic organizational change to explain the dependent variable which is strategic organizational change. The sensegiving process are those that concern attempts to influence the way that another party understands or makes sense about what is happening in the organization. As the beta coefficient shows when sensegiving increased by one unit, strategic organizational change increased by 41.8%. This figure tells the impact of sensegiver in strategic organizational change. Sensegiving is an important factor reducing resistance of change of employees in strategic organizational change and much attention should be given in implementing strategic organizational change in banking industry.

Finally the research covers the role of sensemaking, sensegiving, leadership and workforce diversity. According to the outcome of the research, the independent variables (sensemaking, sensegiving) play a significant positive role in strategic organizational change. In addition different demographic aspects also discussed their relation in strategic organizational change. (Note, leadership and workforce diversity are insignificant based on the data.)

CHAPTER FIVE
SUMMARY, CONCLUSIONS & RECOMMENDATIONS AND FUTURE
RESEARCH DIRECTIONS

5.1 Introduction

This research investigated the role of sensemaking, sensegiving and leadership and workforce diversity in strategic organizational change in Ethiopian banking industry. The study is explanatory research type. The population of the study was 107,583 permanent employees in the industry as of October 30, 2020 GC. From this population three hundred seventy nine was the sample taken from the population. From this sample three hundred eighty four respondents filled the questionnaire properly, which means it was above 95% response rate. Data was collected after stratified respondents based on their bank in simple random sampling method.

Three hundred ninety nine questionnaires were distributed but three hundred eighty four questionnaires were returned properly, there for the analysis was based on these respondents. For analysis purpose statistical package for social science (SPSS version 24) was used and in the analysis descriptive statistics, independent sample T-test, correlation analysis and multiple regressions analysis were performed.

5.2 Summary of findings

Descriptive statistics was used to interpret and analyzed the results of demographic data and other all research results in terms of mean, frequency and standard deviation. According to the demographic factors show that low sensemaking, sensegiving, leadership and workforce force diversity capability or role of the respondents towards strategic organizational change.

Correlational analysis is very important to examine the relationship between the variables. When we see the relationship between strategic organizational change with sensemaking, sensegiving, leadership and workforce diversity, sensemaking is (($r = .777$, $p = 0.000$) this relationship shows there is positive significant correlation with strategic organizational change, sensegiving ($r = .838$, $p = .000$) this relationship shows there is positive significant correlation with strategic organizational change .

On the other hand, the result of the regression model indicates the value of the regression coefficient $R = .872$, $R^2 = .760$ and adjusted $R^2 = .757$ and significance

level of $P=.000$ indicates that the model is significant at $p<.001$. The independent variables could explain the dependent variables by 75.7 %, which means the other variables not included in the research may explain by 24.2 %. Therefore: the independent variables that included in the research took the lion's share to explain the dependent variable which is strategic organizational change.

In the study the higher beta coefficient is .417 which is sensegiving . This indicates that this variable contribute the higher lion's share in the role of strategic organizational change to explain the dependent variable which is strategic organizational change. The next high beta coefficient is .242 which is sensemaking. This variable also contributes the second lion's share in the role of strategic organizational change.

5.3 Conclusion

The banking industry moves through different changes and banks have been implementing strategic to change their organization in order to be competitive in the industry. Organizational change is affected by various issues. The study explored the role of sensemaking, sensegiving, leadership and workforce diversity on strategic organizational change.

Based on the research findings the following claims are drawn or concluded.

- Employees in Ethiopian banking industry show low level of role in strategic organizational change and due to this it hurts achieving the strategic organizational change in the industry because high participation of human capital are the most important aspect of once organization. This indicates that less effort of employees cooperating with the strategic organizational change and with known and unknown reasons employees resist the change.
- Employees' sensemaking is under question which means employees have biased information about the strategic change which is happening in their organization. In organization, problem identifying, information gathering and finding meaning or interpreting the data need employees' active engagement in the organization.
- As the research analysis unveils that respondents' sensegiving capability is low, thus; to satisfy the strategic organizational change, shaping employees' sensemaking by sensebreaking their past norm which hinders achieving the

change is essential and it should be shaped by sensegiving from managers to bring their workforce to the intended outcome.

- Employees' cognitive, behavioral and emotional intelligence matter for sensemaking and sensegiving capability. Based on the study, low sensemaking and sensegiving capability rise from lack of cognitive, behavioral and emotional intelligence.
- The study has played a great role in strategic organizational change to move the next level of study in strategic organizational change. Change is so complex and faces resistance from employees. To go to the intended strategic organizational change, sensemaking and sensegiving are very important aspect in the area because they matter in achieving strategic organizational change.

5.4 Recommendations

Based on the findings and conclusion of the research, the researcher would like to recommend or forward the following points to stakeholders who have a role in Ethiopian banking industry. According to the following factors (sensemaking, sensegiving, leadership and workforce diversity) the role of employees in strategic organizational change is low. Therefore; managers and other stakeholders should think or make sense about the following key points in order to implement strategic organizational change in the banking industry effectively.

- Resistance is a consequence of lack of clear goal setting and data poverty. Therefore; managers should address the strategic organizational change effectively and they should affect the sensemaking of their work force towards the intended outcome.
- At the time of implementation of change, walking the talk is very essential in order to build trust and to make sense about the strategic change in the organization. When managers give sense about the status quo in the organization, they should create awareness, desire, knowledge, ability and reinforcement of employees to have shared interest about strategic change which is happening in the banking industry.
- Organizations in the banking industry should shape their employees to develop employees' cognitive, behavioral and emotional ability in order to play actively in

strategic organizational change and build organizational culture to have common understanding about their organizations success.

- Manager should care their communication with employees because they are sensegiver about what is going on in the organization and encourage their followers to be competitive.
- Continuous trainings are important to improve employees' emotional intelligence. This intelligence makes employees to understand their environment well and to take a right decision in organizational change.
- The organizations should create a good environment to employees to make them feel the change is valuable and important and also explain or give sense why the change is implemented now.
- Media sensegiving should be one way of articulating a frame for understanding events through words, images, phrases, and presentation styles which used to convey information about an issue or event to an audience
- .
- Organizations' physical appearance should be acceptable because physical appearance tells something what the organization is and it influence employees sensemaking and sensegiving capability.
- Directives, procedures and other documents should be addressed properly because it keeps employees from lack of knowledge and confusion.
- Employees in banking industry haven't participated in strategic organizational change well, because their sensemaking, sensegiving capacity isn't that much good. There for; change agents should give emphasis in this aspect when they initiated strategic organizational change.
- Organizations should be active at social media. A lot of information is spreading on social media and this information puts its own impact on employees' sensemaking and sensegiving capabilities. Therefore; to dress what is going in the organizations' in the banking industry, organizations' should share the truth to stakeholders and clarify things that make obstacle on employees' decision making capability.

5.5. Directions for future research

This research has tried to examine the role of sensemaking, sensegiving, leadership and workforce diversity in strategic organizational change in the banking industry. In the future, researchers use this study to move for the next level of studying strategic organizational change in the banking industry. In addition, researcher should see additional impact of the the variables in strategic organizational change.

Researcher also should study their organizations in this area of study because it makes to see their organization better and competitive in the market. The other research area should be also leadership style and diversity in strategic organizational change. Generally researchers can do a lot in this area of study.

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Appendix

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT
PROGRAM OF MASTERS OF BUSINESS ADMINISTRATION**

Dear respondents:

I am conducting a thesis called “Strategic Organizational Change: the role of Sensemaking, Sensegiving and Leadership and workforce Diversity in Ethiopian Banking Industry.” aimed to collect data on strategic organizational change to see the role of sensemaking, sensegiving and diversity in leadership and workforce.

The study is purely for academic purpose and will not be used for any other purpose. Respondents’ anonymity will be guaranteed. No need of writing your name or organization.

Finally, I want to say thank you for your speechless contributions for the success of this research.

Maelaf Mengistu

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Phone no. +251913650987

Addis Ababa, Ethiopia.

Dec, 2020 G.

General Instructions; please read and use a tick mark (✓) to show your responses.

Part I. Individual demographic data

1. Gender. Male (___) Female (___)

2. Age. (___)
3. Level of education
Diploma (___) Degree (___) Master (___) PHD (___)
4. The bank you are working. Private (___) Government (___)
5. Work experience in banking industry. (___)
6. Indicate the position you hold
bank trainee (___) banking business officer (___) senior banking officer (___)
manager (___) supervisor (___) Director (___) chief executive (___)

Part II. Research questions

Instructions: Please tick (√) the number that you feel most appropriate, using the scale from 1 to 5 (Where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree)

I	The role of Sensemaking	1	2	3	4	5
A	Behavioral dimension aspect					
1	It is my intention to continue to comply with my organization's information flow or communication department.					
2	I am certain I will adhere to get information in 360 degree.					
3	I would follow the organization's communication policy.					
4	I digest information.					
5	Openly share info and opinions.					
B	Cognitive process aspect					
I	Problem recognition					
1	I am alert to see the status quo (current situation).					
2	I figure out what limits strategic organizational change.					

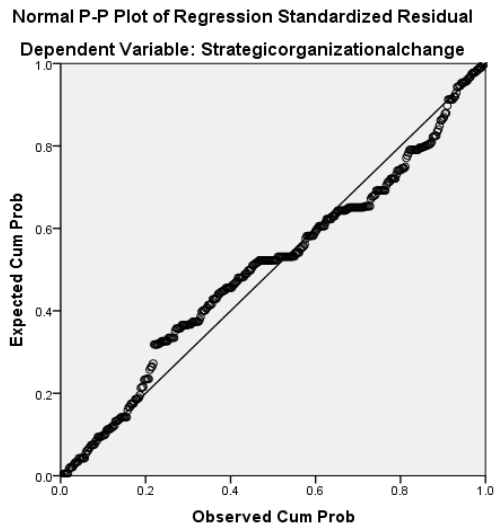
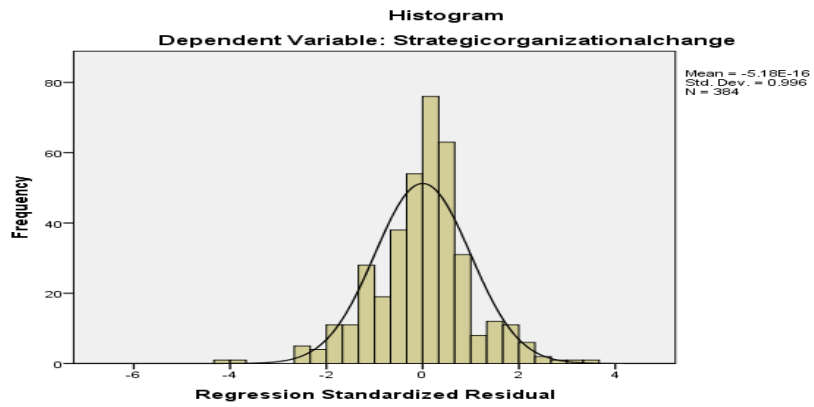
3	I evaluate my performance.					
4	I give priority for disturbing issues in the organization.					
5	I see change positively.					
II	Information gathering					
1	I follow the organizations social media channels.					
2	I gather information not to be obstacle for change.					
3	I discuss with my colleague about strategic organizational change.					
4	I understand my surrounding well.					
III	Information integration					
1	I make sense about what is going on.					
2	I am not doubtful about my decision.					
3	Sensemaking, in one of my bank culture.					
4	My activity always adds value to the organization.					
5	I trust my own findings to understand confusion.					
6	I am involved in a team for strategic organizational change.					
7	I sense about my organization's strategic change.					
I	The role of sensegiving in strategic organizational change					
A	Cognitive aspect					
1	Managers lead by model in the organization.					
2	Due to change in the decision making process employees are satisfied.					
3	The change plans being properly communicated to the employees.					
4	Training is given in strategic organizational change.					
5	Managers are eager to communicate to their					

	employees in organizational Change.					
6	The vision and mission of the organization are informed by managers.					
7	My managers are confident and protect me from mistakes.					
8	I diffuse positive ideas to my friends.					
9	The management delivers organized information.					
10	Most employees know what is going on in the organization.					
11	I don't resist strategic organizational change.					
B	Emotional arousal aspect					
1	My bank gives appropriate time for strategic organizational change and it makes me feel good.					
2	Managers build trust.					
3	Management is positively participating in the change process and boosting the morale of the employees.					
4	Managers accept employee's opinion.					
5	Managers boost positive idea in the organization.					
6	I fear my managers.					
7	I am happy in the organization.					
8	Managers empower employees to achieve the goal.					
I	The role of leadership diversity on strategic organizational change					
1	I see diversity positively.					
2	Divers' leadership enables effective strategic organizational change.					
3	I believe there is diversity in our leadership personnel.					

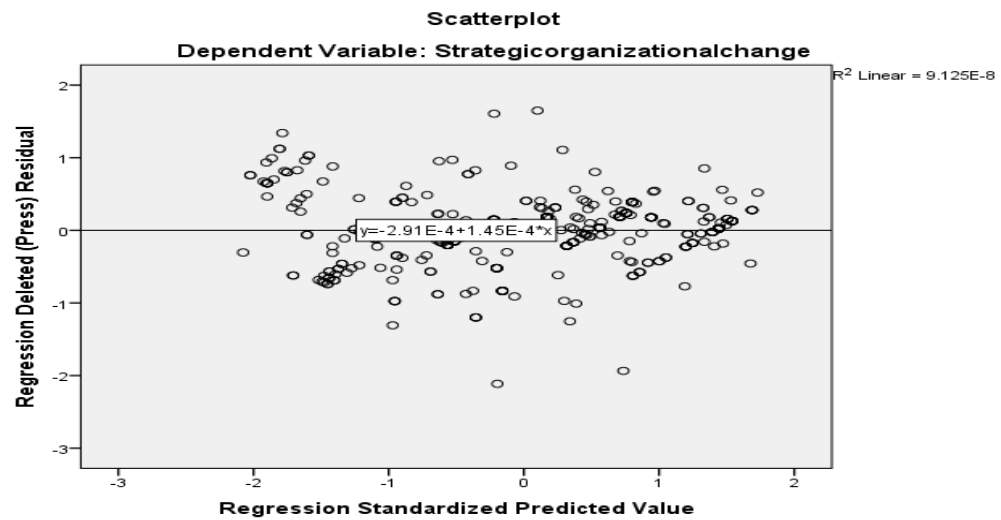
4	The leadership at this organization encourages diversity.					
5	Management shows that diversity is important through its actions.					
6	The organization respects individuals and values their differences.					
7	I have personally witnessed discrimination at this organization.					
8	Leaders at the top are not divers.					
9	The bank CEOs are homogeneous.					
10	There are rumors on the leadership in absence of diversity.					
11	Diversity plays a great role in strategic organizational change.					
II	The role of workforce diversity in strategic organizational change					
1	There is cultural diversity among the people a job candidate.					
2	I believe strategic organizational change favor some groups.					
3	I don't get promotions because of my identity.					
4	I treat every employee equally.					
5	The employees are from different back ground.					
6	Because of diversity the bank is competitive.					
7	Managing diversity is one of the organization's cultures.					
8	Employees of different backgrounds are encouraged to apply for higher position.					
9	My experiences since coming to this company have led me to become more understanding of					

	racial/ethnic differences.					
10	Diversity is one of strategic issues in the bank.					
11	Homogeneous workforce has disadvantage in organizational change.					
Strategic organizational change						
1	The organization communicates with business communities in organizational change.					
2	I have been a leader of transformation efforts within the organization.					
3	I react by trying to manage the change rather than complain about it.					
4	The changes occurring in the organization cause me stress.					
5	Leadership style matters in the organization strategic change.					
6	I often find myself leading change efforts in this bank.					
7	Diversity matters in the organization to achieve strategically change.					
8	The organization's structure enables to hit the strategic change					
9	The managers make sense about strategic organizational change					
10	The organization gives appropriate time for change					
11	The strategic organizations change is harmony with the vision and mission of organization					

I thank you!



Appendix



Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
GENDER OF PARTICIPANT	384	0	1	.54	.499
AGE OF PARTICIPANT	384	1	4	2.10	1.010
Work experience in banking industry	384	0	3	.80	.992
EDUCATION	384	1	2	1.29	.455
The bank you are working	384	0	1	.61	.488
the position you hold	384	0	5	1.58	1.081
Valid N (listwise)	384				

Descriptive Statistics

	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
1.It is my intention to continue to comply with my organization 's information flows or communication department	384	3.07	1.244	-.175	.125	-.766	.2
2.I am certain I will adhere to get information in 360 degree	384	3.06	1.273	-.230	.125	-.936	.2
3.I would follow the organization's communication policy	384	3.10	1.272	-.297	.125	-.888	.2
4.I digist information.	384	3.07	1.288	-.277	.125	-.970	.2
5.Openly share info and opinions.	384	3.07	1.315	-.253	.125	-1.000	.2
1.I am alert to see the status quo(current situation).	384	3.17	1.342	-.320	.125	-1.028	.2
2.I figure out what limits strategic organizational change .	384	3.19	1.336	-.305	.125	-1.020	.2
3.I evaluate my performance .	384	3.23	1.295	-.257	.125	-.950	.2
4.I give priority for disturbing issues in the organization.	384	3.16	1.261	-.179	.125	-.959	.2
5.I see change positively.	384	3.21	1.256	-.197	.125	-1.018	.2
1.I follow the organizations social media channels.	384	3.16	1.269	-.119	.125	-1.029	.2
2.I gather information not to be obstacle for change .	384	3.18	1.260	-.227	.125	-.973	.2
3.I discuss with my colleague about strategical organizational change.	384	3.11	1.269	-.224	.125	-.896	.2
4.I understand my surrounding well	384	3.14	1.310	-.274	.125	-1.003	.2

1.I make sense about what is going on.	384	3.13	1.315	-.281	.125	-.982	.2
2.I am not doubtful about my decision.	384	3.09	1.320	-.285	.125	-1.037	.2
3.Sensemaking, in one of your bank culture	384	3.06	1.272	-.212	.125	-.920	.2
4.My activity always adds value to the organization	384	3.10	1.287	-.267	.125	-.955	.2
5.I trust my own findings to understand confusion	384	3.11	1.300	-.271	.125	-.963	.2
6.I am involved in a team for strategic organizational change.	384	3.05	1.299	-.217	.125	-1.029	.2
7.I sense about my organization's strategic change.	384	2.98	1.275	-.199	.125	-1.019	.2
1.Managers lead by model in the organization	384	3.09	1.128	-.076	.125	-.717	.2
2.Due to change in the decision making process employees are satisfied	384	3.09	1.154	-.117	.125	-.802	.2
3.The change plans being properly communicated to the employees	384	3.09	1.196	-.066	.125	-.986	.2
4.Training is given in strategical organizational change	384	3.11	1.188	-.073	.125	-.986	.2
5.Managers are eager to communicate to their employees in organizational change	384	3.13	1.230	-.005	.125	-1.063	.2
6. The vision and mission of the organization are informed by managers	384	3.26	2.581	10.717	.125	155.135	.2
7.My managers are confident and protect me from mistakes	384	3.14	1.240	.038	.125	-1.099	.2
8.I diffuse positive ideas to my friends	384	3.11	1.209	.030	.125	-.996	.2
9. The management delivers organized information	384	3.11	1.202	-.003	.125	-1.007	.2
10.Most employees know what is going on in the organization	384	3.10	1.213	.011	.125	-.997	.2
11.I don't resist strategic organizational change.	384	3.11	1.227	-.033	.125	-1.066	.2

1. My bank gives appropriate time for strategic organizational change and it makes me feel good.	384	3.09	1.220	-.036	.125	-1.009	.2
2. Managers build trust	384	3.13	1.208	-.104	.125	-.908	.2
3. Management is positively participating in the change process and boosting the morale of the employees.	384	3.15	1.226	-.103	.125	-.996	.2
4. Managers accept employees opinion	384	3.11	1.207	-.037	.125	-1.011	.2
5. Managers boost positive idea in the organization	384	3.06	1.191	-.042	.125	-.923	.2
6. I fear my managers	384	3.01	1.217	-.042	.125	-1.000	.2
7. I am happy in the organization	384	3.05	1.197	-.146	.125	-.938	.2
8. Managers empower employees to achieve the goal	384	3.07	1.196	-.150	.125	-.913	.2
1. I see diversity positively	384	3.22	.965	-.549	.125	.034	.2
2. Divers leadership enable effective strategic organizational change	384	3.13	1.016	-.369	.125	-.471	.2
3. I believe there is diversity in our leadership personnel	384	3.20	1.066	-.207	.125	-.649	.2
4. The leadership at this organization encourages diversity	384	3.26	1.066	-.146	.125	-.636	.2
5. Management shows that diversity is important through its actions	384	3.27	1.117	-.052	.125	-.877	.2
6. The organization respects individuals and values their differences	384	3.30	1.141	-.119	.125	-.948	.2
7. I have personally witnessed discrimination at this company	384	3.32	1.148	-.014	.125	-1.032	.2
8. Leaders at the top are not divers	384	3.34	1.143	-.074	.125	-.978	.2
9. The bank CEOs are homogeneous	384	3.30	1.151	-.027	.125	-.956	.2

10. There are rumors on the leadership coming from the same society	384	3.28	1.157	-.015	.125	-.977	.2
11.Diversity plays a great role in strategic organizational change.	384	3.29	1.164	-.074	.125	-.964	.2
1.There is cultural diversity among the people a job candidate	384	3.30	1.146	-.098	.125	-.951	.2
2.I believe strategic organizational change favor some groups	384	3.31	1.159	-.099	.125	-.958	.2
3. I don't get promotions because of my identity	384	3.32	1.140	-.056	.125	-.982	.2
4. I treat every employees equally	384	3.30	1.122	-.047	.125	-.975	.2
5. The employees are from different back ground	384	3.30	1.160	-.012	.125	-1.055	.2
6. Because of diversity the bank is competitive	384	3.28	1.140	.011	.125	-1.024	.2
7. Managing diversity is one of the organization's culture.	384	3.24	1.096	-.020	.125	-.847	.2
8. Employees of different backgrounds are encouraged to apply for higher position	384	3.17	1.088	-.091	.125	-.733	.2
9. My experiences since coming to this company have led me to understand of racial/ethnic differences	384	3.11	1.040	-.100	.125	-.550	.2
10.Diversity is one strategic issue in the bank.	384	3.08	1.024	-.109	.125	-.429	.2
11.Homogeneous workforce has disadvantage in organizational change.	384	3.10	1.032	-.224	.125	-.318	.2
1.The organization communicates with business communities in organizational change.	384	3.14	1.030	-.342	.125	-.447	.2
2. I have been a leader of transformation efforts within this company.	384	3.08	1.046	-.289	.125	-.600	.2

3.I react by trying to manage the change rather than complain about it.	384	3.08	1.113	-.207	.125	-.826	.2
4.The changes occurring in the organization cause me stress.	384	3.00	1.126	-.033	.125	-.899	.2
5. Leadership style matters in the organization strategic change.	384	3.01	1.122	.058	.125	-.832	.2
6. I often find myself leading change efforts in this bank.	384	3.01	1.130	.050	.125	-.863	.2
7.Diversity matters in the organization to achieve strategically change.	384	2.98	1.142	.105	.125	-.840	.2
8.The organization's structure enables to hit the strategic change.	384	2.97	1.122	.134	.125	-.762	.2
9.The managers make sense about strategic organizational change.	384	2.99	1.122	.065	.125	-.767	.2
10.The organization gives appropriate time for change ,	384	3.04	1.098	-.120	.125	-.811	.2
11. The strategic organizations change is harmony with the vision and mission of organization	384	3.14	1.121	-.247	.125	-.799	.2
Valid N (listwise)	384						