



WERABE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

**THE EFFECT OF CHANGE MANAGEMENT ON EMPLOYEE
PERFORMANCE IN HIGHER EDUCATIONAL INSTITUTIONS IN CASE
OF WERABE UNIVERSITY**

THESIS SUBMITTED TO DEPARTMENT OF MANAGEMENT FOR THE PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS DEGREE IN
BUSINESS ADMINISTRATION (MBA)

By:
ABDULKADIR MOHAMMED

UNDER THE GUIDANCE OF
ENDALEW ADAMU
(Assistant Professor)

CO-ADVISOR:
Mr. MUDIN KIYAR
(MBA)

Werabe, Ethiopia
December 2023

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DECLARATION

The under signed declar that this thesis entitled “_the effect of change management on employees performance in case of Werabe University” is my original work. I have carried out the present study independently with the guidance and support of the research advisors Assistant professor **Endalew Adamu** and **Mr. Mudin Kiyar** . I further confirm that this paper has never been submitted to any other university for any degree, or diploma program in this or any other institution. Finally, I declare that all source materials used in this research has been dully recognized and acknowledged.

Declared By: - Abdulkadir Mohammed

Signature

Date.....

ADVISORS' APPROVAL SHEET
College of business and economics

Department of management

(Submission sheet)

This is certify that the Thesis entitled “**The effect of Change management on employees performance in case of Werabe University**” submitted in partial fulfillment of the requirements for the Masters of Business Administration (MBA) in management, and has been prepared by **Abdulkadir Mohammed** under our supervision. Therefore we recommend that the thesis has developed in fulfilling the requirements and hence hereby can be submitted to the department.

Endalew Adamu (Assistant professor).

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EXAMINERS' APPROVAL SHEET.

We, the undersigned, members of the Board of Examiners of the final open defense by **Abdulkadir Mohammed** have read and evaluated his/her thesis entitled “challenges and practice change management, and examined the candidate. This is, therefore, to certify that the thesis has been accepted in partial fulfillment of the requirements for the degree Masters of Business Administration.

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Name of Internal Examiner	Signature	Date
Name of External examiner	Signature	Date
SGS Approval	Signature	Date

Final approval and acceptance of the thesis is contingent upon the submission of the final copy of the thesis to the School of Graduate Studies (SGS) through the Department/School Graduate Committee (DGC/SGC) of the candidate’s department.

Stamp of SGS Date: _____

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Abstract

The purpose of this study was to examine the effect of change management on employees' performance in higher educational institutions of Ethiopia in case of Werabe University. The study reviewed relevant literature with the aim of establishing a gap which the research fulfilled. The researcher used descriptive research and exploratory design with quantitative research approach in order to meet the objective of the study. The target population for this study was employees of Werabe University. To select sample respondents, stratified random sampling technique was employed and 288 respondents were selected using stratified random sampling Technique. Methods of collecting data were structured and semi structured questionnaires. 234 questionnaires were used for this study .The data were entered in SPSS version21 and analyzed by using descriptive and inferential statistics. Pearson Correlation analysis shows that there was statistically significant positive relationship between the four independent variables at the .000 level (2-tailed) had positive and statistical significant correlation relationship with dependent variables in case institution. The multiple linear regression of the study indicated that all change management dimensions had statistically significant on employees' performance in werabe University and Employees performance was explained by 89.6% with all the independent variables. Independent variables are significant impact on dependent variable.

Key Terms; Change, Change management, change management dimensions. Employee performance

Chapter one

Introduction

This chapter contains back ground of the study, back ground of the organization, statements of problem, research questions, objective of the study, significance of the study, scope of the study, limitation of the study, organization of the paper.

1.1. Back ground of the study.

In today's rapidly changing business environment, the unique competitive advantage of organizations appear to be its ability to adopt and adapt to change (Lawler and Worley, 2016). Change is Universal, a constant across public and private sector organizations (Brunton and Matheny, 2019). The public sector organizations were traditionally not faced with competition and market dynamics hence had no incentive to change their way of doing business. This has since changed as competition is cropping up in the public sector and administrative public tasks are increasing and becoming more complex (Brunton and Matheny, 2019).

Organizational change is characterized by the introduction of new organizing and working arrangements (Harwood and Giles, 2015).The change will always impact on those affected by it in the organization positively or negatively. The changes can provide opportunities for growth and development to some and threats from establishing new relationships, skills, and activities to others (Kiefer, 2015).

Due to unavoidable environmental changes, organizations today have been challenged to advocate for changes that influence employees' performance. Therefore the top management has to ensure that factors that influence employees' performance are taken into consideration. Management can be defined as a creative and systematic flow of knowledge that can be applied to achieve quality results by using human as well as other resources in an effective way (Drucker, 2003). The importance of management in organizations today has increased multifold. Strategic outcomes depend on ways of management in organization, therefore key management functions that include learning to delegate, planning, organizing, communicating clearly, motivating employees, adapting to change and constantly generating innovative ideas are crucial. Change is unavoidable in organizations today and

is of paramount importance to study how change factors affect employees' performance (Sr LUCY wanza and Janet Kagwiria 2016).

For change management to be successful and its impact positive, managers or supervisors in the organizations need to understand what motivates their team and enroll employee participation. In fact separating managers from leadership in terms of style is difficult because every manager needs to have leadership skills to get activities done and every leader should have managerial skills to induce workers to change directions. This is especially important in organizations or institutions which are going through change since constant motivation and guidelines are needed for effectiveness of employee performance (McLagan, 2002).

Most organizational managers today would agree that change has become a constant phenomenon, which must be attended to and managed properly if an organization is to survive. 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. The culmination of these forces has resulted in an external environment that is dynamic, unpredictable, demanding and often devastating to those organizations, which are unprepared or unable to respond (Burnes, 2020).

In the global market economy, technology introductions, aging boomer population, and less than honest world competition have all had an impact of change management. With the sudden financial shock in late 2008, many employers rushed to downsize their organizations to capture possible profits. In today's business environment, it's becoming obvious that nothing remains still (Olubayo 2014). He emphasizes that the rate of change which business organizations face have continued to increase more and more in the last five decades. This is as a result of advances in information and communication technology increasing democratization of economies and liberalization of economies across the globe. Universities today operate in such a competitive environment and the need to adopt change is inevitable and ought to be discussed.

In Africa, change is as well inevitable. Most African countries have undergone series of changes. Universities in Africa have gone through tremendous changes due to growth and expansion of institutions of higher learning. In order to compete globally, universities have embraced change management factors such as culture, technology, leadership and structure which affects both

employee and organizational performance. In order to remain competitive universities have adopted cultural systems known to every employee which add value to their performance, for instance we value quality education. Leadership changes may influence employee performance. The leader as a person in charge or as a change agent can manage an organization or the process of organizational change more effectively and successfully if he/she is capable and competent. (Asghar, 2010). He noted that rapid technological advancements, high expectations of customers, and ever changing market situations have compelled organizations to incessantly reassess and reevaluate how they work and to understand, adopt and implement changes in their business model in response of changing trends. Organizational change is a demand of the day, and needed for universities to survive. On the other hand organizational structure changes are thought to influence employees' performance. The practice of change management in Werabe University has taken since it has established; however there is hardly any empirical study that has been conducted to investigate the effect of change management on employee performance in higher educational institutions particularly in Werabe University. Therefore, this study was conducted to assess the effect of change management on employee performance in higher learning institutions with emphasis the case of Werabe University.

1.2. Statement of the Problem

Higher educational institutions/Universities- secular institutions and one of the most important social organization, are now inserted in a complex scene of great changes and uncertainty in the economic, political, social, educational, technological and environmental fields, requiring new form of management to make them more agile, flexible and effective in terms of responsiveness to social demands. (Aktas 2015 cited in Justyna Fijilkowska 2018).

The development of knowledge economy and the growing turbulence and uncertainty in environment of modern organizations impact also universities. Therefore, the decisions making process in Higher Educational Institutions have become increasingly complex (Leja, 2013 p.21 cited in Justyna Fijilkowsk 2018)

As the demand for higher education continues to grow and as governments acknowledge their role in promoting economic development, it becomes increasingly important to ensure that higher education systems are managed in an effective way. The reforms in higher education governance in recent years are driven by the same external and internal pressures and are largely following the same pattern (John, 2008 cited in Adamitu Kumsa 2016).

The negative impact of change results in organizational change efforts failing to meet the proposed objectives. This can be in the form of wasted resources, sunk costs and low productivity. Many researchers indicated a high failure rate of 70 percent for most change initiatives (Kotter, 2018Cited in Gabriel ubolo Onuche 2021).

The government and people of Ethiopia have been committing huge resources to the education sector and especially for higher educational institutions to fill the gap of educators in Ethiopia. The money spent in teacher training for example, is an investment which the society expects to reap from the trained educators. This is in the form of quality services offered such as providing quality education to their clients. It is also imperative that the educators are well motivated to remain in the profession for a reasonable period of time and perform their roles as expected as the investment in them is quite a huge one. This is possible if they are satisfied within their profession and are delivering the quality that is expected.

Werabe University established the Office of Change Management to lead the transformation process of the change initiative systematic and coordinate these change initiatives, implements and communicate through channels concerning institutional and human factors influencing the transaction.

The university believes, overall change management process work with and support the University leadership on strategic change management directions in line with internal and external developments. All these activities will be managed using the change army format tables evaluate the day to day activities and finally discussed the result of the activities gained during implementation and take the remedial action according to the result obtained. Therefore the university also take over the responsibility of its side and working the best of its activities that is mandatory to continue in teaching learning process as a competitive business succeeded in

assessing its environments and putting in place an efficient structural set-up and governance system that would enhance its transformational agenda according to the university direction of the change management program and its implementation on the strategic plan document mentions clearly. the initiatives of the change implementation is the responsibility of change management by establishing of monitoring and evaluation office how the offices under enhancing change implantation processes and strengthen the realization of the university transformation agenda by establish baseline data to identify changes and the outcome from the agenda.

Kute and Upadhyay (2014) and Abbas, Muzaffar, Mahmood, Ramzan and Rizvi (2014) found a positive relationship on change management factors and employee performance. Dauda and Akingbade (2014) in their study found no significant relationship of technological changes and employee performance. Al-Jaradat, Nagresh, Al-Shegran and Jadellah (2013) found a positive relationship between the areas of change (organizational structure, technology, individuals) and the performance of workers.

In spite of the several efforts, still the findings on the impact of change management on employee performance in higher educational institutions. But it seems that it has been difficult to assess the influence change management on employee performance. To the best of the researcher's knowledge and the literatures reviewed, there is no extensive empirical study conducted in Ethiopian HLIs particularly in Werabe University to explore the effect in depth. As the researcher point of view, there are also problems in need assessment, preparing the required strategic plan, communicate to all the members of the organization and come to agreement and implement accordingly. Hence this study was tried to fill the gap in this area by assessing the effect of change management on employee performance in case of Werabe University.

1.3. Research questions.

This study is answer the following basic research questions indicated under.

1. What is the effect of change in leadership on employee performance in Werabe University?
2. What is the effect of technological change on employee performance in Werabe University?
3. What is the effect of organizational structure change on employee performance in Werabe

University?

4. What is the effect of change in organizational culture on employee performance in Werabe University?

1.4. Objectives of the study

1.4.1. General Objectives

The main objective of the study was to investigate effect of change management on employee performance in Werabe University.

1.4.2. Specific Objectives

Based on the above general objective, this research drives the following specific objectives such as:

- To examine the effect of leadership change on employee performance in werabe university.
- To explore the effect of technological change on employee performance in werabe university.
- To investigate the effect of organizational structure change on employee performance in werabe university.
- To examine the effect of organizational culture change on employee performance in werabe university.

1.5. Hypothesis of the study

1. H₀: Change in leadership has no statistically significant effect on employee performance
H₁: Change in leadership has statistically significant effect on employee performance.
2. H₀: Technological change has no statistically significant effect on employee performance.
H₁: Technological change has statistically significant effect on employee performance
3. H₀: Change in organizational structure has no statistically significant effect on employee performance.
H₁: Change in organizational structure has statistically significant effect on employee performance.

4. H_0 : Change in organizational culture has no statistically significant effect on employee performance.

H_1 : Change in organizational culture has statistically significant effect on employee performance.

1.6. Significances of the Study

This study may be helpful for the following reasons; change management has become the important reform implementation tool in the Ethiopian public sector. The objective of change is to realize the organizational vision and objectives; so the finding of this paper attempts to show the major effects of change management practice on employee performance in higher educational institutions in general and Werabe University in particular. A good understanding of the effect of change management may help the implementers to better prepare for the success of the implementation. Furthermore, it adds to the existing volume of knowledge regarding change management influence on employee performance. Finally, the study result may also help to motivate the universities to assess their achievement/work periodically and take remedial action for their deficiencies.

1.7. Delimitations of the Study

This study focused on examining change management on employee performance in higher educational institutions in the case of Werabe University. Due to cost and time constraints, the study geographically was limited to Werabe University that is found in Werabe town.

Conceptually, the general definition of change management and core changes which determine the performance of employees in the university. These are change in leadership, technological change, organizational structure change, and change in organizational culture on employee performance.

Methodologically, this study used only quantitative research methods. The researcher chose quantitative to describe the effect of change management on employee performance by collecting quantitative data through questionnaires from employees of Werabe University. Also, the researcher used a combination of descriptive and explanatory types of research design that were used to assess the relationship between change management and employee performance.

In addition to this the time allotted to complete this study was not been sufficient so it is a bit difficult for the researcher to make a thorough investigation in this area within this March 2023 to October 2023.

1.8. Limitations of the Study

The major limitation which was observed when undertaking the research is time constraints and shortage of budget and different externalities beyond the capacities of the researcher. The researcher was tried to handle these expected externals as much as possible. There was no sufficient and organized data in the University specially referring change management activities. There was a time constraint of the leaders of the university to take time to the researcher questions and filling questionnaires because of different office works and meetings. Distribution and collections of questionnaires and conducting interview was very difficult. The researcher tried his best to handle such anticipated restrictions by applying effective time management, by searching different sources of finance to solve shortage of budget, searching different and relevant sources of data from concerned individuals especially in the administrative office.

1.9. Definition of key terms

Change in leadership; change in leadership refers to a shift in the individuals who holds positions within an organization. It may involve the appointment of new leaders, the departure of existing leaders, or change in leadership style and approach.

Change in technology; this refers to the adoption of new technologies or significant modifications to existing technologies within an organization. It may involve implementation of new software, hardware, or systems, as well as change in processes and workflows to accommodate technological advancements.

Change in organization structure; this refers to alterations in the way an organization is organized and how its various departments, teams, and reporting relationships are structured. It may involve changes to reporting lines, job roles, hierarchies, or the overall organizational design.

Change in organizational culture; this refers to shifts in the values, beliefs, behaviors, and norms that characterize an organization's culture. It may involve efforts to foster a more inclusive and

collaborative culture, promotes innovation and risk taking, or address issues related to diversity and inclusion.

1.10. Organizations of the Study

This research paper organized in to five chapters. Chapter one contains the introduction, which focuses mainly on the background, statement of the problem, research hypothesis, objectives, the scope, limitation and significance of the study. Review of the theoretical, empirical literature and knowledge gap pertinent to the concern of this study is presented in Chapter two. Chapter three deals with the research methodology that includes research design, data collection procedures and method of data analysis techniques. Chapter Four dwells on the major interpretation and data analysis of the study the fifth and the last part is major findings, conclusion and forwarded recommendations. The reference and annexes is attached at the end of the study.

CHAPTER TWO

2. Review of related literatures.

The goal of this literature review is to develop a framework for this study and to situate the study within the broader context of related research. In this section the researcher tries to evaluate the literature which is related the question raised and how it will be answered by the different researchers in different perspectives, situations to compare past knowledge written on different sources familiar with what is already known and also with the unknown or unproved. It will be addressed the impact of leadership change, technological change, organization structure change, and organization culture change on employee performance.

2.1. Theoretical review.

2.1.1. What is change?

Public sector organizations worldwide are under pressure to increase efficiency while delivering improved and integrated services. The public sector remains a central vehicle for delivering development for both developed and developing countries; within a framework crafted to realize economic and allocative efficiency; equity, justice, fairness; security; competitiveness and contestability (Crawford, Costello, Pollack, Bentley, 1998).

Change is life, life is change. It just happens, like the weather. Changes result from chance, choice, or crises, and are generally unpredictable. But the process of “how” we move through life’s changes is predictable. The price of frequent, chaotic, or mismanaged change can be high. Change management requires care; no change is too small for skilled handling (Salerno, Ann & Brock, and Lillie. 2008).

Change is an alteration of a company’s strategy, organization or culture as a result of change in its environment, structure, technology or people. A manager’s work would be straightforward and simple if changes were not taking place. These changes could be alteration in structure (design of jobs, span of control, authority relationships or coordinating mechanisms), in technology

(equipment, work process or work methods) as well as in people (behaviors, perceptions, expectations or attitudes) (Passenheim. 2010).

Change management is not a distinct discipline in its own right. It grounds its basic approaches in theories from other social sciences and extensively draws from experience and real-life examples. The idea of managing, directing and leading change is a relatively new one. Early philosophical works deal mostly with acceptance of change, where change is seen as an unavoidable, mostly negative element of life (Vercellese, 2004).

To implement change management in an educational organization requires a number of concurrent changes in academic and administrative practices resulting in a new institutional culture with changed performance expectations and communication channels, and a practical and seamless alliance between the various service sectors of the Institute (Alpine & Jackson, 2000).

2.1.2. What is change Management?

According to Burnes (2004), there is no one widely accepted, clear and practical approach to organizational change management that explains entirely what changes organizations need to make and how best to implement them with optimal organizational performance.

On the other hand, Singh, Saeed& Bertsch (2012) defines that change management means to plan, initiate, realize, control, and stabilize the change process on both the corporate and the personal level by handling obstacles carefully.

Contingency and Choice Change supports the proposition that the structure and the performance of an organization are independent on the situational variables that it faces (Dunphy and Stace, 1993). Change is hard it not just mentally difficult to understand it is a process of learning new skills, steps, and technologies but emotionally. But no matter how difficult, change is common in all sectors today, because globalization and the rapid development of new technologies keep moving the bar for quality, cost, speed, and service.

2.1.3. Types of change in organization

Change is the alteration from “what was yesterday” to “what is today” and that is often uncomfortable usually a modification of the way things get done in the system. In an organization there are two types of change in general which are Planned and Emergent change (Ackerman (1997).

Planned change – refers to initiatives that are driven “top-down” in an organization while Emergent change is referring to a situation in which change can originate from any level in the organization. Planned change takes place by way of a systematic process of well led events, monitored by constant surveillance that it is clearly implied that the state that must be reached and the means to do it are stated clearly and explicitly, and that they can be implemented as final concept (Mintzberg, 1990).

Organizational growth, while considered a positive change, can have a negative effect on the environment and employee attitude. The company’s culture, current leadership styles, and business systems may no longer accommodate the organization in its new form. Growth needs to be managed on multiple levels: having the right leaders leading the right people to do the right things at the right time (Ackerman, 1997).

On the other hand, Understanding the nature of the change as per the organization’s wish to effect and the context in which they are working are important in determining an appropriate strategy of desired change they want to in effect. There are a number of ways in which change can be categorized, most are related to the extent of the change and whether it is seen as bottom-up or driven top-down (Kotter, 2007)

According to Ackerman (1997), try to distinguished changes in to three as Development may be either planned or emergent; it is first order, or incremental. It is change that enhances or corrects existing aspects of an organization, often focusing on the improvement of a skill or process, the other one is Transitional that seeks to achieve a known desired state that is different from the existing one. It is episodic, planned and second order, or radical. Much of the organizational change literature is based on this type.

The third one is Transformational which is radical or second order in nature. It requires a shift in assumptions made by the organization and its members. Transformation can result in an organization that differs significantly in terms of structure, processes, culture and strategy. It may, therefore, result in the creation of an organization that operates in developmental mode one that continuously learns, adapts and improves (Ackerman, 1997)

Sometimes change is deliberate, a product of conscious reasoning and actions planned change. In contrast, change sometimes unfolds in an apparently spontaneous and unplanned way which is emergent. Change can be emergent rather than planned in two ways, Understanding that organizational change is a process that can be facilitated by perceptive and insightful planning and analysis and well crafted, sensitive implementation phases, while acknowledging that it can never be fully isolated from the effects of uncertainty and chance (Dawson, 1996).

Managers make a number of decisions apparently unrelated to the change that emerges. The change is therefore not planned. However, these decisions may be based on unspoken, and sometimes unconscious, assumptions about the organization, its environment and the future (Mintzberg, 1989) and are, therefore, not as unrelated as they first seem. Such implicit assumptions dictate the direction of the seemingly disparate and unrelated decisions, thereby shaping the change process by 'drift' rather than by design.

External factors (such as the economy, competitors' behavior, and political climate) or internal features (such as the relative power of different interest groups, distribution of knowledge, and uncertainty) influence the change in directions outside the control of managers. Even the most carefully planned and executed change program will have some emergent impacts (Mintzberg, 1990).

2.1.4 Factors affecting organizational change

Many articles are devoted to identifying change factors from both the external and internal environments. As organizations face the dynamic, changing environment, they are required to adapt, change and in some cases, totally transform. Factors that motivate organizations to change

in response to external environmental threats and opportunities may motivate organizations to change (Kotter, 1996; Lawrence, 1990; Hedberg, Nystrom and Starbuck, 1976) showing that there are many driving forces that trigger the need for change. The most widely-stated causes come from macro-environmental factors such as major economic and political changes, technological advances, rapid expansion in the global marketplace and altering demographic and social structures (George and Jones, 2002).

Educational changes or reforms emerge and are shaped by external (macro- level) and internal (micro-level) factors. They further state that “ macro level factors refer to the global influences and nation- or regional- level cultural, economic and political dynamics, while micro – level factors refer to the outcome of the social interaction among individuals or educators” (Wong & Cheung ,2009: 9)

Internal forces

Organizations go through various internal change processes throughout their normal life cycle where organizational leaders may create change-driving forces within the organization. For instance, some organizations initiate radical change that results in structural transformation through which organizations attempt to revitalize business orientations (Chandler, 1962; Child, 1972; Miller, 1982; Miller and Friesen, 1982; Miller and Friesen, 1984) through changing the reporting structure.

Other changes such as mergers and acquisition, new top management teams and changing company dynamics because of reorganization and restructuring require organizations to make significant changes not only in strategy and structure, but also organizational culture and processes (Keifer, 2005).

Change in the managerial personnel

Besides environmental change, in the researcher’s believe, there is a change in managerial personnel do you to various reasons like old managers replaced by new managers, which necessitated because of retirement, promotion, transfer or dismissal. Each new manager brings his

own ideas and new ways of working in the organization (Quinn, 1993).

Change can only occur when individuals in the organization begin working in new ways; displaying new behaviors, using new tools, adhering to new processes and adopting new values. Individual shifts in behavior are the cornerstone of change. When numerous individual shifts are taken together as a whole, the desired future state of the organization is achieved. People are dynamic and harder to change because each person has their own system of beliefs and values (Candy & Lee, 2012).

Deficiency in Existing organization

Changes are necessary because of deficiency in the present organizational arrangement and process if the deficiency may be in the form of unmanageable span of management, large numbers of managerial levels, lack in coordination between various departments, obstacles in communication, lack of uniformity in policy decision and the like (Kotter (1995).

According to Kotter, organizational change is about a significant change in the organization, such as reorganization or adding a major new product or service. This is in contrast to smaller changes, such as adopting a new computer procedure. Organizational change can seem like such a vague phenomenon that it is helpful if you can think of change in terms of various dimensions. Usually, organizations must undertake organization-wide change to evolve to a different level in their life cycle, for example, going from a highly reactive, entrepreneurial organization to one that has a more stable and planned development.

Nature of the force

The nature of work force has changed over a passage of time. Different work values have been expressed by different generations. The profile of the work force is also changing fast workers in the age group of fifty plus value loyalty to their employers, while workers in their mid-thirties and forties are loyalty to themselves only. The new generation of workers has better educational; they place greater emphasis on human values and questions authority of managers. Their behavior has also become very complex and leading them towards organizational goals is a challenge for the

According to Bridges that points out there are five measurable costs to the workforce and even at different levels of management if managing the transition is not done effectively. These costs are generally represented through attitudes; guilt, resentment, anxiety, self-absorption and stress. It is up to leadership to determine how they can encourage a vibrant and effective workforce, instead of a disgruntled group that will eventually either get the change or leave. How leadership manages the transition will determine the outcome.

To avoid developing inertia

Adaptive and often essential organizational change is routinely stymied by organizational inertia (Schön, 1971). Understanding organizational inertial dysfunction helps managers' better deal with organizational resistance and failure, action and psychological inertia and their constituent parts are key barriers to fostering institutional willingness to develop and implement strategic direction (Hedberg & Ericson, 1997).

According to Hedberg & Ericson, in many cases, organizational changes take place just to avoid developing inertia or inflexibility. Conscious managers take in to account this view of organization that organizations should be dynamic because any single method is not the best tool of management every time. Thus, changes are incorporated so that the personnel develop liking for change and there is no unnecessary resistance when major changes in the organization are brought about.

There are a number of factors that should be considered by management in choosing how to implement the necessary changes, as each approach will be appropriate in different circumstances. In agreeing an appropriate strategy or combination of strategies for change, the organization's management will need to take into account the degree of the opposition expected; the power base of the change initiator; the need for information, communication and commitment when planning and carrying out the change. The nature of the current organization's culture and its likely response to change (Kanter, 1999).

External forces

Change in social, political, economic, technological, and legal environments force organizations to change themselves. Such changes may result in organizational changes like major functions production process, labor-management relations, nature of competitions, economic constraints, organizational methods and others organizations must change in order to survive the changing environment (Edmonds, 2011).

Technological changes

When there is a change in technology in the organizational environment and other organizations adopt it, the organization focus to be less cost effective and try to amend the weakness. Therefore, the organization has to adopt the new technology, its work structure is affected and a new equilibrium has to established based on the need of the organization but not others follow the new technology (Dawson, 2007).

According to Dawson, some of the reasons why organizations decide to introduce new technology is that to reduce costs; to increase productivity; to increase quality; to reduce dependence on skilled labor; because it always seems a good idea to be up to date; because competitor organizations are also introducing new technology; because new technology is interesting; in order to change the relations between various groups in the organization (Dawson, 2007).

The sociological significance of technology is that its importance goes far beyond the tool itself. The type of technology a group has sets framework for its non-material culture. Technology even influences the way people think and how they relate to one another (Stromquist, 2005). Regarding the practical use of technology within organizations it has been observed that technology is neither entirely flexible nor fully separated from any social system.

Contrary to this the social and technological systems adjust and adapt with each other to attain a stage of semi-stable equilibrium (Boland and others 2007; Spicer, 2005; Zammuto and others, 2007).

Marketing conditions

Every organization exports its outputs to environment, it has to face competitive in the market. The organization may affect the competitive position in two ways that can be forced to supply the same product and buys who are not buying the product. Any change in these forces may require suitable changes in the organization. Kanter (1992) claim that organizational success can have different interpretations. Firstly, external success can mean that the organization is successful in its market; it is a matter of its relationships with customers. Secondly, there is internal success, which aims to modify the organization's internal structures, processes, and systems, and its use of resources to bring about the success.

Social changes

Social changes have taken place because of the several forces like level of education, urbanization, feeling of autonomy, and international impact due to new information sources. This social changes affect the behavior of people in the organization. It reflect in terms of people's aspiration, the needs, and their ways of working. Social changes comprise modifications in social systems or subsystems in structure, functioning, or process over some period of time (Allen, 1971).

Cultural influences clearly play an important part in social change. Secularization and the development of science have had major effects on the way in which we think, attitudes to legitimacy and authority, and have thus also influenced social structures, systems and values (Giddens and Duneier, 2000).

Political and Legal changes

It is broadly define the activities which an organization can undertake and the methods which will be followed by it in accomplishing those activities. Any changes in these political and legal factors may affect the organization operation. Political actors, capable of strategic action, employ a dual strategy that they try to control the image of the policy problem through the use of rhetoric, symbols and policy analysis. They also seek to change the participants who are involved in the

issue by seeking out the most favorable venue for consideration of their issues. Both the institutional structures and the individual strategies of policy entrepreneurs play important roles (Baumgartner and Jones 1991).

In this regard, Greener (2002) distinguishes three orders of change. First-order change occurs only in settings of policy instruments, while second-order refers to the situation when instruments used to achieve policy goals are changed. Lastly, third-order change is constituting a policy paradigm shift of occurs when policy-makers reject their framework of ideas for interpreting the world and adopt another one. The level of change impacts the means and the policy images used.

2.1.5. Strategic, process and models of change management

Strategic management

Strategic management is a process by which top management determines the long-term direction and performance of the organization by ensuring that careful formulation, effective implementation and continuous evaluation of strategy take place. It's therefore the process of coordinating and integrating the management functions in an organized manner in order to achieve organizational goals and objectives. It is the decision process that aligns the organization's internal capability with the opportunities and threats it faces in its environment (Rowe, 1994).

Strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences' (Johanson and others, 2009).

In implementing change management, one can learn and get lesson in various ways and styles to extract from research and activities to date but strategies cannot simply be copied from other organizations, whether in the same or a different industry because "Every organization is unique" (Viljoen and Mitchell 2002). "The momentum and sustainability of the organizational change is only as strong as the weakest link" (Alpine & Jackson 2000, p. 63). "There is no single path to successful change implementation that holds in all situations" (Mitchell 2002, p. 31) A single,

coherent change management strategy that applies to all circumstances of change is not possible and there is no definable end to the process (Walsh 2000).

According to Berry and Wechsler (Berry & Wechsler, 1995), believed that the strategic planning procedures for a company or an organization usually considered exclusively its requirements that fits to their interest. Therefore, for their managerial purpose, the strategic planning follow certain steps like under:

Step one: Preparation for the Strategic Planning procedure that every member of the organization should know the subject of the organization or firm needs to achieve is very important and is the reason of doing this process.

Step two: Clearing mission, vision and value before starting the change activities making clear understanding of the Organization's Mission, Vision and how to give value to customers play a significant role in firms and Value shows the culture of the organization's employees and their behavior and how the people are satisfy with the services and product of the organization.

Step three: Recognize Stakeholders and evaluate their needs and analysis. Usually organizations have a large number of stake holders which some of the play an important role and have their own comments and interests. Strategic planners in the organization should recognize the internal and external stakeholders and pay attention to their opinions and ask them to share their experiences and beliefs about the organization.

Step four: Identifying the External and Internal Environments. Adapting with the change of environment that is external or internal is one of the key factors of strategic planning. External environment goes to recognize the threats and opportunities in the working environment parameters that effect on the organization like political, economic, social, new technological methods, revenue, quality and quantity of resources play a significant role in organization and also core competencies of the firm are very important that consider in the strength's point. Unlike the strong resources, inadequate

from its mission and vision and clearly done proper and time based analysis for clearing the opportunities and treats that can help in development of organization.

Step five: Recognize Strategic Issues. Totally the strategic management is an important problem in organizations and it should be solved by asking questions what is the issue? Why is it an issue? Who says it is an issue, and how do we know it is an issue? And what are the consequences of not doing anything about it? (Berry, 2007).

Step six: Expand Goals, Objectives, Performance Measures, and Action Plans. In every level of life setting goals and develop them playing significant role, it is obvious that in organizations also it is important and need strategic planning and also specify the purpose and should consider the time and measure the results obtained.

Step seven: Work out and evaluate Strategies. To accomplish the goals, managers need strategy setting that connects the organizations to external environment and helps them to develop and expand goals. Strategy has some characteristic like political, economic, technological and moral and legal. Environments do not change in predictable ways, so the real challenge in crafting strategy is to detect the often subtle changes that will undermine the program, products or services in the future.

Step Eight: work out and evaluate Strategies: Managers, and or change leaders should find a connection between strategic plan and obtainable operation by considering whether or not achieve the planed goal. Achieve early successes of the organization, members see that change is Possible and that the planned activities led to intended purposes. Celebrate successes to reward employees and show clear incentives for undertaking the effort involved in organizational change to maintain the spirit of the planning process that can oriented to strategic Thinking and building a more united management team throughout the organization.

Process of change management

Change is a process, not an event. It does not just happen one day. The concerns, blank stares, foot-dragging, and other subtle means of resistance to change can be seen in any school, district, or organization going through change (Bridges 1991). According to the Bridges 'description, a typical reaction to change that Faced with the choice between changing one's mind and proving that there is no need to do so, almost everybody gets busy on the proof new and useful prospective on the difficulties or implementing the change process are important to understand.

The process for change management and the actions that are part of a change management strategy are unique and specific to a particular organization. Each organization has unique requirements, their circumstance and resources culture differ, clientele and relationships are unique, and their aims, objectives and very ambitions may be different (Mitchell 2002). It is about exploring choices and choosing pathways (Horton 1999). Change is hard it is not just mentally difficult to understand it is a process of learning new skills, steps, and technologies emotionally.

According to HEFCE (2003), change usually involves three overlapping aspects such as people, processes and culture that the emphasis is upon the processes. However, in order to properly embed a change, a change manager needs to balance all three of these aspects following the technical process starting unfreezing state to the change status quo through a set of action to refreezing in to a stable pattern. Change management is the process of planning and executing major change steps in an organization to achieve the organization's goals, maximize the positive impact on employees who do the work after a change, and help leaders and staff make the new ways become a habit.

As the researcher's believed, the need of the organizational change differ in scope and the target of the interests of the organization the process may more or less similar provide the outcome they gate. Organization should not start because of simply what others make change but they should make sense of necessity and emergence which is acquired from two categories of information by study their environmental situation and the present facts will identify the present and the future crisis and analyzing the potential forces that can help for future chances.

According to Proehl (2001), the successful change process in managing change services begin with Create a sense of urgency at least sufficient numbers of staffs of the organization feel change must happen to insure survival based on what are the internal and external drivers for change decisions chooses, Build A Coalition for change that creates the successful change team need the right personnel, equipment and skills.

On the other hand, Katzenbach and Smith (2003), the team must be a small number of people with complementary skills who are committed to a common purpose, performance goals and approach for which they are mutually accountable. In order to convey its message to the people, clarify the Change Imperative that every member of the change team must understand and be able to explain to others what the team is doing. No system is going to be perfectly ready, willing and able to start a change process, if it were, the process wouldn't be needed. Therefore, Assessment of the Present situation about what's wrong, or what's right, and Develop a Plan because having a good plan gives you the foundation and flexibility to adapt to changing circumstances and continually incorporate what you are learning as you put the existing plan into effect.

According to (Kotter, & Schlesinger, 1979), dealing with the Human Factors that what actions will be taken to deal with communication, resistance, and involvement, new skills, knowledge and attitudes are needed to make the change, what incentives have been created to encourage system members to change just because the change team comes up with a great plan doesn't mean that everyone will be excited about putting it into action.

According to Galpin (1996) that he point out the kind of resistance change teams experience when they introduce an innovation into three categories: (1) people who don't know about the innovation, (2) people who know about it, but aren't able to implement it, and (3) people who know about it and are able to implement it, but don't want too. Act quickly and Revise frequently that try to put the plan in manageable segments it is all the parts of a system are inter-connected, you are likely to find that when you make a change in one element, the configuration of the other elements will change, thus requiring an adjustment in the overall plan. Finally evaluate and Celebrate the Change to endure, change not only has to produce positive results, the participants

in the change process also have to feel like they've done something valuable and worthwhile, (Proehl, 2001)

2.1.6. Models of change management

Change does involve moving from the known into the unknown and because the future is uncertain it may adversely affect employees' competencies, their sense of worth and coping abilities (Jager, 2001).

Change is a simple process. At least, it's simple to describe. It occurs whenever we replace the old with the new. Change is about travelling from the old to the new, leaving yesterday behind in exchange for the new tomorrow. But implementing change is incredibly difficult. Most people are reluctant to leave the familiar behind. We are all suspicious about the unfamiliar; we are naturally concerned about how we get from the old to the new, especially if it involves learning something new and risking failure (Jager, 2001, p. 24).

Strategic change management is based on a certain recipe and is in contrast with the top down models in that it aims to introduce new behaviors at work, allowing employees to witness the benefit for the organization and, thus, based on the evidence, internalize the change in their 'ways of working' (Hiatt and Creasey 2003). Any of the models approaches can be effective, depending on the situation, that all approaches highlight the importance of leadership, communications and involving employees in the change process. Thus, the key challenge for organizations is to match the model to the context (Burnes 1996).

According to the literature, some confusion exists about the definitions of 'models of change' and 'strategies of change' (Mintzberg 1979; Aldrich 1979; Johnson and Scholes 1993). Sadler (1996, p. 49) maintains that a strategy adopted by an organization is a means of attaining the focal objective set by the organization. In other words, it is the means chosen for the achievement of purpose. It encompasses, primarily, a mission; a vision; a strategic position; specific objectives, goals and key values; strategy; long-term and operational plans; and tactics (Harper 2001). Any

model of change, on the other hand, refers to assumptions and beliefs that, when combined in a systematic fashion, results in some form of change in the organization (Tichy 1993). Thus, change models are the frameworks upon which strategies are built and implemented. As believed by the researcher, there are a number of change models that are popular and frequently used. There is no perfect, better, mutual exclusive model and people will be drawn to an approach that based on one or more models that they feel is most appropriate to their own circumstances. In any case, or situations, Organizational leaders often focus on what needs to change the content specifically of the change in the organization. This includes processes, strategy, structure, technology, habits, ways of thinking, and/or culture (values and identify) and considering how the change will happen in the process especially, the emotional side of change specially human dynamics which is the people that will play in achieving successful outcomes from the change of particular consideration needs to be given to the emotional impacts of change and the behavioral responses prompted by change.

Basic ideas of change programs

Business process and Re-Engineering (BPR)

Business process and Re-Engineering(BPR) involves the development from an ‘as-is’ process to the development and implementation of an actual ‘to-be’ process(Adam and Mitchell (1998).Reengineering is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance such as cost, quality, service and speed. Process is a structured, measured set of activities designed to produce a specified output for a particular customer or market. It implies a strong emphasis on how work is done within an organization, (Davenport 1993).

Re-engineering is defined (Hammer & Champy, 1993. P. 46) as “the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed.” Most organizations are not process-oriented, they are focused on tasks, on jobs, on people, on structures, but not on processes.

A process can be defined as a collection of activities that takes one or more kinds of input and creates an output that is of value to the customer (Hammer & Champy, 1993). This effort for realizing dramatic improvements by fundamentally rethinking how the organization's work should be done distinguishes re-engineering from process improvement efforts that focus on functional or incremental improvement (Hammer & Champy, 1993).

Business processes are characterized by three elements that are the inputs, (data such customer inquiries or materials), the processing of the data or materials (which usually go through several stages and may necessary stops that turns out to be time and money consuming), and the outcome

(the delivery of the expected result). The problematic part of the process is processing (Davenport 1993).

Total Quality/Continuous Improvement Management

Total Quality Management (TQM) is an evolving system of practices, tools and training methods for managing companies to provide customer satisfaction in a rapidly changing environment (Anderson and others 2006). Total quality management (TQM) is an improvement of systems intended to continuously improve quality and customer satisfaction by having every employee committed to maintaining high standards across all the organization's operations.

The system needs all employees to participate in efforts to improve processes, products, and services. TQM became popular in the (1980s). Total quality management is an ongoing and constant effort by all of an organization's functions to find new ways to improve the quality of the organization's goods and services (Deming, 1989).

Quality programs work within the framework of a company's existing processes and seek to enhance them or continuous incremental improvement. Quality improvements seek steady incremental improvement to process performance. Reengineering seeks breakthroughs, not by enhancing existing processes, but by discarding them and replacing them with entirely new ones

(Beckford, 1998).

Kaizen principle

Kaizen is a system that involves every employee from upper management to the cleaning crew. Everyone is encouraged to come up with small improvement suggestions on a regular basis. It is a system of continuous improvement in quality, technology, processes, company culture, productivity, safety and leadership. Kaizen is a compound word involving two concepts: change (Kai) and to become good (Zen)(Newitt, 1996; Farley, 1999).

To engage in Kaizen therefore is to go beyond one's contracted role(s) to continually identify and develop new or improved processes to achieve outcomes that contribute to organizational goals.

Kaizen can be understood as having a spirit of improvement founded on a spirit of cooperation of the people, suggesting the importance of teams as a fundamental design in this approach (Tanner & Roncarti, 1994; Imai, 1997).

According to Imai (1986), Kaizen philosophy embraces four main principles:

Principle1: Kaizen is process oriented. Processes need to be improved before results can be improved.

Principle2: Improving and maintaining standards. Combining innovations with the ongoing effort to maintain and improve standard performance levels is the only way to achieve permanent improvements. Kaizen focuses on small improvements of work standards coming from ongoing efforts. There can be no improvement if there are no standards (Imai, 1986).

According to Imai (1986), the PDCA cycle (Plan-Do-Check-Act) is used to support the desired behaviors. This cycle of continuous improvement has become a common method in Kaizen, it is used to generate improvement's habits in employees.

Principle3: People Orientation. Kaizen should involve everyone in the organization, from top management to workers.

Principle 4: One of the strongest mechanisms aligning with this third principle is Group-oriented Kaizen (Imai, 1986). Kaizen teams focus primarily on improving work methods, routines and procedures usually identified by management (Imai, 1986).

Balance Scorecard (BSC)

The Balanced Scorecard is a management system that maps an organization's strategic objectives into performance metrics in four perspectives: financial, internal processes, customers, and learning and growth. These perspectives provide relevant feedback as to how well the strategic plan is executing so that adjustments can be made as necessary, (Kaplan and David, 1992).

The Balanced Scorecard (BSC) was published in 1992 by Kaplan and David to measuring current performance in financial terms to evaluate the organization's efforts for future improvement using process, customer, and learning and growth metrics. The term "scorecard" signifies quantified performance measures and "balanced" signifies that the system is balanced the short and long term objectives, financial and non-financial measures, lagging and leading target indicators and internal and external performance initiative perspectives.

Many organizations adopted balanced scorecard concepts to improve their performance measurement systems. Adopting those concepts provided clarification, consensus, and focus on the desired improvements in performance. So, they expand their use of balanced scorecard, employing it as a foundation of an integrated and iterative strategic management system (Artelly, 2001).

“The performance management system is the heart and soul of the performance-based management process. Flowing from the organizational mission and the strategic planning process, it provides the data that will be collected, analyzed, reported, and, ultimately used to make sound business decisions”, (Artelly, 2001).

P.1)

The scorecard is used to clarify and update the strategy, communicate strategy throughout the organization, align unit and individual goals with the strategy, link strategic objectives to long-term targets and annual budgets, identify and align strategic initiatives and conduct periodic performance reviews to learn about and improve strategy (Kaplan and Norton, 1993).

Change resistance

Researchers like Doppler and Lauterburg (2001) state that successful change requires an inner shift in peoples' values, attitudes and behaviors which means peoples' basic ways of thinking. Change initiatives must be translated to implications for each individual who will be affected that significant change, however, is a disruption in our expectations of the future which is viewed as a loss of control (Marshall & Conner, 1996). Resistance is an emotional process, not a rational or intellectual process". According to him the major cause for resistance is 'fear of the unknown'. Uncertainty in a working environment, however, reduces Productivity and can paralyze a whole organization (Block 1981).

Organizational change has therefore to be carefully planned and the change process has to be managed and overviewed (Doppler and Lautenburg, 2000). Resistance is therefore the natural reaction to change and change is a common reaction with the particular form depending on the individual's personality, competing commitments, the nature of the change, attitudes towards it and forces deriving from the group, the organization and its environmental context.

The form of resistance may vary from passive resignation to indifference, passive resistance, and active resistance (Carnevale, 2003). It is a common theme in the literature of change, but it should not always be seen as completely negative and can help to modify and translate the change into something which becomes more effective and workable (Fronza and Moriceau, 2008). Much of what we refer to as resistance to change is really resistance to uncertainty (Carnall, 2003). Resistance is often believed to be an inevitable human reaction to imposed change, but it may also result from the methods used to effect change and to what may be perceived as cynical use or misuse of grand ideas for personal or group interests (Diefenbach, 2007).

Resistance to change is the largest obstacle that leaders are faced with when initiating a change effort. It can be very damaging to the process and can potentially stall the efforts to move forward if not addressed appropriately. There are many reasons why an employee may resist change and so as leaders of change, you will need to be sensitive to how individuals respond while keeping in mind that the process of commitment and acceptance takes time (Kotter, 1996).

2.2. Empirical review

The section provides research findings from other researchers and academics on leadership change on employee performance, change in technology on employee performance, change in organization structure on employee performance and change in organizational culture on employee performance.

2.2.1. Leadership change on employee performance.

Employees are the most important assets in organizations, which without, the goals and objectives may not be attained (Bello, 2018). Leadership is one of the key driving forces for improving firm performance. Leaders, as the key decision-makers, determine the acquisition, development, and deployment of organizational resources, the conversion of these resources into valuable products and services, and the delivery of value to organizational stakeholders. Thus, they are potent sources of managerial rents and hence sustained competitive advantage (Adler, 2001 cited in Sr Lucy Wanza 2016). Scholars and researchers also agree on the point that role of a leadership/leader is very important while managing organizations or addressing the issue of organizational change (Asghar, 2010 cited in Janet Kagwariya 2016). A number of comparative studies have also reported that transformational leadership behaviors are more positively related to subordinate effectiveness in a variety of organizational settings than are transactional behaviors (Brockhaus, 2006 cited in Janet Kagwariya 2016). Hurduzeu (2015) is of the view in his paper that effective leadership involves motivation, management, inspiration, remuneration and analytical skills. When all these are present, he emphasizes that organizations record increased employee satisfaction that positively influences the productivity and profitability. The causal relationship between leadership change and employee performance and found that the employees „performance have been affected by the leadership change, this was examined by Walumbwa et al. (2008 cited in Doreen Kendi Kinoti 2013). According to a meta-analysis carried out by Rouse (2010) on the impact of leadership change on

employee performance, he argued that there is positive relationship between leader communication and employee performance. In order to increase the employee performance, leadership in universities need to have ability to promote creativity and innovation, stimulate the subordinates to challenge their own value systems and to improve their individual performance. Numerous studies have reported positive relationships between organizational leadership and outcomes at the individual level and firm levels. Most recently, many empirical studies have reported that organizational leadership has a positive impact on follower performance and firm outcomes.

2.2.2. The effect of Technological change on employee performance.

Zamanam (2021) studied the impact of change management on employees' performance through the modified role of organizational culture in Kuwaiti educational institutions. The study used technological change, cultural change, structural change, and human change as variables for change management, it was discovered that there is a significant impact of technological change, structural change, and human change on the employees' performance in Kuwaiti educational institutions. Results showed that the structural creation of the institution and its management, departments, directorates, and units, evolving from the change in terms of workers' ideas, attitudes, habits in Kuwaiti educational institution. Also, statistical differences in the impact of change management on the employees' performance through the modified role of organizational culture which could be a development in the functional relationships and as well as, values, motivations, and ambitions played a great role.

Technological changes seem to be important to job performance of university employees. Technology is essential to every nation and its usage has grown at a phenomenal rate within organisation. Pohekar (2018 cited in Dr Abas Ibrahim OUMAR and Festus Onyegbula EKECHI 2020) posits that technology is a collaborative tool that supports traditional subjects and makes it convenient for the users to exchange information with others. Imran, Maqbool and Shafique (2014) confirmed that changes and advancement of technological instruments appear to have determined the way employees perform their job, as well as, reduce workload.

Kute and Upadhyay (2014 as cited in Dr Abas Ibrahim OUMAR and Festus Onyegbula EKECHI 2020) conducted a study on the relationship between technological changes and employee performance in commercial printing industry. The findings showed that technological changes

affect employee's performance in various ways like redundancy, employee turnover and the level of motivation at work. It was noted that technological changes affected skills and performance of the employees in the commercial printing industry.

A study by Dauda and Akingbade (2011 cited in Janet Kagwariya 2016) examined how employee relation could be employed for technological change management. It also sought to determine effective method of using technological innovation for improved performance in the Nigerian manufacturing industry. Findings revealed that employee relations do not have significant relationship with technological change. An empirical study by Abbas, Muzaffar, Mahmood, Ramzan & Rizvi (2014) examined the effects of information technology on performance of Allied Bank employees in Pakistan. It was figured out that technology greatly escalates the productivity of employees along with time saving. It greatly affects the workload on employees and ensures control over mistakes and frauds. Quick access to information and ease of use enables the bank employees to deliver quality service. The embrace on technology had improved the organizations operations by offering a technology platform, which significantly improved employee performance (Doreen Kendi Kinoti 2013).

2.2.3. The effect of change in organizational structure on employee performance.

Kimhi, Oliel, Okeke, Oboreh, Nebolisa, & Esione (2019 as cited in Udemé Archibong and Umer Abas Ibrahim (2021)) conducted a survey study on change management and organizational performance in manufacturing companies in Anambra state, Nigeria. Descriptive survey design was adopted, and primary data was employed. Udemé Archibong and Umer Abas Ibrahim (2021) a strong positive relationship between change in organizational structure and employee performance with correlation coefficient r of 0.812. The test further revealed that change in organizational structure accounted for 65.9% variations in employee performance which mean that organizational change had 65.9% contribution to employee performance. The implication of this was that change in organizational structure has significant effect on employee performance of Nile university staff. Furthermore, the regression analysis also indicates that change in organizational structure accounted for 4.468 of every change in employee performance. Kovats, (2018) posit that the organizational structure of higher education institutions is measured by proficiency realized by academic and administrative units depending on the responsibilities and scopes of influence

within. Remarkable examples are based on organizational structures as the emergence of new organization units and cadres or the growing importance of programs and projects. In their study Hao, Kasper and Muehlbacher (2012 as cited in Sr Lucy Wanza and Janet Kagwiria Nkurura 2016) investigated the relationship between organizational structure and performance, especially through organizational learning and innovation, based on evidence from Austria and China. Based on the literature and hypothesis, a theoretical, conceptual and structural equation model was set up through a questionnaire survey and sample of about 90 Austrian and 71 Chinese samples. Partial least squares were used in the analysis and the results are tested by bootstrap methods. The findings reinforce the important infrastructure position of organizational structure on performance. Organizational structure had more effects on organizational learning than on innovation, organizational learning has an indirect effect on performance through innovation, except the direct effect of structure on performance.

2.2.4. The effect of change in organizational culture on employee performance.

Olajide (2014 cited in Dr Abas Ibrahim OUMAR and Festus Onyegbula EKECHI 2020) empirically examined the effect of change management on organizational performance of Nigerian telecoms industries. Three research hypotheses were formulated. The study randomly selected a total of 300 staffs of Airtel from a staff population of 1000. Data collected for the study were analyzed using One-way Analysis of Variance. The result also shows that changes in management via organization have a significant effect on employee's performance.

According to Lecturer (2018 Hendric Gomar sinaga and other in 2018) organizational culture is a shared perception shared by members of other organizations. A rule or obligation that must be fulfilled by an employee if it has been converted into culture, it will facilitate management in managing the existing employees with minimum warning actions to employees.

Awadh and Saad (2013 as cited in Sr Lucy Wanza and Janet Kagwiria Nkurura 2016) investigated the relationship between organizational culture and performance. Literature review is adopted as methodology to assess the culture of an organization impacts upon process, employees and systems. The study found certain dimensions of culture have been identified so far and research shows that value and norms of an organization were based upon employee relationship. The study recommended that strong culture of an organization be based upon managers and leaders help in

improving level of performance. Managers need to relate organizational performance and culture to each other as they help in providing competitive advantage. A study by Wambugu (2014 as cited in Sr Lucy Wanza and Janet Kagwiria Nkurura 2016) analyzed the influence of organization culture on employee's performance with a focus on Wartsila Limited, a private organization in Kenya. The study empirically tested the effect of the four elements of organization culture namely; organization values, organization climate, leadership styles and work processes on the employee's performance. The results suggested that managers should focus on the factors that have a significant effect on employee performance. There is completed a study of 164 employees that determined variables that predicted an individual's commitment to an organizational change by Cummings and Worley (2005). Their results highlight the impact perceptions of procedural justice have on understanding organizational commitment. Cummings and Worley (2005) determined that communication and job security were both direct and indirect predictors of trust and openness. Participation was a direct and indirect predictor of trust but only direct predictor of openness and hence employee performance.

2.3. Summary of literature and research gaps.

Al Jaradat et al., (2013 as cited in Archibong and Ibrahim 2021) studied on Impact of change management on the performance of employees in university libraries in Jordan. Ndahiro et al., (2015 as cited in Archibong and Ibrahim 2021) investigated the impact of Effect of change management on the performance of government institutions in Rwanda utilizing a review research plan and the objective populace of workers in Rwanda Revenue Authority (RRA). Muhammed Yakob Kahn Dr Yeo Sook Fern and Dr. Fawa Khan (2021) impact of change management on employee's performance case of health department Nurses of Dera Ismail Khan, District. Olajide (2014 as cited in Dr Abas Ibrahim OUMAR and Festus Onyegbula EKECHI 2020) empirically examined the effect of change management on organizational performance of Nigerian telecoms industries. Kimhi, Oliel, Okeke, Oboreh, Nebolisa, & Esione (2019) conducted a survey study on change management and organizational performance in manufacturing companies in Anambra state, Nigeria. The study found that technological changes have a positive significant effect on organizational performance in manufacturing companies. Effect of change management on the performance of government institutions in Rwanda: A Case of Rwanda Revenue Authority.

Methode, K., Osunsan, O.K., Iraw, F., Wandiba, A., Abiria, P. & Bayo, I. (2019). Wanza, L. & Nkuraru, J.K. (2016). Change management and its effects on organizational performance of Nigerian telecoms industries: Empirical insight from Airtel Nigeria. Ndahiro, S., Shukla, J. & Oduor, D. (2015). The effect of organizational change on employee performance among selected commercial banks in Bujumbura, Burundi. Kute, D., & Upadhyay, P., (2014). Influence of change management on employee performance: A case of University of Eldoret, Kenya. Olajide, O. T. (2014). The impact of technological changes on the performance of the employees in commercial printing industry. Abbas, J., Muzaffar, A., Mahmood, H.K., Ramzan, M.A., & Rizvi, S.S., (2014). Impact of Technology on Performance of Employees. Hurduzeu, R., (2015). The impact of leadership on organizational performance. Kitur, R.K., (2015). Strategic change and leadership at Madison Insurance Co. Ltd.

Research Gap

The researcher of this study found the following literature gaps.

Having evaluated past insightful articles and different examinations, the researcher has noticed that past empirical studies have mixed results on the effect of change management on employee performance. And some studies focused on the leadership aspect alone employee performance, and on technological change solely as what brings about organizational change.

Methodological gap:

Most of previous researches which conducted on change management effect on employee performance used small sample size, this study used large sample to represent total population. In addition to this those reviewed researches used interview and focus group discussion, this study used questionnaires to collect the required data. Regarding sampling technique most of the researches were used simple random sampling technique here stratified random sampling were employed. Most of empirically reviewed papers were used leadership change and technology change as dimension of change management. This study included organizational structure change and organizational culture change on employee performance.

Contextual gap

Although empirical results of the effect of change management dimensions on employees' performance are conducted in Western Africa and Asian on organization like banks studies, there was no study on the effect of change management on employee performance in Higher learning institutions of Ethiopia especially in 4th generation public universities. There was need to report those results in Ethiopian public universities perspectives. So, this study had conducted to fill this gap.

Empirical gap

According to the empirical review of the researcher most of researches which conducted about Change management and reviewed by the researcher are not conducted by comparing the previous studies on the topic and by taking the gaps of existed researches. Therefore this study was conducted by comparing the major findings of the study with previous researches result.

Objective gap According to the researcher observation most of researches which conducted about Change management is more focus on challenges and practice of implementation process. This research was concentrate on the influence of change management on employee performance of HEI.

2.4. Conceptual frame work

The following conceptual framework was developed for this study. It shows the overall effect of independent variables (Leadership change, technological change, organizational structure change and organizational culture change) on the dependent variable which is Employee performance.

It is a type of intermediate theory that attempts to connect to all aspects of inquiry such as problem definition, objectives, literature review, methodology, data collection and analysis. Conceptual framework can act like a map that gives coherence to empirical inquiry. Because conceptual framework is potentially so close to empirical inquiry, it takes different forms depending upon the research question or problem.

In this study, a framework was developed to conceptualize the interrelation between a dependent variable and four independent variables. Assessment of the elements/variables of the conceptual framework will assist to understand the phenomenon because assessment of each element/variable will provide an answer to specific research questions developed above. The elements/variables considered in this conceptual framework are dependent and independent variables.

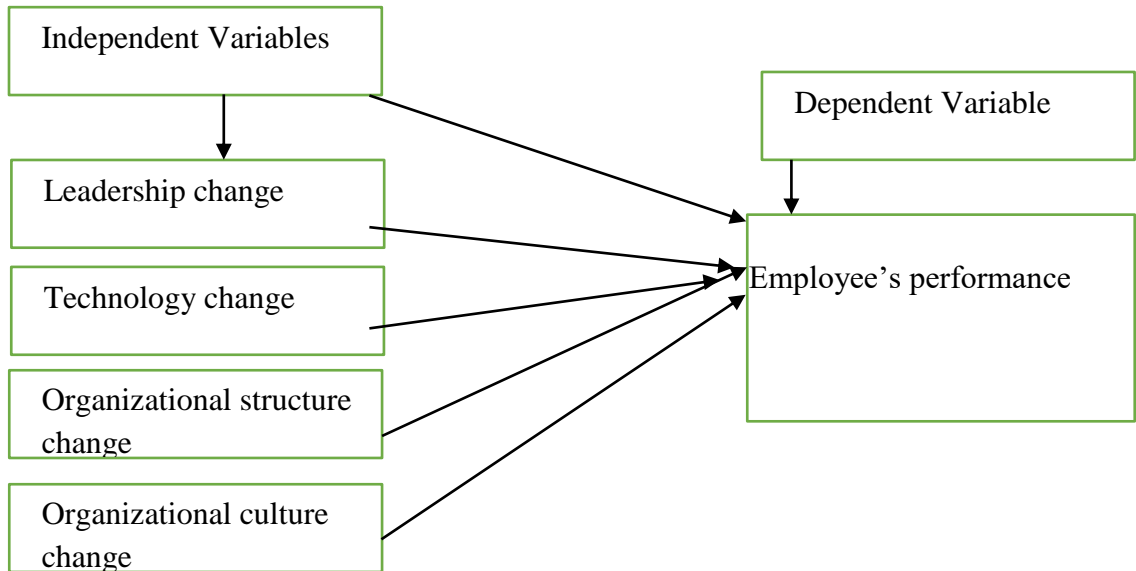


Figure 2. 1. Conceptual frame work

Chapter Three

3. Research Methodology

This chapter contains research design, source of data, data collection methods, population, sample size sampling technique, method of data analysis and interpretation, classical linear regression model, model specification and ethical consideration.

3.1. Research Method and Design

Research design is the framework of research methods and techniques chosen by a researcher. Kothari (2004) stated that the research design is the conceptual arrangement within which the research conducted; it constitutes the blueprint for the collection, measurement and analysis of data. The study was conducted to examine the effect of change management on employee performance of werabe University. Therefore, it was targeted to measure and describe relationships between variables; a combination of descriptive and explanatory type of research was employed. Descriptive type of research was selected because it involves analysis, which provides detailed picture of the situation and detail description of the findings to develop inferences on the relationship between change management on employee performance. An explanatory research tries to establish relationship that exists between variables. It aims at identifying how one variable affects the other; it seeks to provide an empirical explanation to the causality and causes and effects relationship between one or more variables (Saunders et al., 2000, &Malhotra 2006). Therefore this study was employed explanatory designs to examine the effect of change management on employee performance.

3.2. Target population

Population refers to the total of items about which information is desired Kothari (2004). The target population of this study was employees of Werabe University. The target population is “the entire aggregation of respondents that meet the designated set of criteria. The target population of this study was 2385 employees of the Werabe University. Among them 505 are working in administrative and 630 were academic staff or teachers.

3.3. Sampling frame

This research was considered only permanent employees from both administrative and academic staff. Since contract employees may not have enough awareness about change management dimensions and the practice of change management itself. They excluded by the researcher. Therefore 1366 contract employees were excluded in the study and only 1019 were considered.

3.4. Sampling technique.

A sample is a smaller, manageable version of a larger group. It is a subset containing the characteristics of a larger population. Samples are used in statistical testing when population sizes are too large for the test to include all possible members or observations. A sample should represent the whole population and not reflect bias toward a specific attribute. (Saunders et al., 2009.

In this study Stratified random sampling was employed for selecting respondents from employees of Werabe University.

3.5. Sample size determination.

There are factors playing a vital role in determining the sample size. These are sample design, level of precision, level of confidence, the degree of variability and non-response rate. The sample size taken from the total population of 1019 is 288.

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

Yamane Tare 1967

Where **n** =Sample size, **e** = Margin of error (5%) and **N** = Population Size

$$n = 1019/1+1019(0.05^2)$$

$$= 1019/1+1019(0.0025) = 288 \text{ respondents}$$

n= required sample size, N= the target population=1019, 1= Constant, Level of confidence= 95%

e= Margin of error =0.05.

Hence, the sample size =288 respondents. The identified sample size was proportionally distributed by stratified sampling method followed by simple random sampling for each college equally by keeping the proportion of the Employee's.

Table 3. 1. Sample size proportion.

No	College/school/institute/ directorate	Total population	Sample size
1.	College of Natural and Computational science	123	35
2.	College of Agricultural and Natural resource	98	28
3	College of Business and economic	75	21
4	College of Social Science	78	22
5	college of Humanities	54	15
6	College of Health and medical science.	88	25
7	School of Law	18	5
8	School of Education and Behavioral science	24	7
9	Institute of Technology	72	20
	Total of Academic staff	630	178
10	Internal audit, finance and procurement, budget and plan, internal fund raising.	82	23
11	Property and general service, student service, HR development and administration, Research and public relation, Library	248	70
12	Change and good governance, Business and development, Quality assurance, ICT and gender office.	34	10
13	Post graduate, Registrar and Alumni, CEP, Academic program directorate.	25	7
	Total Administration staff.	389	110
	Grand Total	1019	288

Source; Werabe University HR development and administration directorate 2023.

3.6. Sources of Data

Throughout the study, the researcher used primary and secondary data sources. As the researcher intended to investigate the effect of Change management dimensions on Employees performance, the primary data is collected from primary sources via questionnaires and close ended questionnaire. Secondary data, indirectly relating to the purpose, is collected through a theoretical study comprised of books, research thesis, articles, internet, manuals and annual reports.

The variables is attitudinal and measured using Likert scale with five response categories (strongly disagree, disagree, neutral, agree and strongly agree) and dichotomous with description under each category. “The Likert scale method is preferred to make questions interesting to respondents and there by enhance their cooperation, ultimately to ensure maximum response rate” (Robson Colin, 2002).

3.7. Data collection instruments.

To gather information from the respondents of the selected sample, the researcher developed the questionnaire which contained closed ended questions by using likert scale 1-5 method. The questionnaires were used to collect quantitative data that provide statistical descriptions, relationships and analysis. The questionnaire was been divided into two sections; 1, and 2. Section 1 contain general information of the respondent, section 2, respondents opinion about the effect of change management practice on employee performance and how important the change management practice is in employees performance.

3.8. Method of data analysis and interpretation.

The data collected in the research was edited, coded and entries made into statistical software (Statistical Package for Social Sciences, SPSS version 20). This was involved by converting quantitative (nominal and ordinal data) into numerical codes. Descriptive statistics was then run which was been consisted of frequencies, percentages, means and standard deviation to summarize the data. The study was also adopted multiple linear regression and Pearson correlation analysis to establish the relationship between the variables of interest. Specifically, multiple linear regression analysis was used to determine the effect of independent and dependent variables.

3.9. Classical Linear Regression Model (CLRM)Diagnostic Analysis

A. Assumption Test

Assumptions are critical in statistics because if the underlying assumptions are not valid, then the process is unreliable, unpredictable, and out of the researcher’s control. This could lead the researcher to draw conclusions that are not valid or scientifically unsupported by the data (Stevens

2009). For this study the researcher used the following assumption of multiple regressions like Multicollinearity, linearity, normality, independence, and Homoscedasticity.

B. Assumption of Multicollinearity

According to Keith (2006) Multicollinearity refers to the assumption that the independent variables are uncorrelated. 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 and the more variables overlap (correlate) the less able researcher can separate the effects of variables. The researcher is able to interpret regression coefficients as the effects of the independent variables on the dependent variables when Collinearity is low.

According to Pallant (2010), Collinearity diagnostics can pick up the problems with Multicollinearity that may not be evident in the correlation matrix. This analysis contains two values Tolerance and VIF. Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model and is calculated using the formula $1 - R^2$ squared for each variable. If this value is very small (less than 0.10) it indicates that the multiple correlations with other variables is high, suggesting the possibility of Multicollinearity. The other value given is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). VIF values above 10 would be a concern here, indicating Multicollinearity.

C. Assumption of Linearity and Normality

Assumptions of Linearity Relationships between variables are considered linear when they are consistent and directly proportional to each other (Stevens, 2009). Violations of this assumption may result in the estimates obtained from the analysis, such as R^2 , regression coefficients, standard errors, and statistical significance, being biased and the results from the analysis will underestimate or overestimate the true relationship between the independent variables (predictor variables) and dependent variable if the relationship is not linear. One of the ways that these assumptions can be checked is by inspecting the Normal Probability Plot (P-P) of the Regression Standardized Residual that were requested as part of the analysis (Pallant, 2010).

D. Assumption of Independence

Multiple regressions assume that the errors, which are the residuals between the actual score and the estimated score obtained through the regression equation, are independent and there is no serial correlation (Stevens, 2009). Having no serial correlation between the residuals implies that the size of the residual for one variable has no impact on the size of the residual for another variable. Therefore, the independence assumption requires that the variables and residuals are independent and the subjects are responding independently of each other. The Durbin-Watson is a statistic test which can be used to test for the occurrence of serial correlation between residuals. The value of Durbin-Watson statistics ranges between 0 and 4, however, the residuals are considered not correlated if the Durbin-Watson statistic is between 1.5 and 2.5.

E. Assumption of Homoscedasticity

The assumption of Homoscedasticity refers to equal variance of errors across all levels of the independent variables. This means that researchers assume that errors are spread out consistently between the variables (Keith, 2006). This is evident when the variance around the regression line is the same for all values of the predictor variable. According to Stevens (2009), Homoscedasticity assumption can be tested through the visual examination of residual scatter plots. A residual scatter plot is a figure that depicts one axis for the standardized residuals and the other axis for the predicted values. If the Homoscedasticity assumption is met, the standardized residuals will scatter randomly around a horizontal line which represents the standardized residuals equaling zero.

3.10. Reliability and validity

Validity

Validity is concerned with how well the concept is defined by the measure(s). He also mentioned about three types of validity: content validity, Predictive validity, and Construct validity. Duggirala *et al.* (2008) as cited in Kazi Omar Siddiqi (2012) defined the content validity as the assessment of the correspondence between the individual items and concept. This study was addressed content validity through the review of literature and adapting instruments used in previous research.

Reliability

There is a good linear association between the dependent and independent variables used in the study. This is shown by a correlation (R) coefficient of 0.887. The determination coefficient as measured by the adjusted R-square presents a moderately strong relationship between dependent and independent variables given a value of 0.764. Reliability refers to the consistency of measurement and is frequently assessed using the test–retest reliability method (Saunders, Lewis & Thornhill, 2018). Reliability was been tested using Cronbach Alpha test with a threshold of 0.7. This facilitated the necessary revision and modification of the research instrument.

3.11. Ethical Considerations

The researcher was used thorough introduction with the help of letter from the university to have consent with targeted MFIs. According to (Neuman, 2000) Ethics are defined as a set of moral principles suggested by an individual or groups which are widely accepted, and offer rules and behavioral expectations about the most correct conduct towards experimental subjects and respondents. In protecting the right to privacy of the respondents, the researcher maintained the confidentiality and personality of each participant.

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

4.1. Introduction

In this chapter, the descriptive statistics used to analyze the results of the data collected were used tools such as percentages, mean, frequency distribution and standard deviations. Tables, figures and graphs have been also used to express the descriptive results of the survey and the researcher has used statistical procedure SPSS version 24.00. The researcher has used both Pearson correlations and regression analysis in order to consider and examine the association and relationship between variables. Furthermore, in inferential statistics the results of one way ANOVA, Correlation and Regressions the t-test were also employed to evaluate the employees performance based on each explanatory variables. The descriptive statistics for dependent and independent variables are presented below. The dependent variable of the study was employees' performance and Pearson t-test used in this study to indicate the level of association of change management with Employee performance.

4.2. Response Rate

The study targeted a sample size of 288 respondents and 234 of them filled in and returned the questionnaires making a response rate of 80%. This response rate was excellent and representative and conforms to Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

4.3. Reliability Analysis

Tabel 4. 1 Reliability statistics.

Reliability Statistics

Cronbach's Alpha	N of Items
.81	5

Source: SPSS Reliability test, 2023

Cronbach’s alpha is a reliability coefficient that indicates how well the items in a set are positively related to one another. This test specifies whether the items pertaining to each dimension are internally consistent and whether they can be used to measure the same construct or dimension of effect of change management on Employees’ performance in worabe University. It is computed in terms of the average inter correlations among the items measuring the concept. Reliability is calculated in such a way that it represents the reliability of the mean of the items, not the reliability of any single item. According to Nunnally (1978) Cronbach’s alpha should be 0.700 or above. But, some of studies 0.600 also considered acceptable (Gerrard, et al., 2006). In this study, the value of Cronbach’s alpha was 0.81 which is greater than the standard value, 0.7. Thus it can be concluded that the measures used in this study are valid and highly reliable. As seen from table No- 4.1

Tabel 4. 2. Cronbach’s alpha value of all variables.

S.no	Name of items	Cronbach's Alpha
1.	Leadership change	0.66
2	Technology change	0.89
3	Organizational structure change	0.79
4	Organizational culture change	0.81
5	Employee satisfaction	0.67

Source; SPSS version 24 Reliability test 2023.

The above table 4.2. reveals that all dependent variables such as leadership change, Technological change, organizational structure change and organizational culture change had (0,66,0.89, 0.79, and 0.81) respectively with dependent variable of Employee satisfaction had 0.67.

4.4. Demographic Analysis of Respondents

The aim of demographic analysis of respondents in this research was to describe the features and background of the sample customers, such as the proportion of male and female employees in the sample, Gender, Age group, Experience, functional category and Education level. The results obtained from the collected structured questionnaire were presented in table and figures as follows.

Table 4. 3. Demographic information of respondents

Demography	Category	Frequency	Percentage
Gender	Male	172	73.5%
	Female	62	26.5%
	Total	234	100%
Age group	Up to 30	161	68.8%
	31-40	73	31.2%
	41-50	0	0%
	Above 50	0	0%
	Total	234	100%
Level of education	Degree	128	54.7%
	Masters	106	45.3%
	Phd and above	0	0%
	Total	234	100%
Functional Category	Academic staff	124	53%
	Administration staff	110	47%
	Total	234	100%

Source; own survey 2023.

The above table 4.3 revealed that 73.5% of the respondents who participate in this research were male and 26.5% were females. This implies that majority employees of Worabe University were by male. This table also show that from the total number of respondents 161 (68.8%) of them are up to 30, 73(31.2%) of respondents are 31-41 and none of respondents are 41-50 and above 50. Therefore from this finding the mojority of employees of Worabe University are productive age stage and motivate able to adopt new changes like change in leadership, change in technology, change in organization structure, and change in organization culture.

Regard to the level of education, 128 (54.7%) of them are degree holders, 106 (45.5%) of them are masters holders and none of the respondents are Phd and above. from this finding the researcher

concluded that majority of employees of the university are degree and masters holders and the number of phd holders in the institution is few. 53% of the respondents of this study are from academic staffs and 47% are administration staff.

4.5. The Descriptive and Inferential Analysis

The descriptive analysis of statements to know the extent to which factors affects employees satisfaction. The extent to which the change influenced employees Performance was measured on a five point Likert scale to measure perception of constructs ranging from strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5). The key for interpreting the means recorded is as shown in Table 4.7;

Table 4. 4. Means Interpretation Key

Range	Extent of Influence
1.0 – 1.5	Strongly disagree
1.6 – 2.5	Disagree
2.6 – 3.5	Neutral
3.5 – 4.5	Agree
4.6 – 5.0	Strongly agree

Source: Al-Sayaad et al. (2006, as cited by Bassam, 2013).

Descriptive analysis of Leadership change.

Table 4. 5 Descriptive analysis of leadership change.			
Statements	N	Mean	Std. Deviation
My head actively follow up and support me during implementation of my job	234	3.84	.65006
Higher officials in our institution take leading roles in implementing institutional goals.	234	3.74	.53272
There is knowledge based job allocation in our institution.	234	3.71	.78016
My institution translates its goal to all employees.	234	3.70	.63060
My institution encourage employees to improve their skill and ability.	234	3.65	.7255
Our institution lets employee to participate in different decision making process.	234	3.64	.5769
Valid N (listwise)	234		
Grand Mean.		3.71	

Source: Compiled from SPSS result, 2023.

The above table 4.5 revealed that my head actively follow up and support me during implementation of my job with the highest mean of 3.84 and 0.65006 STD. Which followed by Higher officials in our institution take leading roles in implementing institutional goals with mean score of 3.74 and 0.53272 STD. the third highest mean 3.71 was scored by There is knowledge based job allocation in our institution with 0 .78016 STD. My institution translates its goal to all employees have mean of 3.70 and 0.63060 STD was the fourth statement according to its mean. Next to this My institution encourage employees to improve their skill and ability with 3.65 mean and 0.72553 STD was fifth statement. Our institution lets employee to participate in different decision making process have mean of 3.64 and 0.57695 STD.

The grand mean 3.71 implied that the employees of the university had observed leadership change. and an existing leadership style provided good follow up and support, they had leader role, knowledge based job allocation, the goal of the institution was translated to all employees, employees were encouraged to improve their job skills, and participated on decision making process.

Descriptive analysis of technology change.

Tabel 4. 6. Descriptive analysis of technology change			
Statements	N	Mean	Std. Deviation
There is enough facility to disseminate students score to departments through electronic media.	234	3.75	.4327
My institution use electronic media to conduct departmental meetings.	234	3.71	.78016
New technologies adopted by the university simplified my work and aided me to become more efficient.	234	3.70	.63060
My institution is using electronic devices to record files and its management.	234	3.64	.57695
My Institution uses the most recent system of technologies in teaching, registration and admission.	234	3.61	.73424
There is enough internet access in my work place.	234	3.53	.58679
Valid N (listwise)	234		
Grand mean		3.65	

Source: Compiled from SPSS result, 2023.

The above table 4.6 shows that There is enough facility to disseminate students score to departments through electronic media have the highest mean in descending order with 3.75 mean and 0.43270 STD. The second highest mean for this variable was 3.71 scored by My institution use electronic media to conduct departmental meetings with 0.78016STD. Which followed by New technologies adopted by the university simplified my work and aided me to become more efficient with mean of 3.70 and 0.63060 STD. next to this My institution is using electronic devices to record files and its management had mean of 3.64 and 0.57695 STD. Then My Institution uses the most recent system of technologies in teaching, registration and admission. Scored mean of 3.61 with 0.73424 STD. the smallest mean of this variable was 3.53 with 0.58679 STD.

The grand mean 3.65 implied that the employees of the university had change in technology. This change indicated by enough facility to disseminated students score, using electronic media for meetings, new technologies were adopted by the university and enough internet access.

Descriptive analysis of organizational structure change.

Table 4. 7. Descriptive analysis of organizational structure change.

Organizational structure change.			
Statements	N	Mean	Std. Deviation
Organizational structure of our university encourages implementation of overall organizations strategic goals and objectives	234	3.90	.63089
I feel there is no incongruity of chain of command in my institution.	234	3.89	.43618
All employees in my institution work to achieve the common mission.	234	3.80	.51149
There is clear understanding about the line of reporting in my institution.	234	3.74	.53272
Challenges while delivering employees target are solved by discussion with supervisor/heads.	234	3.74	.69522
Current organizational structure of our university facilitates the smooth flow of information among different departments and	234	3.70	.70757

offices.			
Valid N (listwise)	234		
Grand Mean		3.79	

Source: Compiled from SPSS result, 2023.

The above table 4.7 shows Organizational structure of our university encourages implementation of overall organizations strategic goals and objectives had highest mean of 3.90 with 0.63089 STD. the next highest mean 3.89 scored by I feel there is no incongruity of chain of command in my institution with 0.43618 STD. which followed by All employees in my institution work to achieve the common mission with mean of 3.80 and 0.51149 STD. the fourth statement according to its mean of 3.74 on descending order There is clear understanding about the line of reporting in my institution with 0.53272 STD. then Challenges while delivering employees target are solved by discussion with supervisor/heads had mean of 3.74 with 0.69522 STD. the last mean was scored by Current organizational structure of our university facilitates the smooth flow of information among different departments and offices with mean 3.70 and 0.70757 STD.

The grand mean 3.69 implied that the respondents were happy with how their organization and its various departments, teams, and reporting relationships were structured.

Descriptive analysis of organizational culture change.

Table 4. 8. Descriptive analysis of organizational culture change.

Organizational culture change.			
Statements	N	Mean	Std. Deviation
I feel a strong sense of belonging to my organization.	234	3.89	.62264
There is good interaction among employees in my institution	234	3.74	.53272
Existing organizational values encourages cooperation among employees of the university.	234	3.74	.53272
I have clear understanding of the University's mission, strategic goals and objectives	234	3.65	.72553
In my institution there is mutual understanding among employees.	234	3.64	.57695
I really feel as if this organization's problems are my own.	234	3.53	.58679
Valid N (listwise)	234		

Grand mean.		3.69	
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Source: Compiled from SPSS result, 2023.

As we can see on the above table 4.8 the employees feel a strong sense of belonging to my organization had highest mean of 3.89 with 0.62264 STD which followed by There is good interaction among employees in my institution with mean 3.74 and 0.53272 STD. similarly Existing organizational values encourages cooperation among employees of the university had mean of 3.74 and 0.53272 STD. The fourth mean 3.65 was scored by I have clear understanding of the University's mission, strategic goals and objectives with 0.72553 STD. then In my institution there is mutual understanding among employees with mean of 3.53 and 0.58679 STD was the last statement according to its mean on descending order.

The grand mean of 3.69 implied that employees of the institution were feeling sense of belongingness to their institution, good interaction among each other, they encouraged by existing organizational value, and they understood their institutions mission.

Descriptive analysis of Employee performance.

Tabel 4. 9.Descriptive analysis of Employees' performance.

Employee performance.			
Statements	N	Mean	Std. Deviation
I believe I have too few options to consider leaving this organization	234	3.84	.65006
I strive to do my best to make clients pleasant	234	3.75	.43270
I am using the universities property wisely.	234	3.74	.53272
I have always prepared myself before getting class/work	234	3.71	.78016
I have working my regular job according to required standard.	234	3.70	.63060
I complete my assignments on time.	234	3.64	.57695
I would be very happy to spend the rest of my career in this organization.	234	3.61	.73424
I would feel guilty if I left work in this organization.	234	3.53	.58679
Valid N (listwise)	234		
Grand mean		3.69	

Source: Compiled from SPSS result, 2023.

The above table 4.9 shows that the respondents believe they have too few options to consider leaving this organization had highest mean of 3.84 with 0.65006 STD. The second highest mean was scored by the respondents strive to do my best to make clients pleasant which had mean of 3.75 with 0.43270 STD. then employees are using the universities property wisely was the third according to its mean of 3.74 with 0.53272 STD. which followed by I have always prepared myself before getting class/work with mean of 3.71 and 0.78016 STD. the next statement was I have working my regular job according to required standard with mean of 3.70 and 0.63060 STD. I complete my assignments on time had mean 3.64 with 0.57695 STD. on other hand I would be very happy to spend the rest of my career in this organization had mean of 3.61 with 0.73424 STD. Which followed by mean 3.53 the smallest of the dependent variable was scored by I would feel guilty if I left work in this organization with 0.58679 STD.

The grand mean 3.69 implied that the performance of employees in the university was good.

4.6. Inferential Analysis

4.6.1. Correlation Analysis

The collected data were entered into a database and analyzed using SPSS version 24 Statistics. Correlation analysis is a technique used to indicate the relationship of one variable to another and can be considered as a standardized covariance that shows the extent to which a change in one variable corresponds systematically to a change in another (Zikmund et al, 2013).

This study employed correlation analysis, which investigates the strength of the relationships between change management dimensions and employee performance of the university. In order to evaluate this relationship and for the purpose of this study, Pearson correlation analysis was used to provide evidences. The strength of the relationship between the variables is obtained through Pearson product-moment correlation coefficient “r”. The value of Pearson product-moment correlation coefficient “r” normally varies between -1.0 to +1.0. The coefficient (r) revealed the magnitude and direction of relationships. The sign indicates whether there is a positive correlation (as one variable increase, the other also increase) or negative correlation (as one variable increase, the other decrease) and it also shows the intensity of the relationship. Correlations are perhaps the most basic and most

useful measure of association between two or more variables (Marczyk, Dematteo and Festinger, 2005).

In this study Evans (1996) guidance for the classification of strength and weakness relationship of variables was used. Accordingly, If $r = 0.00-0.19$, the relationship is extremely weak; if $r = 0.20-0.39$, the relationship is weak; if $r = 0.40-0.59$, the relationship is moderate; if $r = 0.60-0.79$, the relationship is strong; and if $r = 0.80-1.0$, the relationship is very strong.

Table 4. 10. Pearson correlation of variables.

	LCTOTAL	TCTOTAL AL	OSTOTAL	OCTOTAL	EPTOTAL
LCTOTAL Pearson Correlation	1	0.408**			.861**
Sig. (2-tailed)		.000			.000
N	234	234			234
TCTOTAL Pearson Correlation	.408**	1			.549**
Sig. (2-tailed)	.000				.000
N	234	234			234
OSTOTAL Pearson Correlation	.707**	.059	1		.752**
Sig. (2-tailed)	.000	.365			.000
N	234	234	234		234
OCTOTAL Pearson Correlation	.271**	-.397**	.515**	1	.296**
Sig. (2-tailed)	.000	.000	.000		.000
N	234	234	234	234	234
EPTOTAL Pearson Correlation	.861**	.549**	.752**	.296**	1
Sig. (2-tailed)	.000	.000	.000	.000	
N	234	234	234	234	234

**.

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

*. Correlation is significant at the 0.05 level (1-tailed).

This data shows that there was statistically positive relationship between leadership change and employee performance due to $(r) 0.861$, $P= 0.000$. The direction of association was positive, which

means leadership change had direct relationship with employees' performance. The magnitude of this relationship was very strong according to the above guideline. Therefore the researcher concluded that there was strong and statistically significant relationship between leadership change and employees performance in case organization.

According to the result correlation above table 4.10, there was found a positive and statistically significant relationship between technology change and employee performance since $(r) 0.549$, $P=0.000$. Using Cohen's (1998) guideline, the magnitude of association is medium. Since p value is 0.000 there was statistically significant positive relationship between technology change and employee performance. Form this finding the researcher concluded that there was positive and statistically significant relationship between change in technology and employee performance.

This data shows that there was statistically positive relationship between organizational structure and employee performance. Pearson moment product correlation was calculated $(r) 0.752$, $P=0.000$. According to Evans (1996) guideline the magnitude of this relationship was very strong and the direction of this relationship was positive. From this finding the researcher concluded that change in organizational structure had statistically significant and positive relationship with employees' performance.

Pearson moment product correlation between organizational culture change and employees performance was computed and $(r) 0.296$, $P=0.000$ shows that there was statistically significant positive relationship between these variables. The magnitude of this association was weak according to guide line used by the researcher. Since p value is 0.000 there were statistically significant relationship and positive in direction due to sign was positive.

Thus the researcher concluded that organizational culture change had statistically significant and weak relationship with employees' performance.

Generally, there were statistically significant positive relationship between four independent variables such as leadership change, technology change, organizational structure change and organizational culture change with one dependent variable of employee performance in case organization.

4.6.2. Regression Analysis

Assumptions of Multiple Linear Regressions

Multiple Linear Regression allows more a sophisticated exploration of the interrelationship among a set of variables. It can be used to address a variety of research questions and indicate how well a set of

variables is able to predict a particular outcome (Pallant, 2005). In the context of this study, the researcher employed the standard multiple linear regression. In standard multiple regression, all independent variables are entered into the regression equation at once. The assumptions of MR tested with SPSS and identified as primary concern in this research include; Multicollinearity, normality, linearity, test of independency and homoscedasticity. Detailed definitions, descriptions and interpretations of these assumptions can be discussed below.

1. Assumption of Multicollinearity

According to Keith (2006) Multicollinearity refers to the assumption that the independent variables are uncorrelated. Multicollinearity occurs when several independent variables correlate at high levels with one another. The researcher is able to interpret regression coefficients as the effects of the independent variables on the dependent variables when Collinearity is low. According to Pallant (2010), Collinearity diagnostics can pick up the problems with Multicollinearity that may not be evident in the correlation matrix. This analysis contains two values Tolerance and VIF. Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model and is calculated using the formula $1 - R^2$ for each variable. If this value is very small (less than 0.10) it indicates that the multiple correlations with other variables is high, suggesting the possibility of Multicollinearity. The other value given is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). VIF values above 10 would be a concern here, indicating Multicollinearity.

Tabel 4. 11. Multicollinearity test.

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Leadership change.	0.359	2.78
Technology change.	0.549	1.82
Organizational structure change.	0.383	2.61
Organizational culture change.	0.540	1.85

Source: Compiled from SPSS result, 2023

The above table 4.11 shows that the tolerance values for each independent variable (Leadership change, Technology change, organizational structure change and organizational culture change) had

0.359, 0.549, 0.383 and 0.540 respectively. Since the values for each independent variables were not less than 0.10, all independent variables were not explained by the other independent variables in the model and the multiple correlations between variables is low, there was no a chance to Multicollinearity. This was also supported by the VIF value, which were 2.78, 1.82, 2.61 and 1.85 respectively. This implies that there was no Multicollinearity problem since all values are less than 3. Therefore there was no violation of this assumption

2. Normality test.

Normality refers to the normal distributions of the residuals about the predicted dependent variable scores. This assumption is based on the shape of normal distribution and gives the researcher knowledge about what values to expect (Keith, 2006). Normality tests are used to determine whether a data set is well-modeled by a normal distribution or not, or to compute how likely an underlying random variable is to be normally distributed (Gujarati, 2009). Normality can be checked through histograms of the standardized residuals (Stevens, 2009). Histograms are bar graphs of the residuals with a superimposed normal curve that show distribution.

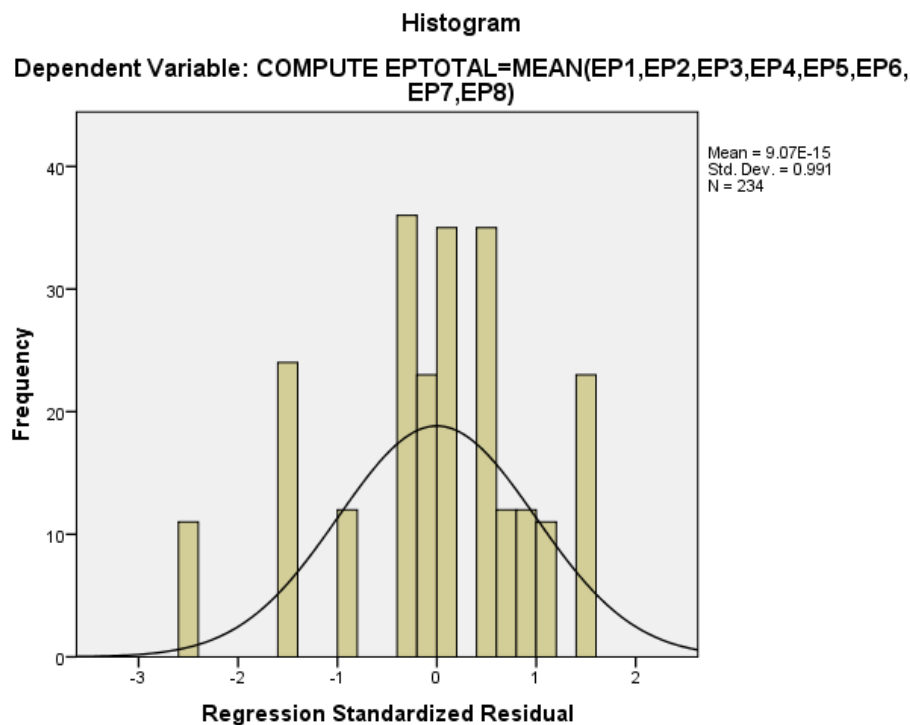


Figure 4. 1 Histogram.

Source: Compiled from SPSS result, 2023

As depicted in the figure above; which is an example of a histogram with a normal distribution from the SPSS software, there was no normality problem on the data used for this study.

3. Homoscedasticity

The assumption of homoscedasticity refers to equal variance of errors across all levels of the independent variables (Osborne & Waters, 2002). This means that researchers assume that errors are spread out consistently between the variables. Statistical software scatter plots of residuals with independent variables are the method for examining this assumption (Keith, 2006). Ideally, residuals are randomly scattered around zero providing even distribution (Osborne & Waters, 2002). To check this assumption scatter plot was generated for the model.

Figure: Scatter plot.

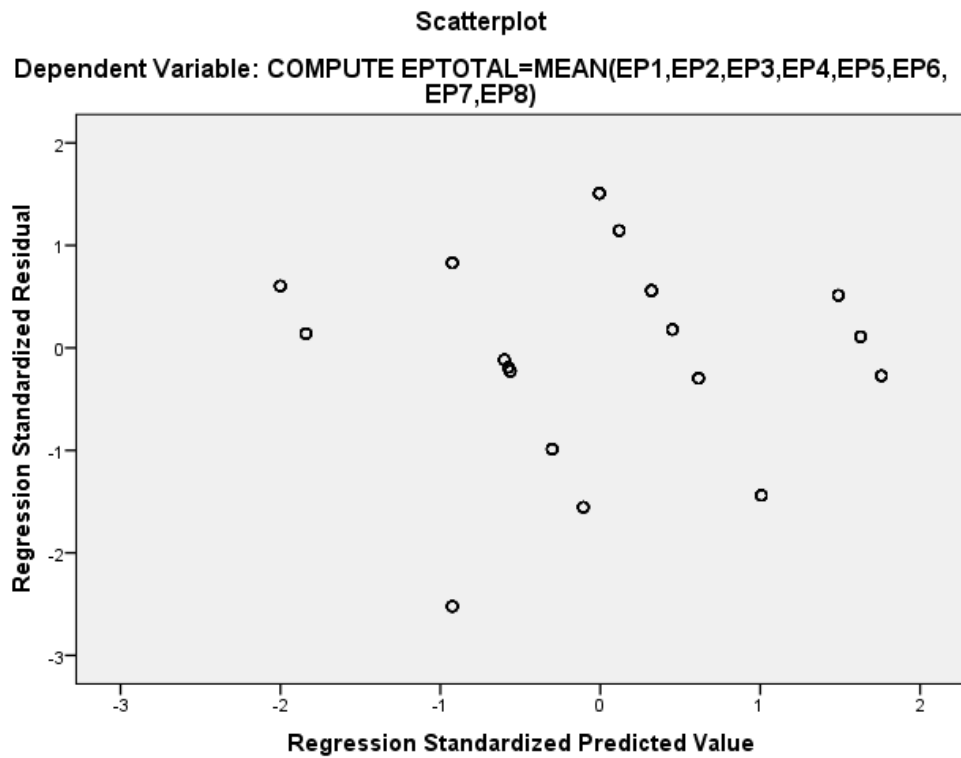


Figure 4. 2.Scatter plot

Source: Compiled from SPSS result, 2023

As shown in the figure above; the error variance is constant since most scattered plot attributes are around zero and near to the horizontal line. Therefore, there was no violation of homoscedasticity assumption in this study.

4. Assumption of Independence

The Durbin-Watson is a statistic test which can be used to test for the occurrence of serial correlation between residuals. The value of Durbin-Watson statistics ranges between 0 and 4, however, the residuals are considered not correlated if the Durbin-Watson statistic is between 1.5 and 2.5 (Stevens, 2009). To test testing auto correlation between variables the researcher used Durbin Watson test. The Durbin Watson point of this study was 2.08 approximately confirm to the suggested value =2 which implies that there was no auto correlation problem among the variables and all the variables are found to be independent.

Regression model of the study.

Table 4. 12 Model summary.					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
dimension1	.946 ^a	.896	.894	.03730	2.081
a. Predictors: (Constant), LCTOTAL, TCTOTAL, OSTOTAL, OCTOTAL.					
b. Dependent Variable: EPTOTAL.					

Source: SPSS Regression results output, (2023)

As shown on above table, R is the degree of association between Predictors and dependent variable. On the model summary the values of R, R² and the adjusted R² are 0.946, 0.896 and 0.894 respectively. The adjusted R square result 0.894 implies that 89.4% of the variation can be predicted in employee performance by the independent variable. In other word, four independent variables namely change in leadership, change in technology, change in organizational structure and change in organizational culture collectively influenced employees performance by 89.4% and the remaining 10.6% change in employee performance occurs as a result of extraneous variables.

Tabel 4. 13. ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2.740	4	.685	492.33	.000 ^b
	Residual	0.319	229	.001		
	Total	3.059	233			

a. Predictors: (Constant), LCTOTAL, TCTOTAL, OSTOTAL, OCTOTAL.

b. Dependent Variable: EPTOTAL.

Source: SPSS Regression results output, (2023).

ANOVA analysis is normally used to compare the mean scores of more than two groups or variables. It is also called analysis of variance because it compares the variance between groups (Pallant, 2010). On the above table 4.16, the data shows that all independent variables collectively significant with dependent variable since $p < 0.000$ and the relationship between all independent variables highly significant with dependent variable. F value was 492.33 is greater than 10 indicates good model of fit.

Tabel 4. 14. Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.215			2.275	0.024.
	LCTOTAL	0.236	0.023	0.361	10.131	0.000
	TCTOTAL	0.362	.0.023	0.453	15.750	0.000
	OSTOTAL.	0.252	0.023	0.374	10.862	0.000
	OCTOTAL	0.085	0.013	0.185	6.385	0.000

Source: SPSS Regression results output, 2023

Accordingly, Standardized beta coefficients (β) tell us the unique contribution of each factor to the model. A high beta value (β) and a small p value ($p < 0.05$) indicate the predictor variable has made a statistically significance contribution to the model. On the other hand, a small beta value (β) and a high p value ($p > 0.05$) indicate the predictor variable has little or no significant contribution to the model (George and Mallery, 2003). Above table indicates that leadership change had statistically

significant contribution to employees performance at 95% confidence level, since their p-values were 0.000 and which was less than 0.01 ($p < 0.05$). Also, technology change, organizational structure change and organizational culture change had statistically significant contribution to employees performance since their p value is 0.000, 0.000, and 0.000 respectively which was less than 0.01 ($p < 0.05$). In this study the standardized coefficients used to figure out which of the independent variables is more importantly effect the dependent variable. Therefore, technology change had the highest standardized coefficient $\beta = (.453)$, followed by organizational structure change $\beta = (.374)$. Leadership change was the third important variable which affects employee performance $\beta = (.361)$. The remaining variable organizational culture change had beta value of standardized coefficient $\beta = (.185)$.

4.6.4. Model specification of regression model:

The model specification of regression model through the simple regression equation is mentioned below.

$$Y_{it} = \beta_0 + \beta_1 X_{it} + \epsilon_{it}, i = 1 \dots N; t = 1 \dots T$$

Where,

- ✓ i stands for the i th cross-sectional unit and t for the t th period,
- ✓ β_0 is the intercept for each entity,
- ✓ Y_{it} is the dependent variable, Where, $i =$ entity and $t =$ time,
- ✓ X_{it} represents one independent variable,
- ✓ β_1 is the coefficient for that independent variable,
- ✓ ϵ_{it} is the error term.

$$EP = \alpha + 0.453TC + 0.374OS + 0.361LC + 0.185OC + \epsilon$$

Where

- EP= Employee performance.
- TC= Technology change
- OS= Organizational structure change
- LC= Leadership change

➤ OC= Organizational culture change.

Therefore Technology change= 0.453 means that when the explanatory variable Technology change increase by one unit, dependent variable (Employee performance) is also increased by 45.3%, then keeping the other significant explanatory variables are constant. Organizational structure change ($\beta= 0.374$, $p<.0.05$) indicate that, the existence of significant and positive relationship between organizational and employee performance. That means when explanatory variable is increased by one unit, the response variable (employee performance) is also increased by 37.4 %, then keeping the other significant explanatory variables constant. Leadership change ($\beta= 0.361$, $p<.0.05$) indicate that, the existence of significant and positive relationship between the Leadership change and Employees performance. That means when explanatory variable is increased by one unit, the response variable (Employees performance) is also increased by 36.1 %, then keeping the other significant explanatory variables constant. The smallest contributor in this study was organizational culture change ($\beta= 0.185$, $p<.0.05$). That means when explanatory variable is increased by one unit, the response variable (Employees performance) is also increased by 18.5%, then keeping the other significant explanatory variables constant.

Therefore researcher can conclude that from the correlation analysis there is a significant and positive relationship between dependent variable and five independent variables. From regression analysis there was a significant effect of the independent (Leadership change, Technology change, Organizational structure change and organizational culture change) to a dependent variable Employees' performance.

Hypothesis testing

The following hypothesis was framed based on the objectives articulated in chapter one to know whether there is any significant effect between independent variables and dependent variable.

Tabel 4. 15. Hypothesis testing summary.

Variables	Hypothesis.	Decision criteria	Decision
Leadership change	H ₀ : Leadership change has not significant effect on employees' performance.	P<0.05	Rejected
	H ₁ : Leadership change has significant effect on employees' performance.	P<0.05	Accepted
Technology change	H ₀ : technology change has not significant effect on employees' performance.	P<0.05	Rejected
	H ₁ : Technology has significant effect on employees performance.	P<0.05	Accepted
Organizational structure change	H ₀ : Organizational structure change has no significant effect on employees performance.	P<0.05	Rejected
	H ₁ :Organizational structure change has significant effect on employees performance	P<0.05	Accepted
Organizational culture change.	H ₀ : Organizational culture has no significant effect on employees performance	P<0.05	Rejected
	H ₁ : Organizational culture change has significant effect on employees performance.	P<0.05	Accepted

Source; Own computation.

The regression analysis of the study shows that leadership change had positive and significant effect on employees performance due to p- value is 0.000 (p-value<0.05). this result supported by According to a meta-analysis carried out by Rouse (2010) on the impact of leadership change on employee performance, he argued that there is positive relationship between leader communication and employee performance. Therefore the researcher accepted the alternative hypothesis and rejected the null hypothesis. To test the effect of the Technology change on employees performance the researcher used regression analysis and it founds that technology change had positive and highly significant effect on employee performance due to p- value is 0.000 (p-value<0.05). this finding agreed with Kute and Upadhyay (2014 as cited in Dr Abas Ibrahim OUMAR and Festus Onyegbula EKECHI 2020) technological changes affect employee's performance in various ways like redundancy, employee turnover and the level of motivation at work. It was noted that technological changes affected skills and performance of the employees in the

commercial printing industry.

Therefore the researcher accepted alternative hypothesis and rejected null hypothesis. The table 4.17 revealed that organizational structure change had positive and highly significant effect on employees performance due to p- value is 0.000 (p-value<0.05). Udeme Archibong and Umer Abas Ibrahim (2021) there is a strong positive relationship between change in organizational structure and employee performance. Thus the researcher accepted the alternative hypothesis and rejected the null hypothesis. Organizational culture also had significant and positive effect on Employees performance according to its p value 0.000 (p-value<0.05). Thus the researcher accepted the alternative hypothesis and rejected the null hypothesis.

Therefore the basic research questions of the study was answered Leadership change, Technology change, Organizational structure change and organizational culture change had positive and highly significant effect on Employees performance. this finding supports Wambugu (2014 as cited in Sr Lucy Wanza and Janet Kagwiria Nkurura 2016) analyzed the influence of organization culture on employee's performance with a focus on Wartsila Limited, a private organization in Kenya. The results suggested that managers should focus on the factors that have a significant effect on employee performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter presents major findings, conclusions and recommendation obtained from the analysis and interpretations made at the pervious chapter and also limitation and direction for further research are forwarded.

5.1. Summary of Findings

Since its inception, in this study the researcher were set the major aim to investigate the effect of change management on employee performance. The specific objectives were also established to analyze the effect of change management indicators such as leadership change, Technology change, organizational structure change, and organizational culture change on employees performance. For this matter, hypotheses were formulated based on the above stated variables. As a result of this the data were collected through five Likert-scale questionnaires and the descriptive and inferential analysis with the overall fit of the model was tested using the model summary and ANOVA table, the following major findings were obtained.

- The demographic result of the study indicates that 73.5% respondents were male and the remaining 26.5 % were females. Regarding the respondents` age category, majority 68.8% respondents are ages of up to 30 that show that most of the employees of worabe University were young. The next higher groups of 31.2%% respondents were between 31-40 years old. This implies adults were also employees of the University. The study also indicates the educational background of the respondents. Accordingly, 54.7%% of the total respondents were of degree holders followed by Masters holders 45.3%. And there was no phd and above holder in the data.

Generally the demographic analysis of this study shows that the gender balance of the university employees tending to male employees. The institution populated with active group this can be benefited to the organization since they are interested to accept the new changes in all direction such as change in leadership, change in technology, change in organizational structure and change in organizational culture. The employees of the university have a minimum of first degree so this is also

another benefit for the organization to train them about changes and its importance. The employees are more have less than five year experience in the organization.

- The results of the descriptive statistical analysis also indicated that, employees were observed experienced with all change management factors such as Leadership change, Technology change, organizational structure change and organizational culture change.
- The total reliability statistics of the scale for each variable such as leadership change, technology change, organizational structure change and organizational culture change with employee performance exhibits above expected standard by having reliability cronbach's alpha coefficient of 0.66, 0.89, 0.79, 0.81 and 0.67 respectively. Similarly the overall reliability was being 0.81 also above the acceptable standard of 0.70.
- From the study Leadership change score $r = 0.861$ for the university's employee performance. Which was interpreted having positive association with Employee performance and their correlation was very strong. Accordingly the substantial Pearson correlation result $r = 0.752$, organizational structure change had strong correlation with Employees performance. Technology change had moderate correlation with Employee performance since $r = 0.549$.
- The Pearson correlation coefficient was computed for the purpose of determining the relationship between organizational culture change and Employee's performance. The result implies that there was weak relationship between this variables since $r = 0.296$.
- From this result we can achieved that all independent variables such as leadership change, technology change, organizational structure change and organizational culture change had statistically significant relationship with the respondent variable of Employees' performance in case institution.
- Regarding to the multiple liner regression result of Analysis obtained in this study, Leadership change demonstrated that having the beta value of 0.361 and P- value of 0.000; it is statistically significant that Leadership change had positive effect on Employees' performance.
- Similarly, the second variable was Technology change had a positive and significant effect on Employees' performance beta value 0.453 and p- value 0.000. So, it is possible to conclude that Technology change affect Employees' performance. The remaining predictors' organizational structure change and organizational culture change had standardized beta value of 0.374 and 0.185 respectively had statistically significant effect on employee performance. Thus the

researcher concluded that technology change was the strongest contributor to the employees performance which followed by organizational structure change. And organizational culture change was the smallest contributor to employees' performance in case institution.

- so, all independent variables such as leadership change, technology change, organizational structure change and organizational culture change had effect on employees' performance in case institution Worabe university.

5.2. Conclusion

Change management affects employees' performance in various dimensions. Change management was measured in terms leadership, technology, structure and culture. It can therefore be conclude that the research objective which was to explore the effect of change management on Employees' performance was positively achieved. The frame work of the study conceptualized that four Change management factors such as Leadership change, technology change, organizational structure change and organizational culture change had effect on Employees' performance. The study also examines the relationship between change management indicators and Employees performance. The results revealed that there is significant relationship between four independent and one dependent variable of the study Therefore, addressing change management indicators is the significant role to improve organizations Employee performance. It is therefore concluded that organizations that pay great attention to change management directly able to enhance its employees performance decisively.

5.3. Recommendations.

Depending on the findings of the study and conclusions made, the researcher came up with some important recommendations to worabe University that can be used to improve the level of employees performance.

- Worabe University should focus exceeding employee's performance in one of change management indicator these means organizational culture change since its contribution according to this study is very less. Strong organizational culture will help to build good relationships based on their values, norms, behaviors and perceptions. Culture improves on how the individuals view their work. Employee performance would be considered as backbone of an organization as it leads to its development effectively. The loyalty of employee relies upon knowledge and awareness of culture that improves behavior of organization. Once a strong organizational culture

is built, it will gain a momentum of its own and will help to allow people to feel valued and express themselves freely. And it has relationship with employees' performance.

- Furthermore, leadership change dimension was considered as one of important factors influencing Employees performance but according to this study its contribution is less. Leadership change leader's mind-set, style, and behavior, and the change process they design as a result of their orientation, must catalysis employees to want to participate, to choose to contribute, rather than force them to do so. A quality leadership skill evaluates the relationship between leadership style and employee levels of organizational commitment, job satisfaction, and job involvement. A positive attitude and good behaviors from managers will critically help in changing the behaviors and performance of the employees at work. Therefore the University should have to work for increasing the leadership change contribution.
- Management and employees of the University should be aware that, among the various dimensions of change management, technology change was especially significant in fostering performance for the employees of Worabe University. Technology enhances quality Service delivery to university customers. New technologies are being embedded in to most operating systems to also improve on the quality of services as compared with the previous systems.
- Therefore the University should have to work to keep adopting new technologies that able to simplifies the work of employees' in the institution. It will be resulted in increasing efficiency in work to employees of the university, computers will be used by the students and lectures for their research purposes and also for purposes of day to day learning process, that during class presentations, lecturing, among others.
- The university management should to keep implementing and integrating the new technological changes and advancement into the system. The management should periodically train the university employees of newtechnological changes initiated into the system.
- The management of the university should to keep working and periodically reviewing the organization's structure is facilitating smooth flow of information and encouraging implementing its strategic goal and objective.
- Generally, by working hard on all change management dimension at every point the University can maximize its employees' performance. The management of Worabe University should invest in the factors that will help to boost or motivate the employees to perform their job judiciously.

5.4. Scope for future researchers

This study was conducted to examine the effect of change management dimensions on Employee performance. The sample was drawn probably from the Employees of worabe University from July 2023 to September 2023 G.C. Thus this study may be limited in its generalizability of the findings to other Universities and in the future time. So, future research should have to draw sample of respondents on more time length. In line with this, the sample size was not large. Therefore, future studies can analyze effect of change management on Employee's performance with wide range of factors by using large sample size. In this study, the researcher was forced to build up on the theoretical literature reviews from different sources and on previous works in other countries. The study analyses only Employees of worabe University due to lack of capacity to address others. The case institution taken in this study may limit the applicability of the findings to the all Universities in general. Thus, the researcher suggests that further studies can examine the remaining private and public Universities which would provide a wider basis of analysis and get more reliable findings. Finally, the study focused only on the effect of four change management dimension namely Leadership change, Technology change, Organizational structure change and organization culture change on Employees' performance. So, future researchers can include the remaining dimensions such as communication change, training and development, process and system, measurement and feedback.

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APPENDIX



WERABE UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT

MBA RESEARCH QUESTIONNAIRE

The effect of change management on employee Performance in Higher educational institution; the case of Werabe University.

Questionnaire for employees

Dear respondent My name is Abdilkadir Mohammed, a graduating class student of Masters of business administration at Werabe University. Currently, I am doing a thesis on the effect Change Management on Employee performance of higher educational institutions; case study in Werabe University. The purpose of this questionnaire is to obtain information based on your personal view, on how change management affects your performance; the quality of the result is in this research based on accuracy of the information you provided. This research work is for academic purpose only. I appreciate and thank for all the accurate reflections you provided. If you have any comment or questions please contact Abdilkadir Mohammed 09 27018737/0912363093.

Thank you in Advance for your help in this important research.

Section I Demographic Information.

Gender : 1. Male 2. Female

Age Group in years : 1. Upto 30 2. 31-40 3. 41-50 4. Above 50

Level of education Degree Masters PHD and above

category : 1. Academic 2. Administration

Experience in years ; 1. Upto 5 2. 6-15 3.16-25 4. Above 25

Section II.Variable related questions

The following questions are presented on a five point Likert scale which show the level of agreement with each statement. If the item strongly matches with your idea choose **5 (Strongly Agree)**, if you moderately agree on the idea choose **4 (Agree)**, if you do not have any idea or information on the point choose **3 (Neutral)**, if you moderately disagree with the idea choose **2 (Disagree)** and if you completely disagree with the idea choose **1 (Strongly Disagree)**.

Please put (√) in the place where the choice is appropriate for you

I	Leadership change	1	2	3	4	5
		LC1	My institution encourage employees to improve their skill and ability			
LC2	There is knowledge based job allocation in our institution.					
LC3	My institution translates its goal to all employees.					
LC4	Our institution lets employee to participate in d/t decision making process					
LC5	Higher officials in our institution take leading roles in implementing institutional goals.					
LC6	My head actively follow up and support me during implementation of my job					
	Technological change	1	2	3	4	5
TC1	There is enough internet access in my work place.					
TC2	There is enough facility to disseminate students score to departments through electronic media.					
TC3	My Institution uses the most recent system of technologies in teaching, registration and admission.					
TC4	My institution use electronic media to conduct departmental meetings.					

TC5	New technologies adopted by the university simplified my work and aided me to become more efficient.					
TC6	My institution is using electronic devices to record files and its management.					
	Organizational structure change	1	2	3	4	5
OS1	Current organizational structure of our university facilitates the smooth flow of information among different departments and offices. .					
OS2	Organizational structure of our university encourages implementation of overall organizations strategic goals and objectives					
OS3	There is clear understanding about the line of reporting in my institution.					
OS4	Challenges while delivering employees target are solved by discussion with supervisor/heads.					
OS5	I feel there is no incongruity of chain of command in my institution.					
OS6	All employees in my institution work to achieve the common mission.					
	Organizational culture change	1	2	3	4	5
OC1	I have clear understanding of the University's mission, strategic goals and objectives					
OC2	Existing organizational values encourages cooperation among employees of the university.					
OC3	In my institution there is mutual understanding among employees.					
OC4	There is good interaction among employees in my institution.					
OC5	I feel a strong sense of belonging to my organization.					
OC6	I really feel as if this organization's problems are my own.					
	Employee performance	1	2	3	4	5
EP1	I would be very happy to spend the rest of my career in this organization.					
EP2	I have always prepared myself before getting class/work					
EP3	I have working my regular job according to required standard.					
EP4	I complete my assignments on time.					
EP5	I am using the universities property wisely.					
EP6	I believe I have too few options to consider leaving this organization.					
EP7	I would feel guilty if I left work in this organization.					
EP8	I strive to do my best to make clients pleasant					