



**St. MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**THE EFFECT OF ORGANIZATIONAL CHANGE ON**

**EMPLOYEES' PERFORMANCE:**

**IN THE CASE OF INFORMATION NETWORK SECURITY ADMINISTRATION,**

**By**

**Mekebeb Makonnen**

**Jan, 2024**

**ADDIS ABABA, ETHIOPIA**

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SECURITY ADMINISTRATION,**

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**“A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE  
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## **DECLARATION**

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Berihun Muche (PhD). All source of the material used for the thesis have been acknowledged. I further confirm that the thesis has not been submitted in part or full to any other higher learning institutions for the purpose of earning any degree.

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**St. MARY'S UNIVERSITY**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**SCHOOL OF GRADUATE STUDIES**

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**BY**  
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## **LIST OF ACRONYMS**

ANOVA: Analysis of Variance

EP: employee performance

INSA: information network security administration

SC: Strategic Change

OC: organizational change

Tc: Technological Change

OC: organizational culture

OL: organizational leadership

OS: organizational structure

SPSS: Statistical Package for Social Science

## ABSTRACT

The objectives of the study were to investigate the effect of organizational change in employee performance at information network security administration. The study was conducted to assess nature of organizational change, to examine the extent of employee performance, to find out the relationship between organizational change and employee performance, to investigate the effect of organizational change on employee performance in case of information network security administration. The researcher adopted descriptive and explanatory research design. Simple random sampling techniques were employed for this research with 215 sample size. Both primary and secondary data collection are applied with the main data collection instruments of questionnaire. Descriptive statistics, correlation analysis and multiple regression analysis techniques were used to analyze the data. The finding of relationship results showed that positive relationship between the organizational change dimension and employee performance at information network security administration. The study revealed that structural change, strategic change, technology change, communication change and leadership style change is not a significant determinant of employee performance. The researcher recommends that managers must motivate the employees and encourage them to take more commitment for their work, encourage employees to embrace change to create new ideas to improve organizational achievement. Managers need to clearly communicate with the employees about organizational changes and make them to participate in the strategies formulation and decision making process, manager must provide training for their employees for those resist change. So change can increase employee efficiency in their work activities to make satisfied employee.

**Keywords:** *structural change, strategic change, technology change, communication change, leadership style change and employee performance*

# **CHAPTER ONE**

## **1. INTRODUCTION**

### **1.1 Background of the study**

To keep pace in a constantly growing business world, organizations often need to implement enterprise wide changes affecting their processes, products and employee performance. Change is a fact of life in organization. It can be difficult, and employees are often resist it. But to develop an active workplace culture, organizations should follow a systematic approach to managing major change. Organizational development experts have established approaches for successfully navigating through change. Due to expected environmental changes, organizations today have been faced to advocate for changes that have an impact on employees' performance. Therefore, the top management has to ensure that factors that affect employees' performance are taken into consideration.

Organizations need to understand that a satisfied and motivated employee has a higher chance of making significant contributions to the achievement of the objectives of the organization. It may result in new orders that are won for the organization or even new ideas for the amendment of the product (Ashish Gupta , 2013). One of the most important factors in employee performance is to achieve goals. Successful employees meet deadlines, make sales and build the brand via positive customer interactions. When employees do not perform effectively, consumers feel that the company is indifferent to their needs, and will seek help elsewhere. Employees who perform effectively get things done properly the first time (Kimberlee Leonard, 2019)

Organizational leaders must identify and respond quickly to changes and unexpected challenges that can emanate from inside and outside, but most are not in a position to create a quick culture. With the change outside, there is a conceited change inside, thus organizations need to keep up with rapid developments in the business environment to survive (Okenda et al, 2017). The key to successful, productive organizational change is the way you manage it. It's vital to keep employees in the loop and ensure that they understand what the changes are and how employees will be affected.

Usually employees have the feelings of stress, nervousness and lack of confidence when the organization changes like restructuring, downsizing, new technology , Strategic change and as well

as merging. However, the fact that change is progress and it is essential in order to achieve growth, still employees are uncertain to accept it. According to Duck (1993), “change is intensely personal”. The general believe is that most people have resistance towards change.

The Concept of organizational change concerns mainly with the organizational wide transformation that mainly include the changes in term of mission of the organization, operations of the organization, management style of the organization, structure of the organization and others. There are researchers who say that organizational change means organization transformation. In order to practice quality standard, value is the most important which sets the real beliefs in order to attain the performance in teams and to deliver the superior customer service to the clients. When change starts to appear then leaders have the chances to lead their employees in better perspectives. Though employee’s obligation is necessary in order to move the organization towards growth and progress.

## **1.2 Statement of the Problem**

Change is the one of the most important and difficult problem with which organizations is dealing. The ability to change rapidly, efficiently, and almost continually is a major dilemma for organizations in today’s rapidly changing environment. Resistance to changes is expected in the organization in every change process and considered normal part of it. Resistance occurs as the organizations going from the known to the unknown. Due to employee resistance to changes many large-scale corporate change programs are failed. Previous studies and researches shown that all business gets many benefits from a change that will be derived through people, not through a network of business processes and technologies, companies are still not addressing the impacts of change on their employees. In the early stages of any business change whether it is large or small, people form initial expectations about what the benefits of change will be for the organization as a whole. Then they begin to ask how this change will impact their work performance and what benefits they can get from this change. If the management fail to response to their questions their performance and productivity will begin to down. The lack of information and communication will cause them to perceive the change in their own way thus creating barriers in the implementation of change .If their questions are addressed effectively and their perceptions are well managed then their performance and productivity begins to increase (Dr. Fareeha Zafar, 2014).

Change will be ever present and learning to manage and lead change includes not only understanding human factors, but also skill to manage and lead change effectively (Pettigrew and Whipp, 1991). However for change to produce its desired effect it must be acknowledged and contained by the organizational employees. But, most changes results in employee resistance of change in the organization thereby resulting in poor morale and productivity.

The new technology has affected employees because they lack the skills, qualification, education, experience to successfully cope hence many have ended up losing their jobs instead (Nkurunziza, et al., 2015). According to Keith (2014), employee poor performance is often attributed to inadequate training and skills-set gap, low support from management, poor communication system in the Organization, and poor motivation mechanisms. Technology change also influences performance of individual and groups in organizations and relationship between them. Technology is prone to change, and the state of technology have direct link to the relationship between the manager and employee.

(Rodrik, 2013), Structural changes that might be originate from internal or external factors which include the organization's hierarchy, chain of command, management systems, and administrative procedures influence employers performance. Conditions that require structural change include mergers and acquisitions, changes in the market, job duplication, and policy changes. According to Lozano, Nummert & Ceulemans (2016), structural change within an organization might be initiated by factors internal or external to the organization.

Strategic change is a way of altering the objectives and vision of the company in order to achieve greater success. According to Nichols (2016) strategic change includes making modifications to the overall purpose, goals, strategy or missions of an organization. Rezvani (2015) suggests that it is a major disturbance due to the fact that this type of change can place significant demands on an organization to the extent of rethinking its fundamental approach to business. Degnegaard (2010) suggests that managers who are responsible for strategic change should consider the culture and behaviors of employees because changing something that people are used to for a long time is not easy; there must be good deliberation concerning context compatibility between the change and organization; a mismatch can lead to a lot of problems; and consider that change is about changing people. So the relationship between organizational change and employee performance is unknown whether it brings negative or positive effect on the employees, therefore

the purpose of this research is to try to find out the factors that affect employee's performance due to organizational change in the case of Information Network security Administration (INSA)

### **1.3 Research Question**

1. What is the nature of organizational change in case of information network security administration (INSA)?
2. What is the relationship between organizational change and employee's performance in case of information network security administration (INSA)?
3. What is the effect of organizational change on employee performance in case of information network security administration (INSA)?

### **1.4 Objectives of the study**

#### **1.4.1 General objectives**

The general objective of this study is to examine the effect of organizational change on employee performance in case of information network security administration (INSA).

#### **1.4.2 Specific objectives**

This research paper has the following specific objectives:

- To determine the effects of organization structure change on employee performance
- To identify the effects of organizational culture change on employee performance
- To evaluate the effects of organizational leadership change on employee performance
- To measure the effects of technological change on employee performance.
- To investigate how employees' perceive the organizational change.
- To assess the relationship between of organizational change factors with employees' performance in the organization.

### **1.5 Hypothesis Statement**

The research paper developed five hypotheses to study the effect of organizational change towards employee performance.

**H1:** organizational structure change has a positive effect on employee's performance.

**H2:** organizational culture change has a positive effect on employee's performance.



**H3:** technological change has a positive effect on employee's performance.

**H4:** organizational leadership change has a positive effect on employee's performance.

**H5:** there is a positive relationship between organizational change factors and employees' performance.

**H6:** strategic change has a positive effect on employee's performance

## **1.6 Significance of the Study**

The outcomes of this study were essential for both managers and employees at the organization under study.

**To the managers:** - it will help managers

- To get knowledge about how to manage changes in their respective positions and employ it
- To improve employees performance and productivity,
- To insure the sustainability of the change implementations without affecting the performance levels.

**To the employees:**-The employees may also benefited from the outcome of the research, it

- Allow employees to learn new skills,
- Allow employees to explore new opportunities and exercise their creativity in ways that ultimately benefit the organization through new ideas and increased commitment.
- Increase the involvement of the employees in the change implementation
- It reduced stress, greater sense of control and
- To help them to better understand the need for change and thus to overcome resistance toward change.

## **1.7 Scope of the study**

### **1.7.1 Conceptual Scope**

The focus of the study is the effects of organizational change on employee's performance and the focus areas which will be covered is on the independent variables of organizational change is organizational structure, organizational culture, technological change, strategic change and organizational leadership style.

### **1.7.2 Geographical Scope**

Since the information network security administration (INSA) office is located in Addis Ababa, Ethiopia, so that the study will conduct only at the head office in Addis Ababa,

### **1.7.3 Methodological Scope**

The study measures the effect of organizational change on employee performance. In order to do that, the researcher use descriptive and explanatory methods of research design with quantitative research approach.

### **1.8 Limitation of the study**

- Management unwillingness to reveal information all in the name of confidentiality and inaccessibility of reliable records and reports.
- Due to unwillingness to answer the questionnaires by some respondents and some of the questionnaires were missed by the respondents caused for the collecting and gathering of reliable and enough data.

### **1.9 Organization of the study**

This research paper is organized and classified into major's five chapters:-

The first chapter deals with introduction part which covers

- The background,
- The statement of the Problem,
- Objective of the study ,
- Research question,
- Significance of the study,
- Scope and limitation of the study and
- Organization of the study.

The second chapter is review of related literature and empirical literatures, and the conceptual frameworks.

The third chapter deals with research design and methodology of the study; it covered the method used to prepare this study, which includes

- Research design,
- Data source,
- Data collection instrument,
- Sampling method and sampling size,
- Method of data analysis and
- Ethical consideration.

The fourth chapter is about data analysis and interpretation from the collected data. Finally; the last chapter of the paper gives a conclusion for study and recommendation established on the finding of the study.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1. Introduction organizational change**

The change is always carried out in an organization, whether it is intended or not. There can be both types of changes in an organization, which is planned change and unplanned change. When it comes to a planned change, the organization may have been preparing for it for many years. On the other hand, the unplanned change may not be anticipated by the organization. However, it is crucial to understand the necessity of implementing change in the organization (Hitesh Bhasin ,2021).

Organizational change occurs when a company makes a transition from its current state to some desired future state. Managing organizational change is the process of planning and implementing change in organizations in such a way as to minimize employee resistance and cost to the organization, while also maximizing the effectiveness of the change effort. Change is both inevitable and desirable for any progressive organization (Fajana, 2012).

The significant needs which drive change are primarily the need for growth in the market. With the current competition, an organization has to keep up, sustain, and gain a competitive edge in the market. Other reasons for change may include expansion of the organization, merger, and acquisition, implementing new organizational culture, following a new marketing strategy, updating the vision and mission of the organization which necessitates a change in all existing levels, and all other reasons depending on the organization, type of industry and specific requirements( Hitesh Bhasin , August 5, 2021).

## **2.2 THEORETICAL REVIEW**

### **2.2.1 Organizational Change**

Organizational change is the movement of an organization from one state of affairs to another. Organizational change can take many forms. It may involve a change in a company's structure, strategy, policies, procedures, technology, or culture. The change may be planned years in advance or may be forced upon an organization because of a shift in the environment. Organizational change can be radical and alter the way an organization operates, or it may be incremental and slowly change the way things are done. In any case, regardless of the type, change involves letting go of the old ways in which work is done and adjusting to the new ways. Therefore, fundamentally, it is a process that involves effective people management.

Organizational change refers to the steps taken by an organization to alter major components of its functioning, such as its culture, infrastructure, internal processes, or the technologies used (Haniy Shaban, 2022).

Organizational change is the process of shifting a company's structure or other significant elements to improve operations and meet new challenges. A key component of this process is organizational change management, which is the strategy the company uses to enact these alterations effectively. Effective change cannot happen without organizational change management (Colin Baker, 2022). It is a constant challenge for companies in today's ever-changing global economy. Organizational change involves implementing an innovative process, introducing cutting-edge technology, creating a new team structure or merging into another business entity (Tahir Abbas , 2022).

### **2.2.2 Reasons for Organizational Change and Development**

Organizational change and development occur for different reasons.

#### **Financial Crisis**

The financial crisis created a way for organizational change and development as many organizations made tough financial decisions to remain in business. Therefore, the financial crisis is one of the main reasons that cause of organizational change management and organizational change and development.

### **Performance Gaps**

This mostly occurs when organizational goals and objectives are not met, or other organizational needs are not fully satisfied. Organizational change is required to close these gaps, which occurs by changing organizational culture.

### **New Technology**

The emergence of new technology in a particular industry /organization can lead to organizational change. This usually leads to more efficient and economical ways of performing tasks.

### **Identification of opportunities**

Opportunities are identified in the marketplace that the organization needs to pursue to increase its competitiveness.

### **Reaction to internal and external pressure**

Management and management, particularly those in more organized settings, often exert pressure for changing organizational culture; external pressures come from many areas, including customers, changing government regulations, competition, shareholders, and financial markets in the organization's external environment.

### **Change for the sake of change**

Often, an organization will appoint a new CEO or head of a unit. Then, to prove to the board of directors they are doing something, they will come up with organizational change and development.

### **Planned organizational change and development**

Organizational change is a result of abandoning products, markets, or subsidiaries and allocating resources to innovation and new opportunities.

### **Structural Change**

Many companies are proposing an innovation strategy where employees rotate in and out. This business model gives employees the flexibility they desire. Big changes are changing organizational culture, engagement, and how work gets done.

## **Changing Demographics**

Diverse perspectives have changed the dynamics in the workplace. Understanding this multigenerational workplace and its implications will be essential for driving innovation, creating united and productive teams, and adapting to the future workplace.

### **2.2.3 Areas Organization Change Can Occur in an Organization**

Organizational change and development can occur in the following areas:

- ❖ **Mission, vision, and strategy:** organizations should constantly ask themselves: “where is our business heading and where we are currently.” can lead to organizational change management in its mission (the purpose of its business), its vision for the future, and its digital business strategy.
- ❖ **Technology:** organizations can change their technology, such as how they produce whatever they sell, to increase efficiency and lower costs.
- ❖ **Human-behavioral changes:** on-the-job training can be provided to managers and employees to provide new knowledge skills, or people can be replaced or downsized
- ❖ **Task-job design:** the way work is performed in an organization can be changed with new procedures and methods.
- ❖ **Organizational culture:** changing organizational culture includes changing management and leadership styles, values, and beliefs. To a larger extent, this has a great impact on the organization’s overall performance.

### **2.2.4 Benefits of organizational change:**

Below are some positive benefits of organizational change:

#### **Encourages innovation**

Without organizational change, companies may soon find themselves falling behind the curve and losing ground compared to their competitors. They need to change and adapt to keep up with the ever-increasing technological and developing times. Businesses should ideally move and adapt fluidly. Rigid work environments can shut off creativity which helps new ideas grow.

### **Promotes Skills Growth**

An organization's ability to develop new skills and specialties will help the whole business, including employees become much better-rounded and talented team members. Employees who perform the same jobs constantly will never get the chance to show their skills or learn anything new to bring to the company. If people do the same thing day in day out, they will never develop new skills. With organizational change and changing organizational culture comes skill growth and development. Employees will be forced to learn new skills to make them relevant in the changing times.

### **People Development**

Although it can sometimes be difficult to persuade staff to embrace change, those who can embrace it with a positive attitude will gain much more in personal development by working with new strategies. The employees who can see the benefits of change are often the most valuable to your company; not only will they develop personally, but they will also create situations where the business will automatically grow alongside them.

### **New Opportunities**

The ability to embrace change will continually help businesses find and nurture new business ideas and opportunities. Having stellar change strategies will help any business move forward into new areas brought about by the new ways of working. This could either be by getting involved with other companies to expand or simply new contacts, which lead to sales growth.

## **2.2.5 Planning and Executing Change Effectively**

### **How do you plan, organize, and execute change effectively?**

It is one of the most useful frameworks in this area is Kurt Lewin's three-stage model of planned change (Lewin, 1951). The assumption is that change will encounter resistance. Therefore, executing change without prior preparation is likely to lead to failure. Instead, organizations should start with unfreezing, or making sure that organizational members are ready for and receptive to change. This is followed by change, or executing the planned changes. Finally, refreezing involves ensuring that change becomes permanent and the new habits, rules, or procedures become the



norm. John Kotter, a Harvard University professor, wrote a book in 1996 titled *Leading Change* in which he discussed eight steps to changing an organization (Kotter, 1996). In the next section, we integrate the two models with more recent work in the area to present a roadmap to how organizations may want to approach change.

### **Unfreezing Prior to Change**

Many change efforts fail because people are insufficiently prepared for change. When employees are not prepared, they are more likely to resist the change effort and less likely to effectively function under the new system. What can organizations do prior to change to prepare employees? There are a number of things that are important at this stage.

### **Create a Vision for Change**

In successful change efforts, the leader has an overall vision for the change (Herold et al., 2008). When this vision is exciting and paints a picture of a future that employees would be proud to be a part of, people are likely to be more committed to change. For example, Toyota is a master of *kaizen*, or continuous improvement. They also follow the philosophy of *kakushin*, or revolutionary change, as needed. Regardless of the nature of the particular change, there is an overall vision for the company that justifies and explains why change is necessary “to build the dream car of the future” (Stewart & Raman, 2007).

### **Communicating a Plan for Change**

Do people know what the change entails, or are they hearing about the planned changes through the grapevine or office gossip? When employees know what is going to happen, and when and why, they may overcome their discomfort with change. Research shows that those who have more complete information about upcoming changes are more committed to a change effort (Wanberg & Banas, 2000).

Ensuring that top management communicates with employees about the upcoming changes also has symbolic value (Armenakis, Harris, & Mossholder, 1993). In any organization, many changes are done on a daily basis, with some taking root and some disappearing after a short while. When top management and the company CEO discuss the importance of the changes in meetings, employees are provided with a reason to trust that this change is a strategic initiative.

### **Develop a Sense of Urgency**

People are more likely to accept change if they feel that there is a need for it. If employees feel their company is doing well, the perceived need for change will be smaller. Those who plan the change will need to make the case that there is an external or internal threat to the organization's competitiveness, reputation, or sometimes even its survival, and failure to act will have dire consequences (Gerstner, 2002; Kotter, 1996).

### **Building a Coalition**

In order to convince people that change is needed, the change leader does not necessarily have to convince every person individually. In fact, people's opinions toward change are affected by opinion leaders, or those people who have a strong influence over the behaviors and attitudes of others (Burkhardt, 1994; Kotter, 1995). Instead of trying to get everyone on board at the same time, it may be more useful to convince and prepare the opinion leaders. Once these individuals agree that change is needed and will be useful, they will become helpful allies in ensuring that the rest of the organization is ready for change (Armenakis, Harris, & Mossholder, 1993).

### **Provide Support**

Employees should feel that their needs are not ignored. Therefore, management may prepare employees for change by providing emotional and instrumental support. Emotional support may be in the form of frequently discussing the changes, encouraging employees to voice their concerns, and simply expressing confidence in employees' ability to perform effectively under the new system. Instrumental support may be in the form of providing a training program to employees so they know how to function under the new system.

### **Allow Employees to Participate**

Studies show that employees who participate in planning change efforts tend to have more positive opinions about the change, because they will have the opportunity to give opinion about their concerns. They can shape the change effort so that their concerns are addressed. They will be more knowledgeable about the reasons for change, alternatives to the proposed changes, and why the chosen alternative was better than the others. Finally, they will feel a sense of ownership of the planned change and are more likely to be on board (Wanberg & Banas, 2000). Participation may be more useful if it starts at earlier stages, preferably while the problem is still being diagnosed.

Once employees experience the problem firsthand, they will be more motivated to solve the problem.

### **Executing Change**

At this stage, the organization implements the planned changes on technology, structure, culture, or procedures. The specifics of how change should be executed will depend on the type of change. However, there are some tips that may facilitate the success of a change effort.

### **Continue to Provide Support**

As the change is underway, employees may experience high amounts of stress. They may make mistakes more often or experience uncertainty about their new responsibilities or job descriptions. Management has an important role in helping employees cope with this stress by displaying support, patience, and continuing to provide support to employees even after the change is complete.

### **Create Small Wins**

During a change effort, if the organization can create a history of small wins, change acceptance will be more likely (Kotter, 1996; Reay, Golden-Biddle, & Germann, 2006). If the change is large in scope and the settlement is a long time away, employees may not realize change is occurring during the transformation period. On the other hand, if people see changes, improvements, and successes along the way, they will be inspired and motivated to continue the change effort. For this reason, breaking up the proposed change into phases may be a good idea, because it creates smaller targets. Small wins are also important for planners of change to make the point that their idea is on the right track. Early success gives change planners more credibility, while early failures may be a setback (Hamel, 2000).

### **Eliminate Obstacles**

When the change effort is in place, many obstacles may crop up along the way. There may be key people who publicly support the change effort while silently undermining the planned changes. There may be obstacles rooted in a company's structure, existing processes, or culture. It is the management's job to identify, understand, and remove these obstacles (Kotter, 1995). Ideally, these obstacles would have been eliminated before implementing the change, but sometimes unexpected barriers emerge as change is underway.

## **Refreezing**

After the change is implemented, the long-term success of a change effort depends on whether change becomes part of the company's culture. In other words, the revised ways of thinking, behaving, and performing should become routine. For this reason, there are a number of things management can do.

## **Publicize Success**

In order to make change permanent, the organization may benefit from sharing the results of the change effort with employees. What was gained from the implemented changes? How much money did the company save? How much did the company's reputation improve? What was the reduction in accidents after new procedures were put in place? Sharing concrete results with employees increases their confidence that the implemented change was a right decision.

## **Build on Prior Change**

Once results start coming, it is important to benefit from the momentum created by these early successes by pushing for even more change. Following the philosophy of continuous improvement may be a good idea here. Instead of declaring victory early, the company is advised to make continuous improvements to how business is conducted.

## **Reward Change Adoption**

In order to ensure that change becomes permanent, organizations may benefit from rewarding those who embrace the change effort. The rewards do not necessarily have to be financial. The simple act of recognizing those who are giving support to the change effort in front of their peers may encourage others to get on board. When the new behaviors employees are expected to demonstrate (such as using a new computer program, filling out a new form, or simply greeting customers once they enter the store) are made part of an organization's reward system, those behaviors are more likely to be taken seriously and repeated, making the change effort successful (Gale, 2003).

## **Make Change a Part of Organizational Culture**

If the change effort has been successful, change will have become a part of corporate culture. In other words, in addition to the changes in procedures, processes, or technology, the mindset of

people will also have changed. If change occurs only in superficial elements, it would be misleading to declare change a success.

### **2.2.6 Types of Organizational change**

There are different types of changes that an organization implements. The following are a few of the common types of changes in the organization; however, there are other types of changes that companies implement from time to time.

#### **Strategic Change**

It involves significant alterations in the organization's existing state of affairs. It is the type that affects the entire organization, unlike other changes. A strategic change includes making changes to the business's policies, structure, or processes. The upper management and the chief executive officer often bear the responsibility for strategic change. Implementing a new strategy in the organization is expected to have a cascading effect on the entire organization and influence the company's overall performance (Haniy Shaban, 2022). Organizations implement strategic changes to achieve goals, boost competitive advantage in the market, or respond to market opportunities or threats.

#### **Reactive Change**

As the name suggests, reactive changes are the ones that happen as a reaction to specific events. This event impacts the entire organization, which necessitates it to implement the change. The organization has reacted to the external threat and made necessary changes to adapt accordingly. It is not an anticipated event, and therefore usually, the organization is not prepared for it in advance. Thus the organization has to learn as it goes ahead by implementing the change. For example, the recent outbreak of Coronavirus has mandated many organizations to wear masks and apply hand sanitizers in everyday use in the offices. There is generally very little time for reactive change as compared to the planned change. Reactive changes may or may not affect the entire organization. It depends on the nature of reactive change.

#### **People-centric organizational change**

This type of organizational change will affect employees differently. It is recommended to use a gradual and slow approach to incorporate this change because emotional outbursts from the existing employees are common. Whenever an organization requires new employees, they have to

undergo the onboarding and training process. This is done to get the new and old employees in sync and on the same level. You have to explain to the existing employees the reason for hiring new people. This is because it can create panic in the existing employees. The newer employee has to change his job profile; he will have to be assigned new job duties and responsibilities. This usually happens when an organization is being restructured. Existing employees and their existing job roles are transformed to incorporate the change. Typically, such a change is done in the organization as a whole, and the nature of duties and responsibilities of almost all the employees are transformed. A people-centric change requires transparency, communication, effective leadership, and an empathetic approach.

### **Incremental change**

As the name suggests, incremental changes are made slowly and gradually to incorporate large changes over time. These changes are usually initiated at the unit level and are slowly adapted to the entire organization. The primary objective behind these smaller changes is to incorporate significant changes in the organization or modify existing factors to create healthy and better facilities. The company can learn from its own experiences and develop necessary changes to meet the vision and mission. Incremental change is a type of organizational change that can help businesses increase their efficiency and effectiveness (Tahir Abbas , 2022).

### **Structural change**

These changes are performed on the team hierarchy. For example, the existing designations of Finance manager, Finance auditor, financial accountant, Accounts payable accountant, etc. are sometimes changed to Accounts manager, Accounts auditor, Accounts specialist, Collection Specialist, etc. Although all of them perform similar functions, the change in designations could be for many reasons. It could be done to implement a homogenous change throughout the organization. It could be part of restructuring the company or making the designations all through the organizations at a normal level. Such a structural change often clashes with people-centric changes.

It is a change in organizational hierarchy, chain of command, management systems, job structure, or administrative procedures. A merger is the most common cause of a structural change in an organization (Haniy Shaban, 2022). Another reason for implementing structural change is mergers and acquisitions.

Structural change is a type of organizational change that alters the way an organization is structured in order to improve efficiency and effectiveness. This type of change often involves introducing new policies, procedures, and systems that help to streamline operations and eliminate areas of waste (Tahir Abbas , 2022).

### **Total Change**

As the name suggests, total change involves change on a large scale. When an organization changes its vision and tries to balance vision and other strategies, employees' morale and, most importantly, business, that is when total change occurs. Usually, it happens when the realities of business do not match the expectations of the organization, or the senior management is unable to satisfy the employee's expectations. In such cases, the ultimate result is on the business, and soon the numbers start slipping off, and the market share is lost to the competition. The organization forms a new vision that is in sync with the existing requirements of the company.

### **Relocation Change**

Relocation change is a type of organizational change that involves the moving of an organization or parts of it to a new location. It includes the physical relocation of staff, offices, and departments or the transfer of operations to another jurisdiction or country. Relocation changes can be complex, but they often offer numerous benefits to organizations that choose to implement them. By transferring operations to a new location, organizations are able to consolidate operations, reduce overhead costs and improve the efficiency of their processes (Tahir Abbas , 2022).

### **Developmental Change**

Developmental change is a type of organizational change that seeks to build on the existing processes, structures, and capabilities of an organization in order to bring about meaningful improvements. This type of change typically involves introducing new systems, technologies, and tools that enable greater efficiency and effectiveness in the workplace (Tahir Abbas , 2022).

### **Downsizing Change**

Downsizing change is a type of organizational change that involves reducing the size of an organization. This type of change often involves cutting costs and reducing personnel in order to achieve greater efficiency and productivity. Downsizing can be used as a strategic measure when

an organization needs to focus its resources on core operations or when the organization has become too large for its current structure.

### **Workforce Demographics**

Organizations may realize that as the workforce gets older the types of benefits they prefer may change. Work arrangements such as flexible work hours and job sharing may become more popular as employees remain in the workforce even after retirement. As the workforce rapidly ages, it also becomes possible that employees who are unhappy with their current work situation will choose to retire, resulting in a sudden loss of valuable knowledge and expertise on the part of organizations. Therefore, organizations will have to devise strategies to retain these employees and plan for their retirement. Finally, a critical issue is finding ways of dealing with age-related stereotypes, which act as barriers in the retention of these employees.

### **Technology**

Sometimes change is motivated by rapid developments in *technology*. Moore's law (a prediction by Gordon Moore, cofounder of Intel Corporation) dictates that the overall complexity of computer circuits will double every 18 months with no increase in cost (Moore's Law, 2008). Such change is motivating corporations to rapidly change their technology. Sometimes technology produces such profound developments that companies struggle to adapt.

### **Globalization**

Globalization is another threat and opportunity for organizations, depending on their ability to adapt to it. It led many companies to utilize manufacturing facilities overseas, knowledge work outsourcing. These changes, understanding how to manage a global workforce is a necessity. Many companies realize that outsourcing forces them to operate in an institutional environment that is radically different from what they are used to at home. Dealing with employee stress resulting from jobs being moved overseas, retraining the workforce, and learning to compete with a global workforce on a global scale are changes companies are trying to come to grips with.

### **Poor Performance**

Change is more likely to happen if the company is performing poorly and if there is a perceived threat from the environment. In fact, poorly performing companies often find it easier to change compared to successful companies. Successful companies that manage to change have special practices in place to keep the organization open to changes. In addition to the success of a business,



change in a company's upper level management is a motivator for change at the organization level. Research shows that long-tenured CEOs are unlikely to change their formula for success. Instead, new CEOs and new top management teams create change in a company's culture and structure (Barnett & Carroll, 1995; Boeker, 1997; Deutschman, 2005).

### **Resistance to Change**

Changing an organization is often essential for a company to remain competitive. Failure to change may influence the ability of a company to survive. Yet, employees do not always welcome changes in methods. According to a 2007 survey conducted by the Society for Human Resource Management (SHRM), resistance to change is one of the top two reasons why change efforts fail. In fact, reactions to organizational change may range from resistance to compliance to being an enthusiastic supporter of the change, with the latter being the exception rather than the norm (Change management, 2007; Huy, 1999).

#### **2.2.7 Reasons for Organizational Change Resistance**

##### **Fear of Failure**

People resist change when they feel that their performance may be affected under the new system. People who are experts in their jobs may be less than welcoming of the changes, because they may be insecure whether their success would last under the new system. Studies show that people who feel that they can perform well under the new system are more likely to be committed to the proposed change, while those who have lower confidence in their ability to perform after changes are less committed (Herold, Fedor, & Caldwell, 2007).

##### **Personal Impact of Change**

It would be too simplistic to argue that people resist all change, regardless of its form. In fact, people tend to be more welcoming of change that is favorable to them on a personal level (such as giving them more power over others, or change that improves quality of life such as bigger and nicer offices). Research also shows that commitment to change is highest when proposed changes affect the work unit with a low impact on how individual jobs are performed (Fedor, Caldwell, & Herold, 2006).

## **Prevalence of Change**

Any change effort should be considered within the context of all the other changes that are introduced in a company. Considering the history of changes in the company is important to understanding why people resist. Also, depending on how big is the planned change requires a significant time commitment and can fundamentally affect how business is conducted (Labianca, Gray, & Brass, 2000; Rafferty & Griffin, 2006).

## **Perceived Loss of Power**

One other reason why people may resist change is that change may affect their power and influence in the organization. Given the loss in prestige and status in the new structure, some supervisors may resist the proposed changes even if it is better for the organization to operate around teams.

## **2.2.8 Ways to ensure successful organizational change**

### **Clear vision and goals**

It stated that understanding the reasons for the change is essential, and how it will impact the business outcomes, and when it will be considered successful. Formulating and sharing a comprehensible purpose, vision, and goals helps employees and leaders understand the “why” of the change and is critical for the overall success of a change’s implementation.

### **Prioritization**

It’s impossible to change everything at once, so it is critical to prioritize the matters you want to tackle first. For example, implementing three new enterprise applications one after another, not all at once.

### **Secure buy-in from your entire organization**

It is essential to include all key stakeholders, from leadership and management to executives, to minimize an organization’s resistance to change. This helps employee’s feel heard, included, and valued – allowing for any conflicts to be aired early in an implementation project and quickly resolved. Develop a written communication plan to inform all stakeholders about the change. The plan must address all concerns, including what the new business will look like. The communication must be two-way that provide employees with opportunities to ask questions and share their concerns.

### **Build a change implementation plan**

A successful change implementation requires a detailed plan to highlight critical milestones systematically. For an effortless rollout, you must plan all of these aspects – project scope, integrations, resources, communication, time, cost, procurement, and risks. A practical implementation plan accelerates the pace of change implementation by anticipating and overcoming barriers and resistance to change.

### **Focus on training & support**

On-demand training and support are vital for reinforcing change. You can implement different change management tools that provide training, create knowledge bases, track progress, etc.

### **Take Charge of Organizational Change**

Navigating through organizational change is a multi-step process. Whatfix helps you scale enterprise-wide changes, improve user engagement, and drive user adoption. The platform makes it effortless for users to make the change from one tool to another via in-app contextual learning with self-service help modules.

## **2.2.10 Phases of Organizational Change**

### **UNFREEZE**

Unfreeze represents the stage before the change occurs -- the point at which the status quo ends. Organizations determine the need for change and develop messaging that details why current ways will no longer work. Old customs and norms are replaced. As this happens, employees experience uncertainty about how changes will impact them. This uncertainty may lead to a fear of change that may, in turn, spur dissent. (Huddleston, 2017).

### **CHANGE**

During the Change stage, organizations incorporate new behaviors, and employee uncertainty eases. Communication and training are essential to help employees understand their roles in making change happen. As organizations foster this understanding, people start to buy in to the new ways that will support the organization's new vision. Employees are most likely to accept change if they understand how the changes will benefit them. However, some people -- particularly those who benefit from the status quo -- may be adversely impacted by change, and it will take time for others to recognize the benefits (Huddleston, 2017).

## **REFREEZE**

Refreezing takes place after the change. This is the point when organizations establish the change as the standard. Those affected embrace the new ways of working. Moreover, reinforcement and measurement of behavior changes take place. Incentive systems are put into place to achieve desired behaviors. Performance appraisals, promotions and bonuses are based on desired performance and resulting outcomes. Organizations develop objective measures to gauge their efforts and form strategies for sustaining change into the future (Huddleston, 2017).

## **Change Theories**

### **LEWIN'S CHANGE THEORY**

This change theory is widely used in nursing and involves three stages: the unfreezing stage, moving stage and refreezing stage. Lewin's theory depends on the presence of driving and resistant forces. The driving forces are the change agents who push employees in the direction of change. The resistant forces are employees or nurses who do not want the proposed change. For this theory to be successful, the driving force must dominate the resistant force (Ngozi, 2018).

### **ROGERS' CHANGE THEORY**

Everette Rogers modified Lewin's change theory and created a five-stage theory of his own. The five stages are awareness, interest, evaluation, implementation and adoption. This theory is applied to long-term change projects (Ngozi, 2018).

### **SPRADLEY'S CHANGE THEORY**

It is an eight-step process for planned change based on Lewin's theory of change. It makes provision for constant evaluation of the change process to ensure its success. The steps includes recognize the symptoms, diagnose the problem, analyze alternative solutions, select the change, plan the change, implement the change, evaluate the change and stabilize the change (Ngozi, 2018).

## **2.2.11 Employee Performance**

The performance of an organization is always measured by the performance of the employees working in the organization. The performance of the organization can be measured by the revenue it is earning and the profits that it is enjoying. This is quite significant and is not hidden from

anyone. The HR department of the organizations is responsible for track down the employee performance so that the right decision can be taken. If the employee has been showing great performance activities, he or she can be rewarded or if the person is losing interests, more motivation can be provided. There can be also a number of such employees who do not perform even the organization has invested a lot of resources in motivating the employee. Such employees become a burden on the company and hence necessary actions are taken against them depending upon the situation. (Hitesh Bhasin , 2019).

## **2.2.12 Importance and Benefits of Employee Performance**

### **Knowing the productivity of the Employees:-**

Often managers do get extremely busy in their daily activities and hence do not have much time in hand to talk anything extra apart from the projects and the workload. But it is very much important to discuss the performance of the employees so that it can be known about how the employees are performing and if they are performing low, what is the possible reason behind it. (Hitesh Bhasin , 2019). This is the reason, a number of the organization maintain an evaluation system either once in a year or even at a time twice a year. Based on the performance evaluation, the managers talk to the employees to discuss their performance.

### **Staff Development:**

With the help of the employee performance knowledge, it can be known which staff is performing in what way. Based on such an evaluation, the manager can focus on the weakest employee and try different tactics and ways to boost up the employee and help the person get developed and show up higher performance in the team. (Hitesh Bhasin , 2019).

### **Motivation for the Staff:**

It is important to motivate such employees through different ways such as rewards, words, and others so that they can also perform equally as your star employees.

### **Documentation of the Performance:**

A continues performance evaluation is needed and it is important to have a record of the performances to check out the consistency of the employee (Hitesh Bhasin , 2019).

### **Taking Bigger Decisions:**

By doing a constant employee evaluation it is important to check out the consistency of the employee performance so that the right decision can be taken up.

### **2.3 EMPIRICAL STUDIES**

When all organizations are faced with absorbing change at an ever-increasing rate, the ability to improve performance while undergoing change is critical to long-term success. In order to increase one's ability to be effective in this effort, an organization needs to look at several interrelated dynamics, including: How employees make the connection between what they do, and how they do it; the clarity of understanding around principles and organizational values; understanding the fact that structure drives behavior; and planning by outcomes. How these dynamics interrelate, as well as how to help ensure that the organization can realize its performance potential while undergoing change (James B. Rieley, 2001). Several studies related to organizational change and employee performance have been done.

David W. Ballard, PsyD, says change is inevitable in organizations, and when it happens, leadership often underestimates the impact those changes have on employees. Change can occur because of a variety of internal and external factors, over which organizational leaders sometimes have very little or no control (Amanda L. Webster, 2017).

(Iosr Journals, Zeeshan Ahmed Khosa, and N. Hussain, 2015) indicated in their study that the structural changes and organizational leadership influenced university employees' performance positively. The study further discovered that technological changes have a great impact on employees' performance due to the rapid technological changes that the world is rapidly adjusting that eases employee's work load and to increase efficiency and effectiveness at work place. A strong organizational culture creates synergy and momentum that encourages teamwork and enhances employee performance. The study concluded that structural changes, leadership, technology and organizational culture influence the performance of employees positively.

The study conducted at Parliamentary Service Commission (PARLSCOM) in Kenya by Andrew Shangarai Jumanne, and Dr. Jane Njoroge (PhD), 1918 found out that structural change management had a positive significant effect on performance of employees. The study

recommends that structural change management is a critical factor in increasing employee performance.

Olutayo K. Osunsan, 2019, studied the effect of organizational change on employee performance among selected commercial banks in Bujumbura, Burundi, revealed that structural change, strategic change and technological change significantly affects employee performance, the study drew the conclusion that organizational change had a significant effect on employee performance.

According to Dwi Septi Haryani, and Akbar Bastanta, 2022, on their study on the organizational changes that have been implemented toward employee performance at PT. PLN (Persero) ULTG Bintan found a significant and positive relationship between organizational change and employee performance. The study recommends that structure, technology, physical arrangement, and individual factors are necessary for improving employee performance.

Saira khatoun  $\alpha$  & Dr. Ayesha Farooq,(2016) a study on the effects of organizational change on employee performance results obtained indicated a positive relationship between the quality of change communication, participation, attitude of top management toward change, leadership and readiness for change on performance in the organization of change on performance, as well as they, impacted the performance of the organizations.

According to Keith (2014), employee poor performance is often attributed to inadequate training and skills-set gap, low support from management, poor communication system in the organization, and poor motivation mechanisms.

Karanja (2015) concluded a study on the effects of organizational change on employee performance of postal Corporation of Kenya; the findings revealed that employee performance is been positively influenced by organizational change. The variable that changed the most and influenced employee performance positively is technology.

Kansal and Singh (2016) conducted a study on the impact of organizational change on employee performance in Maruti Suzuki. The findings of the study revealed that organizational change had a considerable effect on employee performance from among the gender, departments and designations. The study concluded that creating a positive attitude and practice leads to

improved performance in an organization. According to the study change creates a greater effect on employee's attitude which was confirmed by the performance of employees.

Tefera and Mutambara (2016) conducted a study on the effect of organizational changes on employees' motivation at a country club in Kwazulu Natal. The key findings of the study discovered that the management had not created opportunities for employees to participate. Employee felt left out in the decision making process which contributed to their demotivation. This is exacerbated by the poor communication in the organization.

According to (Rebecca Dycus, 2014), it mentioned that how employee stress, caused by organizational change, affects productivity, the employees lack of involvement in the change, and poor communication with what is happening, has had detrimental effects not only on the employees but ultimately the productivity of the organization .

(Anne Wanjiku Karanja, 2015), researched on the effects of organizational change on employee performance in the case of postal corporation of Kenya and investigated that employee performance is positively influenced by organizational change. The variable that has changed the most and influenced employee performance positively is technology.

According to Meareg Tarekegn (2022) in his study on the effect of organizational change in employee performance at dashen banks in head offices discovered that structural change, strategic change and technological change is not a significant determinant of employee performance. Further Zuhura Amin (2020) studied how Organizational structure, organizational culture, technological change and organizational leadership effectiveness on employees' performance. Even though different researchers studied in this area in different countries and in various times, however the issue remains unsearched in case of information network security administration. So the relationship between organizational change and employee performance is strange whether it brings negative or positive effect on the employee's performance. Therefore, the purpose of this study is to examine the effect of organizational change on employee performance in case of information network security administration.

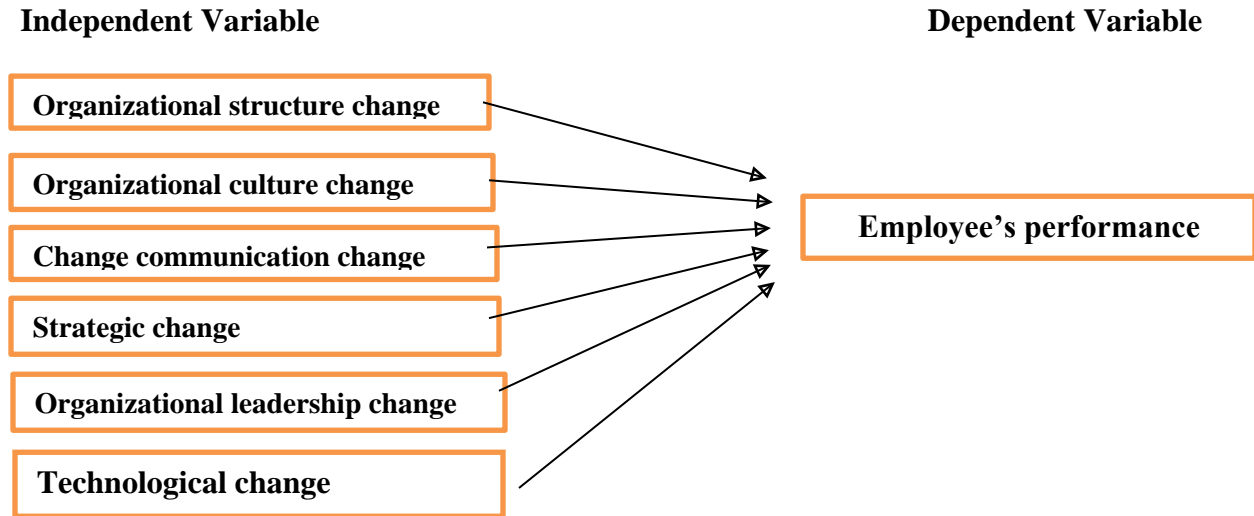
### **2.3 Conceptual Frameworks**

This study try to examine the effect of organizational change on employee performance at Information Network Security Administration. Stating different theoretical and empirical studies,



the following conceptual framework is constructed as Independent Variable and Dependent Variable.

**Figure 2.1 conceptual framework.**



This model helps to explore the significant relationship between organizational change and employee performance. Employee performance  $\rightarrow$  Structural change  $\rightarrow$  communication Change  $\rightarrow$  Strategic change  $\rightarrow$  Technological change  $\rightarrow$  Organizational culture change  $\rightarrow$  Organizational leadership Change.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Introduction**

This section provides an over view of the research methodology of the paper. It discusses issues such as research approach and design, sampling size and sampling method, data source and methods of data analysis.

#### **3.2 Research Design**

The study adopted descriptive and explanatory research design. According to Kothari (1990), descriptive research design is employed for detail description of the findings that going to displayed in tables, frequency and determining the correlation, regression and standard deviation with which an event occurs or relationship between variables while explanatory research design, to explain, understand, predict and control the cause and effect relationships between the effect of working environment on employee productivity. The descriptive method is concerned on describing the existing situation. Beside this explanatory study design using quantitative method used to analyze the data collected from employees. This design helps the researcher to explaining, understanding and predicting the cause and effect relationship between variables.

#### **3.3 Research Approach**

According to Judith Mavodza (2022), a research approach is an essential element of research methodology, which directly affects specific research methods. Creswell (2014) defines the research approach as plans and procedures made and undertaken during an empirical study. These move from the broad assumptions to data collection methods, data analysis, and data interpretation. The research approach is made up of the philosophical worldviews and the methods employed in an empirical study that relate to that worldview (Creswell 2014). The research approach can be divided into qualitative and quantitative methods, respectively. A quantitative approach is one in which the investigator primarily uses postpositive claims for developing knowledge, i.e., cause and effect relationship between known variables of interest or it employs strategies of inquiry such as experiments and surveys, and collect data on predetermined instruments that yield statistical data (Creswell, 2012). Hopkins (2000) suggested that quantitative research work connects independent and dependent variables. Thus, the study was conducted using Quantitative type in

which it appeared to be more appropriate to find out the effect independent variable on employee performance. Furthermore, the study aimed at obtaining information from a representative selection of the population and the researcher was able to generalize the findings to a larger population.

### **3.3 Data Source**

The two sources of data namely primary and secondary data are discussed below:-

#### **3.3.1 Primary Source**

Primary data refers to the first hand data gathered by the researcher himself. Sources of primary data are surveys, observations, questionnaires, and interviews .The primary data were obtained from respondents by conducting survey in the form of questionnaire and observation from the distinctive respondents.

#### **3.3.2 Secondary Source**

Secondary data is data that have already been collected for other purpose which might have been processed and subsequently. It is second-hand information, it is not originally collected and rather obtained from already published or unpublished sources. So as to address the analysis and destination inquiries of the study, the researcher likewise also accessed a variety of secondary data sources.

### **3.4 DATA COLLECTION INSTRUMENT**

#### **3.4.1 QUESTIONNAIRE**

The researcher used questionnaire as the tools for obtaining the necessary information for the research. A questionnaire is a research instrument that consists of a set of questions or other types of prompts that aims to collect information from a respondent. A research questionnaire is typically a mix of close-ended questions and open-ended questions. They are often designed for statistical analysis of the responses. They are easier to analyze since they are in an immediate form, the questioners have two sections:

The First section of the questionnaire includes 4 questions which deal with different demographic characteristics of the respondents such as gender, age, education level and position in company to measure demographic characteristics of the respondent's.

The second of the questionnaire were consists of questions intended to measure the variables of the study using five-point Likert scale where (1=strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=strongly agree).

### **3.5 TARGET POPULATION**

The study populations of the study were the workforce of the Information network security administration that has experienced in various form of organization change. The total populations of the employees of the administration are 500.

### **3.6 SAMPLING METHOD**

In conducting the study, probability samplings is used to select the study of respondents. According to Lauren Thomas (2020) suggested that in probability sampling, a simple random sample is a randomly selected subset of a population. In this sampling method, each member of the population has an exactly equal chance of being selected. So the researcher is select this sampling method because of its easiness or simplicity to apply and it gives equal chance being chosen and free from personal bias.

### **3.7 SAMPLE SIZE**

The sample size is the actual respondents representing the whole target population. After determining the entire population for the study (i.e. 500.) sample size is calculated by using the Slovin's formula (Ansari, lukum.A, Arifin and Dengo, 2017) accordingly,

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

Where n is the sample size, N is the population size, and e is the margin of error. With the margin of error e= 5% with 95% confidence level and N= 500

Therefore

$$n = \frac{500}{1 + 500(0.05)^2}$$
$$n = 215$$

Thus, the sample size for this particular research is calculated to be 215, which is big enough to represent the population. Though only 215 questionnaires have been replied, the rest 7 questionnaires were unreturned.

### **3.8 RELIABILITY AND VALIDITY**

#### **3.8.1. Reliability**

Reliability refers to how consistently a method measures something. If the same result can be consistently achieved by using the same methods under the same circumstances, the measurement is considered reliable (Fiona Middleton, 2019). For this research, the researcher implemented questionnaire form research entitled organizational change affecting the performance of employees: a case study of information network security administration. In general, reliabilities less than 0.60 are considered to be poor, those in the 0.70 range are acceptable and those over 0.80 are good.

#### **3.8.2. Validity**

According to Joe Eckel (2022) validity in research is an estimate that shows how precisely your measurement method works. In other words, it tells whether the study outcomes are accurate and can be applied to the real-world setting. Research accuracy is usually considered in quantitative studies. For this research the questionnaire was adopted from Catherine 2015 who confirmed the validity of the instrument.

### **3.9 METHODS OF DATA ANALYSIS**

In this study after data is collected methods of Statistical Package for Social Science (SPSS) software were employed to analyze and present the data by using different statistical tools. Descriptive analysis, correlation analysis and multiple regressions are statistical tools that were employed to analyze the data.

#### **3.9.1 Descriptive Analysis**

Descriptive analysis techniques is used to analyze the results of descriptive statistics to describe the Demographic and general results which presented by tables frequency distributions and percentages. It also help to know the employee performance toward organizational change based

on the response for each item and analyzed by comparing the mean and standard deviation score of each variable.

### 3.9.2 The Pearson Correlation Analysis

The dependent variable (employee performance) to independent variables, Structural change, communication change, Strategic change, Organizational culture and Organizational leadership Change.) used to test the magnitude and direction of relationships of variables.

**Tables 2.1 Rule for correlation coefficient range**

<b>Coefficient range</b>	<b>Interpretation</b>
0.00-0.10	Negligible correlation
0.11-0.39	Weak correlation
0.40-0.69	Moderate correlation
0.70-0.89	Strong correlation
0.90-1.00	Very strong correlation

Correlation coefficient is statically significant Schober & Boer, 2018

### 3.10 ETHICAL CONSIDERATION

The study takes into consideration that the ethical obligations to the research questionnaire will be confidential and applied merely for academic purposes. Respondents have the right not to answer questions that may not feel suitable without any pressure and provided a guarantee about not to recognize their personality of their answers. Therefor respondent's privacy will be retained, their personal values also be kept confidential.

## CHAPTER FOUR DATA ANALYSIS AND INTERPRETATION

This chapter deals with the information acquired from the data collected. The researcher obtained these data from respondents through questionnaire. The responses have been analyzed and the outcomes are presented in the form of table below. It has three sections. The first and second section is about responses rate and demographic characteristics of the respondents respectively. Finally the third part presents data analysis and interpretation.

### 4.1. Response Rate of Respondents

*Table 4.1 Respondents' response rate*

Questionnaires Distributed	Questionnaires Returned	Percentage
220	215	97.7%

As shown in table 4.1 above, about response rate, 220 questionnaires were distributed and 215 were properly completed and returned. Based on this sample size 97.7% the next analysis was carried out.

### 4.2 .The Demographic Characteristics of Respondents

*Table 4.2: Respondents profile*

No	Factors	Categories/ Characteristics	Frequency	Percentage
1	<b>Gender</b>	Male	181	84.2%
		Female	34	15.8%
2	<b>Age</b>	25-30 years old	128	59.5%
		31-40 years old	79	36.7%
		41-50 years old	7	3.3%
		Above 51 years old	1	0.5%
3	<b>Educational level</b>	Diploma	2	0.9%
		Degree	160	74.4%
		Master	53	24.7%
4	<b>job Position</b>	Managers	41	19.1%
		Non managers	174	80.9%

*Source: SPSS output, 2023*

The gender features of information network security administration is dominated by males **84.2%** as shown in table 4.2 above in contrary to females who are **15.8%** . The gender representation of

the respondents indicates that the research is conducted based on respondents which largely made out from males group. According to the age of respondents, as shown in the table 4.2 above, (59.5%) were in age group of 25-30 years and followed by 31-40 years at 36.7% .This indicates that most of the employees are young and it highly denotes that information network security administration employment trend focuses on young employees which benefits the organization. Young employees can easily accept new changes that are undertaking in the organization environment. Respondents at information network security administration there level of education indicates that , 74.4% who are the degree level of education, followed by master at 24.7%, and 0.9% are diploma level of education. This illustrate that the majority of the employees are degree holders. Majority of the respondents at information network security administration organization is dominated by non-managerial which is 80.9% and 19.1% are managerial position group.

### 4.3. The Nature of Organizational Change In Case Of information network security administration

#### 4.3.1. The nature effect structural change in case of information network security administration

*Table 4.3: Analysis of organizational structural change*

No	statement		Rating Scales					Mean	SD
			1	2	3	4	5		
1	Employees are satisfied with change in the organizational structure	F %	19 8.8	42 19.5	61 28.4	69 32.1	24 11.2	3.17	1.13
2	I am confident in my ability to deal with structural change	F %	7 3.3	12 5.6	23 10.7	116 54.0	57 26.5	3.94	0.94
3	A good structure can lead to organizational effectiveness by the employee performance	F %	6 2.8	5 2.3	15 7.0	93 43.3	96 44.7	4.24	0.89
4	Employee performance increase when structural change	F %	6 2.8	25 11.6	80 37.2	69 32.1	35 16.3	3.47	0.98
5	The structure of an organization increases employee's performance by bringing about increase in productivity.	F %	6 2.8	19 8.8	63 29.3	89 41.1	38 17.7	3.62	0.96
6	The policies and the organization structure in our organization have been clearly defined.	F %	25 11.6	60 27.9	54 25.1	56 26.0	20 9.3	2.93	1.17
<b>Average (aggregate) mean</b>							<b>4.27</b>	<b>1.21</b>	

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey Result (2023)



### **Employees are satisfied with change in the organizational structure**

According to table 4.3 shows that respondents 8.8% strongly disagree, 19.5% disagree, 28.4% neutral, 32.1% agree and 11.2% strongly agree. The mean score and standard deviation (4.27 & 1.21 respectively). This specifies that employees are satisfied by the change in organizational structure.

### **I am confident in my ability to deal with structural change**

According to table 4.3 shows that respondents 3.3% strongly disagree, 5.6% disagree, 10.7% neutral, 54% agree and 26.5 are strongly agree. The mean score and standard deviation is 3.94 & 0.94 respectively. This indicates that change in structure doesn't affect employee's productivity. It because that information network security administration clearly defines employee's role and responsibilities. It results increased job satisfactions and commitment.

### **A good structure can lead to organizational effectiveness by the employee performance**

According to the collected data the respondent 2.8% strongly disagree, 2.3% disagree, 7% neutral, 43.3% agree and 44.7% strongly agree. The mean score and standard deviation is 4.24 & 0.89 respectively. This indicates that good structural change results in a positive employee's commitment, performance and the organization effectiveness as a whole.

### **Employee performance increase when structural change.**

As the table 4.3 shows 2.8% strongly disagree, 11.6% disagree, 37.2% neutral, 32.1% agree and 16.3% strongly agree. The mean score and standard deviation is 3.47 & 0.98 respectively. This indicates that the structural change made by the organization affect employee's performance positively or negatively. It results that structural change doesn't properly planned and implemented clearly to understand who to report to whom, span of control and also clearly specify the hierarchical structure of the information network security administration.

### **The structure of an organization increases employee's performance by bringing about increase in productivity.**

According to the gathered data 2.8% strongly disagree, 8.8% disagree, 29.3% neutral, 41.4% agree and 17.7% strongly agree with the mean score and standard deviation is 3.62 & 0.96 respectively.

This indicates that change in structure affect employee performance and commitment at information network security administration.

**The policies and the organization structure in our organization have been clearly defined**

As table 4.3 shows 11.6% strongly disagree, 27.9% disagree, 25.1% neutral, 26.0% agree and 9.3% strongly agree with the mean score and standard deviation is 2.93 & 1.17 respectively. This indicates polices and organizational structure is not clearly defined and it r affect employees performance and productivity at the information network security administration. It results dissatisfaction, stress and unwanted in the organization.

**4.3.2. The effect of organizational culture in case of information network security administration.**

**Table 4.4: Analysis of culture change**

No	statement		Rating Scales					Mean	SD
			1	2	3	4	5		
1	A friendly atmosphere prevails among the people in our organization	F %	11 5.1	23 10.7	54 25.1	97 45.1	30 14	3.52	1.02
2	In our organization when you are on a difficult assignment/task/ you can usually get assistance from your colleagues and boss	F %	11 5.1	26 12.1	39 18.1	105 48.8	34 15.8	3.58	1.05
3	There is a feeling of pressure to continually improve our personal and group performance	F %	11 5.1	22 10.2	63 29.3	93 43.3	26 12.1	3.46	1.0
4	In our organization people are proud of belonging to this organization.	F %	25 11.6	43 20.0	61 28.4	60 27.9	26 12.1	3.08	1.19
5	People in our organization give ideas, information, feedback on customers, service etc.	F %	10 4.7	31 14.4	65 30.2	83 38.6	26 12.1	3.39	1.02
6	In our organization trusting and friendly relations are highly valued.	F %	12 5.6	24 11.2	64 29.8	82 38.1	33 15.3	3.46	1.05
7	In our organization people take the initiatives and also preventive action on most matters.	F %	10 4.7	34 15.8	68 31.6	88 40.9	15 7	3.29	0.97
8	In our organization informal groups and networks are used to share the organizational information among themselves.	F %	20 9.3	36 16.7	71 33.0	70 32.6	18 8.4	3.13	1.08
Average (aggregate) mean								3.36	1.04

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey Result (2023)

### **A friendly atmosphere prevails among the people in our organization**

As table 4.4 shows that 5.1% strongly disagree, 107% disagree, 25.1% neutral, 45.1% agree and 14 % strongly agree with the mean score and standard deviation is 3.52 & 1.02 respectively. This indicates that there is open /positive relationship among the employees in the organization. This results in increase employee's engagement, motivation and performance.

### **In our organization when you are on a difficult assignment/task/ you can usually get assistance from your colleagues and boss**

According to the gathered data 5.1 % strongly disagree, 12.1% disagree, 18.1% neutral, 48.8% agree and 15.8% strongly agree. The mean score and standard deviation is 3.58 & 1.05 respectively. This indicates that most respondent agreed that they get support from their colleagues and boss when they are at difficult work related situation. It result employees are happy with their work environment.

### **There is a feeling of pressure to continually improve our personal and group performance**

According to the gathered data 5.1 % strongly disagrees, 10.2% disagree, 29.3% neutral, 43.3% agree and 12.1 % strongly agree with the mean score and standard deviation is 3.46 & 1.0 respectively. This indicates that most employees agree that they are ready and willing to improve their personal and group performance to make the working environment more attractive and become productive in their tasks.

### **In our organization people are proud of belonging to this organization**

According to gathered data 11.6% strongly disagrees, 20% disagree, 28.4 % neutral, 27.9% agree and 12.1% are strongly agree with the mean score and standard deviation is 3.08 & 1.19 respectively. This indicates that most employees are neither proud or not to work at the information network security administration.

### **People in our organization give ideas, information, feedback on customers, service etc.**

As table 4.4 shows that 4.7% strongly disagrees, 14.4 % disagree, 30.2 % neutral, 38.6 % agree and 12.1 % strongly agree with the mean score and standard deviation is 3.39 & 1.02 respectively.

This indicates that most employees are ready and willing to provide work related information, ideas and feedback to customers.

**In our organization trusting and friendly relations are highly valued.**

As table 4.4 shows 5.6% strongly disagrees, 11.2 % disagree, 29.8 % neutral, 38.1 % agree and 15.3 % strongly agree with the mean score and standard deviation is 3.46 & 1.05 respectively. This indicates that most employees are agreed there is a confidence and a responsive relationship at information network security administration which result in a positive effect on the organization effectiveness.

**In our organization people take the initiatives and also preventive action on most matters.**

As table 4.4 shows 4.7% strongly disagrees, 15.8 % disagree, 31.6 % neutral, 40.9 % agree and 7 % strongly agree with the mean score and standard deviation is 3.29 & 0.97 respectively. This indicates that employees at the information network security administration take the initiative and the proper actions and solutions towards the matters that affect the vital operations of the organization which hinder the achievement of its goal.

**In our organization informal groups and networks are used to share the organizational information among themselves.**

As table 4.4 shows 9.3% strongly disagrees, 16.7 % disagree, 33 % neutral, 32.6 % agree and 8.4 % strongly agree with the mean score and standard deviation is 3.13 & 1.08 respectively. This indicates that information is shared among employees at the network security administration through informal group communication and other similar networks platforms created by the employees themselves.

**4.3.3. The nature effect technological change in case of information network security administration**

**Table 4.5: Analysis of technological change**

No	statement		Rating Scales					Mean	SD
			1	2	3	4	5		
1	Technology change affect employee performance and productivity	F	14	18	25	94	64	3.81	1.14
		%	6.5	8.4	11.6	43.7	29.8		
2	Technology made work easier in your organization.	F	6	17	26	104	62	3.92	0.98
		%	2.8	7.9	12.1	48.4	28.8		

3	When technology change is planned, I feel (worry) threat to my work.	F	42	76	43	41	13	2.56	1.17
		%	19.5	35.3	20.0	19.1	6.0		
4	Technology change have significant influence on the way things are done in my organization.	F	1	21	39	105	49	3.83	0.90
		%	0.5	9.8	18.1	48.8	22.8		
5	productivity of employee is improving after technology change is implemented	F	9	21	54	96	35	3.59	1.0
		%	4.2	9.8	25.1	44.7	16.3		
<b>Average (aggregate) mean</b>								3.54	1.04

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey Result (2023)

### **Technology change affect employee performance and productivity.**

As table 4.5 shows that respondents answered 6.5% strongly disagree, 8.4 % disagree, 11.6% neutral, 43.7% agree and 29.8% strongly agree with the mean score and standard deviation is 3.81 &1.15 respectively. This indicates that technology change leads to improve employee's performance and productivity to accomplish organizational goal.

### **Technology made work easier in your organization?**

According to the gathered data 2.8% strongly disagrees, 35.3% disagree, 20% neutral, 19.1% agree and 6% strongly agree. The mean score and standard deviation is 3.92 & 0.98 respectively.

This indicates most of employee at information network security administration agreed that technology made easier in their work. It also speed up the work activates and connects manager and employee efficiency.

### **When technology change is planned, I feel (worry) threat to my work.**

According to the gathered data 19.5% strongly disagrees, 35.3% disagree, 20% neutral, 19.1% agree and 6% strongly agree. The mean score and standard deviation is 2.56 & 1.17 respectively). This indicates that technology change doesn't affect employees day to day work activates in the organization.

**Technology change have significant influence on the way things are done in my organization.**

As table 4.5 shows that 0.5% strongly disagrees, 9.8 % disagrees, 18.1% neutral, 48.8% agree and 22.8 % strongly agree with the mean score and standard deviation is 3.83 & 0.9 respectively. This indicates most of employee at information network security administration agreed that technology change have a significant impact on employees work and the organization operation as a whole.

**Productivity of employee is improving after technology change is implemented**

As table 4.5 shows that 4.2% strongly disagrees, 9.8 % disagrees, 25.1% neutral, 44.7% agree and 16.3 % strongly agree with the mean score and standard deviation is 3.59 & 1.0 respectively. This indicates that technology change improve employee’s efficiency and productivity by speeding up the work activates and connects manager and employee efficiency.

**4.3.4 Organizational leadership in Case Of information network security administration**

**Table 4.6: Analysis of organizational leadership**

No	statement	Rating Scales					Mean	SD	
			1	2	3	4			5
1	My/boss/ supervisor supports me to find solutions in my work and others to develop performance.	F %	15 7	28 13.0	41 19.1	101 47	30 14	3.47	1.10
2	Leadership change in my organization affect my work	F %	11 5.1	28 13	52 24.2	81 37.7	43 20	3.54	1.10
3	My / boss/ supervisor leads others what to do to be successful in their work	F %	10 4.7	35 16.3	56 26	87 40.5	27 12.6	3.40	1.04
4	My / boss/ supervisor stays out of the way as I do my work.	F %	15 7	42 19.5	67 31.2	68 31.6	23 10.7	3.33	2.36
5	Your supervisor/ boss/ has the necessary skill, knowledge and experience to support your work.	F %	12 5.6	25 11.6	46 21.4	100 46.5	32 14.9	3.53	1.05
6	Change in the decision-making process affect employee productivity	F %	8 3.7	16 7.4	28 13	102 47.4	61 28.4	3.89	1.01
<b>Average (aggregate) mean</b>							<b>3.52</b>	<b>1.27</b>	

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey Result (2023).

**My/boss/ supervisor supports me to find solutions in my work and others to develop performance**

As table 4.6 shows 7% strongly disagree, 13% disagree, 19.1% neutral, 47% agree and 14 % strongly agree with the mean score and standard deviation is 3.47 & 1.10 respectively. This indicates most employees at information network security administration agree that they received support from their boss and supervisor to come up with the required results in their works.

**Leadership change in my organization affect my work.**

As table 4.6 shows 5.1 % strongly disagrees, 13 % disagree, 24.2% neutral, 37.7 % agree and 20 % strongly agree with the mean score and standard deviation is 3.54 & 1.10 respectively. This indicates that change in leadership affect the employee's work, efficiency and performance.

**My / boss/ supervisor leads others what to do to be successful in their work**

As table 4.6 shows 4.7% strongly disagrees, 16.3% disagree, 26% neutral, 40.5% agree and 12.6% strongly agree. The mean score and standard deviation is 3.4 & 1.04 respectively. This indicates 40.5% of the respondent has agreed that their boss/supervisor motivate them to do their task effectively to achieve the organization goal.

**My / boss/ supervisor stays out of the way as I do my work.**

According to gathered data 7.0% strongly disagrees, 19.5% disagree, 31.2% neutral, 31.6% agree and 10.7% strongly agree. The mean score and standard deviation is 3.33 & 2.36 respectively. It indicates that 68 of the respondent from 215 replied that their boss/supervisor let them to do their task by their own.

**Your supervisor/ boss/ has the necessary skill, knowledge and experience to support your work**

As table 4.6 shows 5.6% strongly disagrees, 11.6% disagree, 21.4% neutral, 46.5% agree and 14.9% strongly agree with the mean score and standard deviation is 3.53 & 1.05 respectively. This indicates most of respondent (46.5%) were agreed that their supervisor/boss have related skill, knowledge and experience required for achieving the organization objectives and support their workforce.

### Change in the decision-making process affect employee productivity.

As table 4.6 shows 3.7%strongly disagrees, 7.4% disagree, 13% neutral, 47.4% agree and 28.4% strongly agree with the mean score and standard deviation is 3.89 & 1.01 respectively. This indicates that from 215 respondent 47.4 agree with the idea that organizational decision making process change affect employee’s performance and productivity.

### 4.3.5. Strategic change in case of information network security administration

**Table 4.7: Analysis of Strategic change**

No	statement		Rating Scales					Mean	SD
			1	2	3	4	5		
1	Your manger involve you in strategic formulation and implementation in your organization.	F %	19 8.8	36 16.7	68 31.6	75 34.9	17 7.9	3.16	1.07
2	Productivity of employee are improving due to change in organization strategies, plan and policies.	F %	16 7.4	32 14.9	64 29.8	80 37.2	23 10.7	3.2	1.08
3	Policy change doesn’t affect my ability to work	F %	24 11.2	66 30.7	50 23.3	52 24.2	23 10.7	2.92	1.19
4	Change in vision and mission alter the way I do things and affect my performance.	F %	13 6	39 18.1	53 24.7	89 41.4	21 9.8	3.30	1.06
5	Organization change are a challenge to me, decreased productivity and my interest to work.	F %	24 11.2	63 29.3	62 28.8	52 24.2	14 6.5	2.85	1.10
6	Does your organization monitor and implemented strategies to ensure successful implementation.	F %	18 8.4	46 21.4	61 28.4	68 31.6	22 10.2	3.13	1.12
7	I don’t feel threatened when strategy change occur in my organization.	F %	8 3.7	36 16.7	65 30.2	85 39.5	21 9.8	3.34	0.99
<b>Average (aggregate) mean</b>							<b>3.12</b>	<b>1.08</b>	

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey Result (2023)

### Your manger involve you in strategic formulation and implementation in your organization.

As table 4.7 shows that 8.8% strongly disagree, 16.7% disagree, 31.6% neutral, 34.9% agree and 7.9 % strongly agree with the mean score and standard deviation is 3.16 & 1.07 respectively. This indicates that managers discuss with their employees in strategic change formulation and



implementation. This results increase employee's engagement and motivation to create new business ideas and plan.

**Productivity of employee are improving due to change in organization strategies, plan and policies.**

According to the gathered data 7.4 % strongly disagree, 14.9% disagree, 29.8% neutral, 37.2% agree and 10.7% strongly agree. The mean score and standard deviation is 3.28 & 1.08 respectively. This indicates that most respondent agreed with idea that organizational strategy, plan and policy changes affect the employee's performance and productivity.

**Policy change doesn't affect my ability to work.**

According to the gathered data 11.2 % strongly disagrees, 30.7% disagree, 23.3% neutral, 24.2% agree and 10.7 % strongly agree with the mean score and standard deviation is 2.92 & 1.19 respectively. This indicates most employees disagree that policy doesn't affect their work.

**Change in vision and mission alter the way I do things and affect my performance.**

According to gathered data 6% strongly disagrees, 18.1% disagree, 24.7 % neutral, 41.4% agree and 9.8% strongly agree with the mean score and standard deviation is 3.30 & 1.06 respectively. This indicates that most employees agree that change in vision and mission make greater influence in their work.

**Organization change is a challenge to me, decreased productivity and my interest to work.**

As table 4.7 shows 11.2% strongly disagrees, 29.3 % disagree, 28.8 % neutral, 24.2 % agree and 6.5 % strongly agree with the mean score and standard deviation is 2.85 & 1.10 respectively. This indicates 29.3% of the respondents are disagreed that organizational changes negatively influence on their motivation to work and productivity.

**Does your organization monitor and implemented strategies to ensure successful implementation.**

As table 4.7 shows 8.4% strongly disagrees, 21.4 % disagree, 28.4 % neutral, 31.6 % agree and 10.2 % strongly agree with the mean score and standard deviation is 3.13 & 1.12 respectively. This indicates that most respondents are agreed that information network security administration monitor and implemented strategies to ensure the success of organization goal.

**I don't feel threatened when strategy change occur in my organization**

As table 4.5 shows 3.7% strongly disagrees, 16.7 % disagree, 30.2 % neutral, 39.5% agree and 9.8 % strongly agree with the mean score and standard deviation is 3.34 & 0.99 respectively. This indicates that most employees agree on strategy change doesn't threat their work

**4.3.3. Communication Change in case of information network security administration**

**Table 4.8: Analysis of communication Change**

No	statement		Rating Scales					Mean	SD
			1	2	3	4	5		
1	Employees are participating and learning through training provided by the organization	F %	21 9.8	37 17.2	44 20.5	83 38.6	30 14	3.30	1.19
2	Management is positively participating in the change process and boosting the morale of the employees.	F %	24 11.2	42 19.5	53 24.7	78 36.3	18 8.4	3.11	1.15
3	The change plans being properly communicated to the employees	F %	30 14	54 25.1	55 25.6	58 27	18 8.4	2.9	1.18
4	The employees are participating in implementing the change	F %	29 13.5	49 22.8	48 22.3	67 31.2	22 10.2	3	1.22
<b>Average (aggregate) mean</b>							<b>3.10</b>	<b>1.18</b>	

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey Result (2023)

**Employees are participating and learning through training provided by the organization**

As table 4.8 shows that respondents answered 9.8% strongly disagree, 17.2 % disagree, 20.5% neutral, 38.6% agree and 14% strongly agree with the mean score and standard deviation is 3.29 &1.19 respectively. This indicates that employees receive training on changes in the organization.it leads to accomplish organizational goal.

**Management is positively participating in the change process and boosting the morale of the employees.**

According to the gathered data 11.2% strongly disagrees, 19.5% disagree, 24.7% neutral, 36.3% agree and 8.4% strongly agree. The mean score and standard deviation is 3.11 &1.15 respectively. This indicates that managers discuss with their employees about change plans and formulation.

This results increase employee’s engagement and motivation to create new ideas to accomplish organizational goal.

**The change plans being properly communicated to the employees**

According to the gathered data 14% strongly disagrees, 25.1% disagree, 25.6% neutral, 27% agree and 8.4% strongly agree. The mean score and standard deviation is 2.9 & 1.18 respectively. This indicates that management communicated to employees about change plans which leads to employee’s engagement and to accomplish the common organizational goal.

**The employees are participating in implementing the change**

As table 4.8 shows that 13.5% strongly disagrees, 22.8 % disagrees, 22.3% neutral, 31.2% agree and 10.2 % strongly agree with the mean score and standard deviation is 3 & 1.22 respectively. This indicates most of employee at information network security administration agreed that they are participated in the change implementation process. It leads to employees actively engaged in the process and effectively and efficiently accomplish the goals of the organization.

**4.3.3. Employee Performance in case of information network security administration**

**Table 4.9: Analysis of employee Performance**

No	statement	Rating Scales					Mean	SD	
			1	2	3	4			5
1	proper training provided to you when change occurred	F	13	65	59	56	22	3.0	1.10
		%	6	30.2	27.4	26	10.2		
2	productivity of employee are improving due to change in organization plan and policies	F	11	28	30	100	46	3.66	1.10
		%	5.1	13	14	46.5	21.4		
3	I need to adapt organization change to improve my performance	F	4	10	29	131	41	3.90	0.82
		%	1.9	4.7	13.5	60.9	19.1		
4	productivity of employee is improving after change is implemented	F	8	4	20	113	70	4	0.9
		%	3.7	1.9	9.3	52.6	32.6		
<b>Average (aggregate) mean</b>							<b>3.64</b>	<b>0.98</b>	

Key: 1 = strongly disagree; 2 = disagree, 3 = neutral; 4 = agree and 5 = strongly agree

Source: Survey Result (2023)

### **Proper training provided to you when change occurred**

As table 4.9 shows that respondents answered 6% strongly disagree, 30.2 % disagree, 27.4% neutral, 26% agree and 10% strongly agree with the mean score and standard deviation is 3.0 &1.10 respectively. This indicates that the organization does not give the proper related training to its employees due to changes in the organization. Which leads to decrease the performance of the employees and result in the failure of the accomplishment of the organizational goal.

### **Productivity of employee are improving due to change in organization plan and policies**

According to the gathered data 5.1% strongly disagrees, 13% disagree, 14% neutral, 46.5% agree and 21.4% strongly agree. The mean score and standard deviation is 3.66 &1.10 respectively. This indicates that most of the employees at information network security administration agreed that change organizational plan and polices can improve employees performance and productivity. This results increase employee's engagement and motivation to create new ideas to accomplish organizational goal.

### **I need to adapt organization change to improve my performance**

According to the gathered data 1.9% strongly disagrees, 4.7% disagree, 13.5% neutral, 60.9% agree and 19.1% strongly agree. The mean score and standard deviation is 3.9 & 1.10 respectively. This indicates that most of the employees (60.9%) at information network security administration agreed that to improve their performance they need to adjust with the organizational change which leads to employee's engagement and to accomplish the common organizational goal.

### **Productivity of employee is improving after change is implemented**

As table 4.9 shows that 3.7% strongly disagrees, 1.9 % disagrees, 9.3% neutral, 52.6% agree and 32.6 % strongly agree with the mean score and standard deviation is 4 & 0.9 respectively. This indicates most of employee at information network security administration agreed that productivity of employees is improving after change is implemented. It leads to employees actively engaged in the process and effectively and efficiently accomplish the goals of the organization.

**4.10. The Relationship between Organizational Change and Employee Performance in the case of information network security administration.**

**Correlations**

		<b>OrgS</b>	<b>OrgC</b>	<b>TechCH</b>	<b>OrgLeaD</b>	<b>StraChan</b>	<b>ComChan</b>	<b>EmPer</b>
<b>OrgS</b>	Pearson Correlation	1						
	Sig. (2-tailed)	.000						
	N	215						
<b>OrgC</b>	Pearson Correlation	.474**	1					
	Sig. (2-tailed)	.000						
	N	215	215					
<b>TechCH</b>	Pearson Correlation	.408**	.517**	1				
	Sig. (2-tailed)	.000	.000					
	N	215	215	215				
<b>OrgLeaD</b>	Pearson Correlation	.212**	.310**	.191**	1			
	Sig. (2-tailed)	.002	.000	.005				
	N	215	215	215	215			
<b>StraChan</b>	Pearson Correlation	.370**	.545**	.382**	.340**	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
	N	215	215	215	215	215		
<b>ComChan</b>	Pearson Correlation	.252**	.470**	.346**	.267**	.511**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
	N	215	215	215	215	215	215	
<b>EmPer</b>	Pearson Correlation	.085	.040	.033	-.036	-.106	.005	1
	Sig. (2-tailed)	.212	.557	.632	.597	.121	.939	
	N	215	215	215	215	215	215	215

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

**Structural change**

Table 4.10 indicates that the p-value is equal to 0.000 which is less than 0.05, ( $p < 0.05$ ). Therefore, there is a positive significant relationship on towards structural change on employee performances in information network security administration.

From the result, Correlation is 0.085, 85% displays that there is positive relationship between structural change and employee's performance because of the positive value for correlation coefficient. The value of this correlation coefficient 0.085 is fall under a low positive correlation range. Therefore, there is no (negligible) relationship between structural change and employee performance.

### **Organizational culture change**

Table 4.10 shows that the p-value is equal to 0.000 which is less than 0.05, ( $p < 0.05$ ). Therefore, there is a positive significant relationship on strategic change towards employee's performance in information network security administration.

From the result, Correlation is 0.040, 40% shows that there is positive significant relationship between organizational change and employee's performance because of the positive value for correlation coefficient. The value of this correlation coefficient 0.040 is fall under a low positive correlation range. Therefore, there is no (negligible) relationship between structural change and employee performance in information network security administration.

### **Technology change**

Table 4.10 shows that the p-value is equal to 0.000 which is less than 0.05, ( $p < 0.05$ ). Therefore, there is a positive significant relationship on technology change towards employee's performance in information network security administration.

From the result, Correlation is 0.033, 33% shows that there is positive relationship between technology change and employee's performance because of the positive value for correlation coefficient. The value of this correlation coefficient 0.033 is fall under a low positive correlation range. Therefore, there is no (negligible) relationship between structural change and employee performance.

According to SPSS result, the result had shown a positive significant relationship between technology change toward employee's performance in information network security administration, with p-value= 0.000, which is less than significant level of 0.01 ( $p > 0.05$ ).

### **Organizational leadership**

Table 4.10 shows that the p-value is equal to 0.000 which is less than 0.05, ( $p < 0.05$ ). Therefore, there is a negative significant relationship on leadership change towards employee's performance in information network security administration.

From the result, Correlation is -.036, 36. % shows that there is negative relationship between leadership change and employee's performance because of the negative value for correlation coefficient. The value of this correlation coefficient -.036 is fall under a low negative correlation

range. Therefore, there is no (negligible) relationship between structural change and employee performance. Therefore, the relationship between leadership change and employee performance is very low correlation.

### **Strategic change**

Table 4.10 shows that the p-value is equal to 0.000 which is less than 0.05, ( $p > 0.05$ ). Therefore, there is a positive significant relationship on strategic change towards employee's performance in information network security administration.

From the result, Correlation is -.106, -10.6% shows that there is negative relationship between strategic change and employee's performance because of the negative value for correlation coefficient. Thus, when increasing in strategic change, employees' performance will get low.

The value of this correlation coefficient -.106 is fall under a weak negative correlation range. Therefore, there is no (negligible) relationship between structural change and employee performance. Therefore, the relationship between leadership change and employee performance is weak correlation.

According to SPSS result, the result had shown a negative significant relationship between strategic change toward employee's performance in information network security administration, with p-value= 0.000, which is less than significant level of 0.01 ( $p > 0.05$ ).

The research finding implies that when information network security administration make change in vision need to consider the situation of the employee, to make strategic plan and implementation successful to encourage employees to improve their productivity.

### **Communication change**

Table 4.10 shows that the p-value is equal to 0.000 which is less than 0.05, ( $p > 0.05$ ). Therefore, there is a positive significant relationship on strategic change towards employee's performance in information network security administration.

From the result, Correlation is 0.005, 0.5% shows that there is positive relationship between communication change and employee's performance because of the positive value for correlation coefficient. The value of this correlation coefficient 0.005 is fall under a weak positive correlation

range. Therefore, the relationship between leadership change and employee performance is weak correlation.

#### 4.11 The Effect of Organizational Change on Employee Performance in case of information network security administration.

##### 4.11.1 Regression model output

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1.	.193 <sup>a</sup>	.037	.010	.56039

a. Predictors: (Constant), OrgS, OrgLeaD, TechCH, StraChan, OrgC and ComChan

Source own survey 2023

The above table 4.11 show the whole independent variables such organizational structure, organizational culture, technological change, organizational leadership, communication change and strategic change explains 3.70 % (R<sup>2</sup> = 0.037) of the dependent variable (employees' performance). This suggests that 3.70 % of employees' performance level in the organization depends on the independent variables. Since as we show table 4.9 the result F= 1.347 which is greater than 1 and P<0.01 we can conclude that the combination of individual variables have positive effect on employees' performance which is statistically significant.

**Table 4.11.2 ANOVA**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.539	6	.423	1.347	.238 <sup>b</sup>
	Residual	65.320	208	.314		
	Total	67.859	214			
2	Regression	2.529	5	.506	1.618	.156 <sup>c</sup>
	Residual	65.329	209	.313		
	Total	67.859	214			
3	Regression	2.480	4	.620	1.992	.097 <sup>d</sup>
	Residual	65.378	210	.311		
	Total	67.859	214			
4	Regression	2.365	3	.788	2.540	.057 <sup>e</sup>



	Residual	65.493	211	.310		
	Total	67.859	214			
5	Regression	1.986	2	.993	3.195	.043 <sup>f</sup>
	Residual	65.873	212	.311		
	Total	67.859	214			

- a. Dependent Variable: **employee performance**
- b. Predictors: (Constant), ComChan, OrgS, OrgLeaD, TechCH, StraChan, OrgC

**Table 4.12 BETA Coefficients**

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	3.654	.282		12.959	.000
	OrgS	.098	.069	.114	1.425	.156
	OrgC	.068	.080	.080	.853	.394
	TechCH	.012	.067	.014	.174	.862
	OrgLeaD	-.021	.053	-.029	-.394	.694
	StraChan	-.196	.081	-.214	-2.403	.017
	ComChan	.028	.046	.051	.613	.541

**Dependent Variable: employee performance**

Source:-researcher survey, 2023

From the above table 4.12, we can easily compare the relation contribution of each of the different variables by taking the beta value under the unstandardized coefficients. The higher the beta value, the strongest its contribution becomes. therefore, Organizational structure (Beta=0.98) makes the strongest unique contribution to explaining the dependent variable in which the results shown that, a one unit increase or positive change in Organizational structure would lead to a 0.98 unit increase the level of employees performance and followed by Organizational Culture (B=0.68), communication change (B=0.28) and then Technological change (B=0.12). On the other hand, organizational leadership (B=-0.21) in which the results revealed that, a one unit increase perceived organizational leadership change there will be 21% in decrease in employee's performance and followed by organizational structure (Beta=-0.196) makes contribution to explaining the dependent variable in which the results revealed that, a one unit increase perceived organizational strategic change there will be 19.60% in decrease in employee's performance.

**Table 4.13 variables of the study**

Independent variable	Dependent variable
Organizational structure	Employees performance
Organizational culture	
Technological change	
organizational leadership	
strategic change	
communication change	

EP= employees performance = (OS, OC, TC, OL, SC and CC)

$$EP = \beta_1 + \beta_2 OS + \beta_3 OC + \beta_4 TC + \beta_5 OL + \beta_6 SC + \beta_7 CC$$

Where:-

$\beta_1$  = constant

EP= employees performance

OS = organizational structure

OC= organizational culture

TC = technological change

OL = organizational leadership

SC= strategic change

CC= communication change

$$\text{Mathematically, } Y_i = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7$$

Where Y is the dependent variable- employee performance X2, X3, X4, X5, X6 are the independent,  $\beta_1$  is the intercept term- it gives the mean or average effect on Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero.  $\beta_2, \beta_3, \beta_4, \beta_5, \beta_6$  and  $\beta_7$  refer to the coefficient of their respective independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables.

**Table 4.14 summary of hypothesis testing**

No	Developed hypothesis	Test Result
1	<b>H1:</b> organizational structure change has a positive effect on employee's performance.	<b>accepted</b>
2	<b>H2:</b> organizational culture change has a positive effect on employee's performance.	<b>accepted</b>
3	<b>H3:</b> technological change has a positive effect on employee's performance.	<b>accepted</b>
4	<b>H4:</b> communication change has a positive effect on employee's performance.	<b>accepted</b>
5	<b>H5:</b> there is a positive relationship between organizational leadership change and employees' performance.	<b>Not accepted</b>
6	<b>H6:</b> strategic change has a positive effect on employee's performance	<b>Not accepted</b>

Earlier in the research, the six independent variables that influence employee's performance were shown. As it is shown in table 4.12 values for organizational structure, organizational culture, technological change and communication change predictors are positive it implies that predictors (independent variables) have a positive relationship with employee's performance and the other organizational leadership change and strategic change predictors are negative, it implies that predictors (independent variables) have a negative relationship with employee's performance.

**H1:** Organizational structure has a positive effect on employee's performance.

The result of the regression analysis which is showed in the above table 4.14 shows that: Organizational structure has a positive effect on employee's performance. Therefore, the study accepts H1.

**H2:** Organizational culture has a positive effect on employee's performance. The result of the regression analysis which is showed in the above table 4.14 shows that: Organizational culture has a positive effect on employee's performance. Therefore, the study accepts H2.

**H3:** technological change has a positive effect on employee's performance .The result of the regression analysis which is showed in the above table 4.14 shows that: technological change has a positive effect on employee's performance. Therefore, the study accepts H3.

**H4:** Organizational communication change has a positive effect on employee's performance. The result of the regression analysis which is showed in the above table 4.14 shows that:

communication change has a positive effect on employee's performance. Therefore, the study not accepts H4

**H5:** organizational leadership change has a negative effect on employee's performance. The result of the regression analysis which is showed in the above table 4.14 shows that: organizational leadership change has a negative effect on employee's performance. Therefore, the study accepts H5

**H6:** Organizational strategic change has a negative effect on employee's performance. The result of the regression analysis which is showed in the above table 4.14 shows that: strategic change has a negative effect on employee's performance. Therefore, the study not accepts H6

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter presents summary of the finding, conclusions drawn from the study, some recommendations based on the evidences presented during the study.

This research had a desire to investigate the effect of particular independent variable which are organizational structure change, organizational culture change, technological change and organizational leadership change, strategy change and communication change on employees' performance. This was done by examining the relationship between each determinant variables and employees' performance using correlation analysis and regression analysis to determine the degree of change in employees' performance due to the selected independent variables.

#### 5.1 SUMMARIES OF MAJOR FINDINGS

From the arithmetic frequency values generated by the descriptive statistics. It shows that organizational structure the respondent is slightly agree with the change of the structure of the organization so the research can say that there was not any negative impact on the employee performance because of the change happened. and also, the respondent believe that a good structure will lead to organizational effectiveness and organization increases employee's performance by bringing about increase in productivity but the respondent are not happy about the police because it didn't clearly defined well this can leads the employees to perform less that their capacity. . On the other hand organizational culture implied having a good friendly atmosphere, the culture of helping each other when there is a difficulties and having a culture of improving individual and group performance .from this the researcher assumed that if there is a good organizational culture the performance of the employees also will be good at the same time.

- The Majority respondents from gender group 84.20 % were male.
- The age group 59.5% of the respondents are grouped under 25-30 years
- Most employees at information network security administration, are not happy with positional change
- Technological change occurred to the organization and they also agree by the improvement of skill that they get after the change.

- A leadership that is good can lead the employees to perform less effectively for the organization to be less productive this was the implication of organizational leadership and employee's performance respectively.
- Training provide by manager at information network security administration, is good but not adequate and time oriented.
- Most employees think that technology change is threat them.
- Employee agreed technology make their work smooth.
- Technology has greater influence towards employee day to day work activates
- The relationship result showed that there was a positive and significant relationship between the organizational structure change, organizational culture change, technological change and communication change and employee performance at information network security administration,
- The finding of adjusted R2 3.7% revealed that structural change, strategic change, cultural change, leadership change, technological change and communication change is not a significant determinant of employee performance.

## **5.2 Conclusion**

The strongest influential factor of organizational change which includes structural change, strategic change, cultural change, leadership change, technological change and communication change towards employee's performance in information network security administration, is technology change. When technology proposed employees feel threatened and think that technology will replace their work.

All independent variables were not properly communicated when they planned before the change happened this can lead to less productivity. Especially technological change had affected the employee's performance during the change because it toke time to make them accept the change. That means there are still limitations in implementing this practice.

The Pearson's correlation coefficient was used to know the relationship between variables of organizational change and employee performance and the result showed that there is no (negligible) and significant relationship between the variables.

The multiple regression indicates the overall independent variables such organizational structure, organizational culture, technological change, organizational leadership, that 10 % of employees' performance level in the organization visibly depends on the independent variables

### **5.3 Recommendations**

Based on the findings and conclusions of the study, the researcher would like to give the following recommendations to the information network security administration.

- The study determines that leadership has significant contribution account for variance in employee's performance. The researcher therefore, recommend that INSA should consider adopting a more democratic leadership style that give room for employee participation and freedom in decision-making, treating all in equal way, help to communicates freely on the goals of the organization, inspires staffs to achieve the organization objectives, give values for skills and knowledge of the employee, and help to motivate employees for better job performance.
- Managers need to clearly communicate with the employees about organizational changes and make them to participate in the strategies formulation and decision making process.

Managers must encourage employees to embrace change to create new ideas to improve organizational achievement.

- management should engage in increasing the qualities and quantities of the training program so as to increase their employee's performance which helps the organization to make best use of its human resources in favor of enhance employees' ability to adapt to the changing and challenging working environment and technology for better performance; increase their knowledge to develop creative and problem solving skills
- Managers must properly communicate with their employees that change is needed to enhance employee commitment and engagement to accomplish organization goal.

#### **5.4 Recommendation for Future Research**

The employee's performance due to the organization change is critical to succeed for all organizations in all sectors. The researcher was limited to six factors or practices which affect employee's performance but the future researchers may focus on different variables or combination of those variables included in this study. The future researches may examine the determinant factors on employees' job performance on other sectors and may compare different sectors as well. So there are other factors that affect employee performance. However, the researcher recommends having further study in different sectors and on the other factors.



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# APPENDIX

**QUESTIONNAIRE**  
**THE EFFECT OF ORGANIZATIONAL CHANGE ON EMPLOYEES**  
**PERFORMANCE IN CASE OF INFORMATION NETWORK SECURITY**  
**ADMINISTRATION**

Dear Respondent,

Greetings

I am a student at St. Mary's University, in partial fulfillment of the requirements for the degree of master conducting a study on **“the effect of organizational change on employee performance in case of information network security administration.**

For the purpose of facilitating my research work, I wish to collect data through questionnaire. I will be grateful if you would kindly extend to me the help. I may need to have this questionnaire completed. This information is only for the purpose of my research work and therefore it shall be treated with strict confidentiality. The questioner has two parts. Please respondent kindly requested to fill questionnaire.

Thank you in advance, I look forward to your assistance.

Sincerely

(The researcher)

**Part A**

Please place a tick “√” or fill in the blank for each of the following:

**1. Gender:**

Male

Female

**2. Age:**

25-30 years old

41-50 years

31- 40 years old

51 years old and above

**3. Educational level**

Diploma

Degree

Master

PhD

**4 job position level**

Managers

Non managers

**Part B**

Please circle your answer to each statement using 5 Likert scale [(1) =strongly disagree; (2) =

Disagree; (3) = neutral; (4) = agree and (5) = strongly agree]

No	Questions	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
<b>Organizational structure</b>						
1	Employees are satisfied with change in the organizational structure					
2	I am confident in my ability to deal with structural change					
3	A good structure can lead to organizational effectiveness by the employee performance.					
4	employee performance increase when structural change					
5	The structure of an organization increases employee’s performance by bringing about increase in productivity.					
6	The policies and the organization structure in our organization have been clearly defined.					
<b>Organizational Culture</b>						
1	A friendly atmosphere prevails among the people in our organization.					
2	In our organization when you are on a difficult Assignment/task/ you can usually get assistance from your colleagues and boss.					
3	There is a feeling of pressure to continually improve our personal and group performance					

4	In our organization people are proud of belonging to this organization.					
5	People in our organization give ideas, information, feedback on customers, service etc.					
6	In our organization trusting and friendly relations are highly valued.					
7	In our organization people take the initiatives and also preventive action on most matters.					
8	In our organization informal groups and networks are used to share information among themselves.					

**Technological changes**

1	Technology change affect employee performance and productivity.					
2	Technology change made work easier in your organization.					
3	When technology change is planned, I feel (worry) threat to my work.					
4	Technology change have significant influence on the way things are done in my organization.					
5	Is productivity of employee is improving after technology change is implemented.					

**Organizational leadership**

1	My /boss/ supervisor supports me to find solutions in my work and others to develop performance.					
2	Leadership change in my organization affect my work					
3	My / boss/ supervisor leads others what to do to be successful in their work					
4	My / boss/ supervisor stays out of the way as I do my work.					
5	Your supervisor/ boss/ has the necessary skill, knowledge and experience to support your work.					
6	Change in the decision-making process affect employee productivity.					

**Strategic change**

1	Your manger involve you in strategic formulation and implementation in your organization.					
2	Productivity of employee are improving due to change in organization strategies, plan and policies.					
3	Policy change doesn't affect my ability to work					

4	Change in vision and mission alter the way I do things and affect my performance.					
5	Organization change are a challenge to me, decreased productivity and my interest to work					
6	Does your organization monitor and implemented strategies to ensure successful implementation.					
7	I don't feel threatened when strategy change occur in my organization.					

**Change communication**

1	Employees are participating and learning through training provided by the organization					
2	Management is positively participating in the change process and boosting the morale of the employees.					
3	The change plans is being properly communicated to the employees					
4	The employees are participating in implementing the change					

**Employee Performance**

1	proper training provided to you when change occurred					
2	productivity of employee are improving due to change in organization plan and policies					
3	I need to adapt organization change to improve my performance					
4	productivity of employee is improving after change is implemented					

**THANK YOU VERY MUCH FOR YOUR COOPERATION!!**