

# Assessment of Behavioral Support for Organizational Change in the context of Ethiopian Commercial Banks

Abay Kidane Gebregiorgis<sup>1</sup> and Kiflu Chekole Tekle<sup>2</sup>

<sup>1</sup>Department of Management, Huazhong University of Science and Technology  
Louyu Road, 1037, Hongshan District, Wuhan, China.  
ORCID: <https://orcid.org/0000-0002-4605-9847>  
E-mail: soliyana22@gmail.com

<sup>2</sup>Department of Management, Central China Normal University  
Luoyu Road, 152, Hongshan District, Wuhan, China.  
E-mail: kchekole@outlook.com

**Abstract:** Behavioral support for change is expressed by employees' demonstration of support by going above what is formally required and exerting extra effort to go along with the spirit of the change. This research aims to examine the factors that influence behavioral support for organizational change in Ethiopian commercial banks. The study developed a comprehensive model to explain the mechanism of behavioral support for organizational change by employees, using social cognitive and affective event theories with additional exogenous construct, reward. Applying mixed-analytical approaches, including SEM and fsQCA, advances the knowledge of how employees motivate to support their behavior regarding the organizational change. The target population consists of Ethiopian commercial banks employees and 348 valid responses were retained for further analysis. In our findings, the SEM results reveal that change communication, personal valence, and reward influence employees' behavioral support for organizational change, the fsQCA results indicated that employee participation must always be combined in these variables. The findings suggested an alternative path that might serve as the basis for sustaining organizational change.

**Keywords— Behavioral support, social cognitive, affective event, mixed-analytical approach, Ethiopian commercial banks**

## 1. INTRODUCTION

Numerous new organizational difficulties, including as growing globalization and rapidly evolving technologies, have emerged in the twenty-first century (Mona Jami Pour and Mahnaz Hosseinzadeh, 2020). Organizations must now develop ways to successfully implement such changes at a far faster speed than ever before, in addition to regularly considering adjustments that might boost their competitiveness and capacity to grow (Sabine Raeder et al., 2019). Because of this, organizational researchers need to know what influences an organization's capacity to successfully adopt changes.

Compared with the extensive research on organizational change, employee behavior to support change has received limited attention. Literature on organizational change has been limited because past studies have tended to investigate employees' affective and attitudinal responses to organizational change more than behavioral responses (Lamm & Gordon, 2010). Prior research suggests that employees' supportive behaviors assist in the successful implementation of change initiatives (Herscovitch & Meyer, 2002; Kotter & Cohen, 2002; Adalgisa Battistelli et al., 2014; Mohamed Haffar et al., 2022).

This study aims to determine the asymmetric relationship between particular predictors of behavioral support for organizational change by developing an integrated organizational change model using a mixed-method (SEM-fsQCA) analytical approach. This study also assesses the mediating (change self-efficacy) and moderating (gender) effects on the behavioral support for organizational change.

Previous research has confirmed several contextual antecedents of change-supportive attitudes and behaviors; these include organizational commitment and social relationships at work (Iverson, 1996; Madsen, Miller, & John, 2005; Meyer et al., 2007; Neubert & Cady, 2001), information about the change and beliefs regarding its consequences (Coyle-Shapiro, 1999; Miller et al., 1994; Rousseau, & Tijoriwala, 1999), and the possibilities for participation in decision-making and change-related self-efficacy (Jansen, 2004; Jimmieson, Terry, & Callan, 2004; Wanberg & Banas, 2000), anticipated benefits of the change and the quality of the employment relationship (Tai Gyu Kim et al., 2010).

The study is developed as an expansion of the theory of social cognitive (Bandura, 1986), and affective events theories (Weiss & Cropanzano, 1996). SCT proposes that behavior change is affected by environmental influences, personal factors, and attributes of the behavior itself. Besides focusing on affect, AET encompasses cognitions, behavior, attitudes, and other crucial psychological constructs to explain job behavior and performance.

In relation to AET, the model draws on the change management literature to identify the quality (Smeltzer, 1991) and content (Cameron, 1998) of communications about the change and the procedures used to implement it (Sagie & Koslowsky, 1996) as particularly important characteristics of the change program. The implementation of the change program serves as the main work event that drives employees' responses during organizational restructuring.

AET theory proposes that work events, such as the establishment of a restructuring change program, also influence employees' appraisals of the effects of the event on

their capacity to achieve important work goals (Weiss & Cropanzano, 1996). Change procedures that allow opportunities for participation, recourse, and support can give employees some control over the change process and outcomes and the capacity to protect a range of important work goals, such as remuneration, workloads, career opportunities, and coworker relationships (Bernerth, Armenakis, Feild, & Walker, 2007; Foster, 2010; Michel, Stegmaier, & Sonntag, 2010).

This study developed the following primary research questions for this empirical investigation in light of the facts presented above: In the context of Ethiopian commercial banks, how do change related factors affect behavioral support for organizational change?

The remainder of the paper is organized as follows: In Section 2, previous studies related to this research are reviewed. In addition, the theoretical framework underlying our proposed model is presented, and the hypotheses are derived. The research methodology and data analysis results are presented and discussed in Section 3 and section 4 respectively. Finally, theoretical contributions, managerial implications, limitations and suggestions for future research are given in Section 5.

## 2. LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Behavioral support for change is defined as employees' demonstration of support by going above what is formally required and exerting extra effort to go along with the spirit of the change (Herscovitch & Meyer, 2002). Employees who are affectively committed to change will translate their feelings of obligation to support change and their positive beliefs about the benefits of change into concrete supportive behaviors.

Consistently, prior empirical research has found employees' change commitment to be a precursor of their supportive behaviors toward change (e.g., cooperation and championing) (Herscovitch & Meyer, 2002; Ahmad Bayiz et al., 2018). Similarly, employees' strong affective commitment to change is expected to motivate them to invest their time and cognitive resources in generating and suggesting creative ideas amid a change to support it (Mohamed Haffar et al., 2022).

Several factors may affect employees' behavior during times of organizational change. Affective commitment to change is one such factor. Studies utilizing Herscovitch and Meyer's (2002) three-component model of organizational change have consistently shown higher employee affective commitment to a change to be related to increased behavioral support for the change (e.g., Herscovitch and Meyer, 2002; Machin et al., 2009; Meyer et al., 2007; Shin et al., 2012).

One of the modifications required to make the three-component model more widely applicable was a reconceptualization of the behavioral consequences of commitment. In developing a more general version of the model, Meyer and Herscovitch (2001) distinguished between focal and discretionary commitment-relevant behavior. Focal behavior is the course of action to which an individual is bound

by commitment (e.g., remaining with the organization). In contrast, discretionary behavior includes any course of action that, although not specified within the terms of the commitment, can be included within these terms at the discretion of the individual (e.g., exerting extra effort). Regardless of its form (affective, continuance, or normative), commitment should lead to enacting the focal behavior. However, the extent to which employees engage in discretionary behavior should depend on the mindset that accompanies this commitment (i.e., desire, cost, obligation).

The focal behavior for commitment to change is compliance with explicit requirements. Failure to comply is considered a form of resistance. Discretionary behavior can take a variety of different forms. They use the term cooperation to refer to behaviors that involve going along with the spirit of the change and require modest sacrifices. Behaviors that require considerable personal sacrifice or are intended to promote the value of the change to others inside or outside the organization are considered to be forms of championing.

Herscovitch and Meyer (2002) conducted two separate correlational studies using a sample of registered nurses. In both studies, the participants described a recent or ongoing organizational change that affected their job and then completed a survey. The survey contained items assessing the participants' perceptions of the described changes and participants' affective commitment to change. The survey also contained a 101-point continuous scale, scored in 20-point increments to measure participants' behavioral support for the described change.

However, the equality of differences between the semantic anchors described above is arguable, raising methodological issues regarding the interval nature of the data (i.e., whether the difference in behavioral support between active resistance and passive resistance equals the difference between compliance and cooperation or cooperation and championing). Although in survey research, it is a concern that single-item measures are considered "less valid, less accurate, and less reliable than their multi-item equivalents".

In anticipation of such methodological concerns, Meyer and colleagues included a conventional multi-item measure of behavioral change support in some of their studies (Herscovitch & Meyer, 2002; Meyer et al., 2007). This scale was supposed to capture the three dimensions of compliance (i.e., minimal and reluctant support), cooperation (i.e., going along with the change and accepting modest sacrifices), and championing (i.e., enthusiasm, exceptional contributions, and promotion of the change to others). We note that only championing refers to active support and facilitating a change, whereas cooperation and compliance are more passive.

Two correlational studies by Meyer et al. (2007) revealed similar results. Meyer et al. conducted their first study at a Canadian energy company undergoing structural and cultural change. Employees who participated in the study completed questionnaires one month before and eight months after the start of the change. Questionnaires assessed employees' affective commitment to organizational change using an abbreviated set of items by Herscovitch and Meyer (2002).

Also, they assessed employees' behavioral support for organizational change using the behavioral continuum that Herscovitch and Meyer described previously. This study showed a positive correlation between employees' affective commitment to the change and their behavioral support at Times 1 and 2.

Meyer et al. (2007) conducted their second correlational study at an Indian company undergoing restructuring change. Questionnaires assessed middle managers' affective commitment to the organizational change using Herscovitch and Meyer (2002) items and assessed managers' behavioral support for the organizational change using the behavioral continuum created by Herscovitch and Meyer. The results of this study also showed a positive correlation between affective commitment to the change and behavioral support for the change.

A subsequent study by Machin et al. (2009) provides support to those of Herscovitch and Meyer (2002) and Meyer et al. (2007). Machin et al. surveyed government employees in Queensland, Australia was experiencing a restructuring change. The survey assessed employees' affective commitment to the change using Herscovitch and Meyer (2002) items and assessed employees' behavioral support for the change using the behavioral continuum by Herscovitch and Meyer. Machin et al. also reported a positive correlation between affective commitment and behavioral support for the change.

The results of the study by Machin et al. (2009) combined with the results of the studies by Meyer et al. (2007) and Herscovitch and Meyer (2002) suggest that a higher level of affective commitment to change is positively associated with behavioral support for change. Furthermore, the results of the Machin et al. and Meyer et al. studies indicate that this relationship may exist across cultures. However, it should be noted that all of the studies described used self-report methods to study the relationship between the two factors so that the positive associations may be due, in part, to common method bias.

In contrast, Shin et al. (2012) surveyed employees and managers at an information technology (IT) organization in South Korea undergoing structural change. Approximately five months after the start of the change, participating employees completed a questionnaire assessing their affective commitment to the change. In contrast, their managers completed a measure evaluating their subordinates' behavioral support for the change. Like previous researchers, Shin et al. found a positive correlation between employees' affective commitment to the change and behavioral support. The multisource results of Shin et al. support the notion that increased employee affective commitment to a change may be associated with increased employee behavioral support.

### **2.1 Behavioral Support for Organizational Change (BSC)**

There is a dearth of comprehensive and systematic descriptions in the literature of how different change antecedents influence employees' behavioral support for change (Bartunek & Lee, 2014). Additionally, earlier research

focused more on employees' affective and attitudinal than behavioral reactions to organizational change (Ahmad Bayiz et al., 2018). Therefore, a study of their combined effects can help management achieve one of any organizational change's top objectives: assuring employee BSC. The model in Figure 1 provides a holistic approach toward BSC, filling the gaps left by the previous literature.

### **2.2 Change Self-Efficacy (CSE)**

If employees are unsure about their skills, they will fail to make improvements. High change self-efficacy individuals are predicted to persevere in their efforts to manage the organizational change process and are less likely to be pressured by emotions of inadequacy. They have a propensity to grasp brilliant concepts, act in a constructive manner, and launch change-related projects (Sabine Raeder et al., 2019). According to Farheen Rizvi's study from 2020, employee attitude is strongly influenced by a person's sense of competence (efficacy). Thus, this study hypothesizes

H1: BS for organizational change is positively associated, while there is CSE

### **2.3 Personal Valence (PV)**

PV refers to the extent to which one feels one will or will not benefit from implementing the prospective change. This shows how organizational members value the change and how they think it is needed, important, beneficial, or worthwhile (Ahmad Bayiz et al., 2018). PV is a set of assessments from the organization members regarding the benefits of change (Hodges, 2021). Organization members assess a planned organizational change because they believe it is required. The more organizational members value the change, the more they will want to implement it, or, put differently, the more resolve they will feel to engage in the courses of action involved in change implementation (AnnisDwi Trisnawati et al., 2020). Thus, the organization members can initiate the implementation changes, show a cooperative attitude in every change effort, and be persistent in implementing changes. Therefore, this study hypothesizes:

H2: In the context of BSC, CSE is significantly influenced by PV

### **2.4 Change Communication (CC)**

Communication of ideas helps people see the need for and the logic of a change. Organizational researchers recognize that formal communications during a change are important in shaping employees' expectations and attitudes regarding a change (Portoghese et al., 2012; Raeder & Bokova, 2019) and in reducing employee uncertainty (P. Malik & Garg, 2017). In other words, organizational communication during a change may help shape how employees think and feel about the change. One way in which communication may influence employee attitudes regarding a change may be by influencing their fairness perceptions during the change. Some researchers have proposed that what an organization says may be just as important as what an organization does regarding employee perceptions of fairness competency for the change (Safitri

Primawidi and Wustari L. Mangundjaya, 2020). Thus, communication may shape employee attitudes, resulting in behavioral support for the change, by influencing change self-efficacy. Thus, the following hypothesis is proposed:

H3: CC has a significant positive impact on CSE that enhances BSC

### 2.5 Employee Participation (EP)

The positive effects of member participation, especially participation in decision-making, may be extended to organizations. Generally speaking, organizational researchers agree that participation in the decision-making process can occur in the workplace and that the appropriate degree of participation depends on the particular situation (Mahendrati & Mangundjaya, 2020). Although there are varying degrees of participation, some researchers have suggested that, in many instances, simply allowing employees to provide their input during the decision-making process may be enough for employees to accept the process (Yurnalis & Mangundjaya, 2020). Thus, providing employees an opportunity to provide their input during an organizational change may help those employees perceive to believe in their capabilities to exercise control over their functioning and over events that affect their lives. Thus, this study hypothesizes the following:

H4: EP has a significant positive impact on CSE that enhances BSC

### 2.6 Reward (RE)

A reward is the quality and regularity of recognition and feedback on work performance. Reward programs motivate employees to change work habits and key behaviors to benefit the business. By doing so, a manager can avoid a sense of entitlement on the part of the employee and ensure that the reward emphasizes excellence or achievement rather than basic competency. According to Khan et al. (2017), to reap benefits such as success in change efforts, the business designing a reward program must identify a company or group goals to be reached and the behaviors or performance that will contribute to this. In addition, for a rewards program to be successful, the specifics need to be spelled out for every employee. Motivation depends on the individual's ability to understand what is being asked of them (Wohlgemuth, Wenzel, and Berger, 2019). All these frequent actions may ensure employees are kept abreast of organizational change and have supporting behavior. As a consequence, this study hypothesizes:

H5: RE has a significant positive impact on CSE that enhances BSC

Furthermore, prior studies indicated demographic variables such as gender is related to behavioral support for organizational change. A meta-analysis by Mathieu and Zajac (1990) discovered that women were significantly more supportive of organizational change than men. Therefore, the following hypotheses are being examined.

H6: Gender moderates the relationships between BSC and CSE

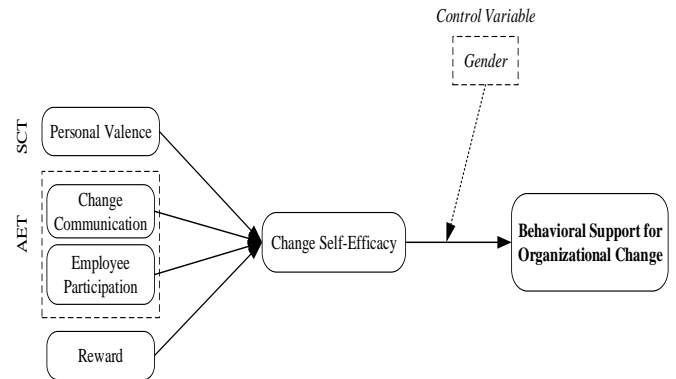


Fig. 1. Proposed research model

## 3. RESEARCH METHODOLOGY

This study regarded employees of Ethiopian commercial banks established before 2021 as its target population. However, as the number of employees in Ethiopian commercial banks is unknown, we used Cochran's formula to estimate the sample size (Kumar, R., 2014).

Following the prior research addressing behavioral support for organizational change (Alexandre JS Morin et al., 2015; Ambreen Malik et al., 2019; Farheen Rizvi, 2020; Sirui Sun, 2021; Reema Harrison et al., 2022), several survey instrument development techniques used in this study, as well as constructed items from the literature that were modified within the setting of the topic. More specifically, the survey questionnaire consists of two parts: demographic details (age, gender, organizational tenure, job position, frequency of changes, experience regarding organizational change) and items construction information (PV – three items, EP – four items, CC – five items, CSE – four items, RE – four items, BSC – five items). The items were measured on a 5-point Likert scale, with '1' strongly disagreed and '5' strongly agreed.

This study distributed structured survey questionnaires for quantitative data collection. Both online (using google Forms) and offline (using trained researchers) data collection techniques were applied. Individuals of diverse ages, experiences, education, position, and branches participated in this study. However, this study's participants were Ethiopian commercial bank employees with more than three years of banking experience. These samples can increase the internal reliability and validity of the findings.

A mixed-analytical method is used to better understand the shortcoming of PLS-SEM since it only identifies a linear relationship and compares the results to make more accurate predictions. First, PLS-SEM was used to investigate factors that affect employees' supporting behavior for organizational change. Second, fsQCA determines the necessary conditions and sufficient combinations of variables (causal compositions) that result in high behavioral support for organizational changes.

4. DATA ANALYSIS

4.1 Demographic Information

Table 1 summarizes the demographic details and employees' experience regarding the organizational change. This study had a total of 58% males and 42% females. The major age group was 31 to 40 years old (47.4%), followed by 20-30 years (43.7%), and 43.4% of participants had a 3 to 6 followed by 7 to 10 years' organizational tenure, indicating that the respondents were mostly young and had a good organizational experience. Regarding position, 49% of the respondents were customer service officers. They have direct contact with customers daily. Regarding the frequency of organizational change, most (79.6%) of survey respondents believed that organizational change happens when needed, with 10.6% reporting it is introduced in a fixed interval. However, 9.8% of respondents didn't believe organizational change happened. Finally, the highest percentage of employees' experience regarding organizational change falls into "Good" (38.8%), followed by "Moderate" (28.7%).

Table 1: Demographic Information

		Freq.	Per.
Gender	Male	202	58
	Female	146	42
Age	20 to 30	152	43.7
	31 to 40	165	47.4
	41 to 51	31	8.9
OT	3-6	151	43.4
	7-10	121	34.8
	11-14	47	13.5
	15 and above	29	8.3
Position	Customer Service Officer	170	49
	(checker/Maker)		
	Accountant	22	6
	Chef Cashier	13	4
	Auditor	22	6.3
	Office works	121	34.8
Frequency of organizational change	When needed	277	79.6
	In a fixed interval	37	10.6
	Not at all	34	9.8
Experience regarding organizational change	Excellent	82	23.6
	Good	135	38.8
	Moderate	100	28.7
	Bad	31	8.9
Total		348	100

Source: Adopted by authors

4.2 PLS-SEM Analysis

We assessed the discriminative and convergent validity to analyze the measurement model. The validity of each construct was examined using convergent validity (Cronbach's alpha, rho A (reliability coefficient), Composite Reliability (CR), and average variance extracted (AVE)). The findings (Table 2) supported convergent validity, with Cronbach's alpha values above 0.70, CR values above 0.6, and AVE values above 0.50 (Fornell & Larcker, 1981). The square root of AVE must also be bigger than the inner correlational of the constructs to demonstrate discriminant validity (Fornell & Larcker, 1981). The noteworthy results of the discriminant validity of this investigation are summarized in Tables 3.

Table 2: Convergent Validity Analysis

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
BSC	0.854	0.867	0.889	0.685
CC	0.955	0.957	0.966	0.849
CSE	0.858	0.864	0.812	0.688
EP	0.952	0.962	0.969	0.913
PV	0.928	0.972	0.953	0.872
RE	0.811	0.711	0.757	0.616

Source: Adopted by authors

The structural model's relevance was proposed by employing a non-parametric, bias-corrected bootstrap approach and a 95% bias-corrected confidence interval (CI) (Hair, Howard, & Nitzl, 2020). The R2, -values, and T-statistics must also be estimated to examine the structural model. The variance explained by R2 is the main notion utilized to evaluate the structural model. The R2 values for the dependent variables in our model, CSE (0.502) and BSC (0.184), show sufficient model variability. Tables 4 and 5 reflect structural model values for our proposed model.

Table 3: Discriminant Validity Analysis

	BSC	CC	CSE	EP	PV	RE
BSC	0.765					
CC	0.302	0.921				
CSE	0.121	0.185	0.835			
EP	0.229	0.709	0.073	0.955		
PV	0.222	0.473	0.15	0.578	0.934	
RE	0.189	0.431	0.153	0.277	0.238	0.785

Source: Adopted by authors

Table 4: Path Analysis (Direct Effects)

Path	β	P-Values	Bias Corrected Confidence Interval		Decision
			2.50%	97.50%	

CC -> CSE	0.31	0	0.118	0.325	Accept
CSE -> BSC	0.382	0	0.267	0.507	Accept
EP -> CSE	-0.131	0.089	-0.291	0.02	Reject
Gender -> BSC	-0.021	0.726	-0.132	0.102	Reject
PV -> CSE	0.36	0.005	0.167	0.607	Accept
RE -> CSE	0.411	0	0.253	0.563	Accept

Source: Adopted by authors

Additionally, Table 4, and Table 5 represent the results supporting the direct and indirect hypothesis testing, which shows that CSE directly influences BS for organizational change ( $\beta = 0.382$ ;  $p < 0.001$ ) and the bias-corrected bootstrap CI is above zero (0.267 - 0.507), which supports H1.

However, CC ( $\beta = 0.31$ ;  $p < 0.001$ ), PV ( $\beta = 0.36$ ;  $p < 0.050$ ) and RE ( $\beta = 0.411$ ;  $p < 0.001$ ) have a direct positive effect on employees CSE. Moreover, EP ( $\beta = -0.131$ ;  $p > 0.05$ ), has insignificant impact on employees CSE. Thus, the result supports the hypotheses H1, H2, H3, H5, and the results do not support the hypotheses H4. Furthermore, gender ( $\beta = 0.021$ ;  $p > 0.50$ ) also has an insignificant impact on employees' CSE. Surprisingly, it is worth noting that EP, is shown to have an insignificant influence on BS for organizational change, indicating that the contribution of this determinant on BS for organizational change is minimal. Contrarily, it's critical to emphasize that the EP might not correctly determine in a given circumstance. One of the elements contributing to EP's insignificance, an important concern in developing nations, may be a misleading and unrealistic information exchange.

### Mediating Effects

In order to measure the indirect effect, our study complied with the advice of Yan, Filieri, Raguseo, and Gorton (2021), who suggested adopting a bias-corrected confidence interval (CI) with lower and upper bounds. Their objective was to ascertain if the effect of external determinants on BS for organizational change is mediated by employees' change self-efficacy. If the final value of the bias-corrected confidence interval (CI) for the bootstrap is higher or less than zero, the mediation effect is validated. According to the bootstrapping data from Table 5, there are no common zero values in between for effect. The results proved how important the mediating impact was.

Additionally, to estimate the degree of mediation, this study used Variance Accounted for (VAF) values (Li, Yang, Wang, & Jia, 2020). The VAF might be between 0% and 100%. Complete mediation is indicated by values more than 80%, whilst partial mediation is shown by values between 20% and 80%. Finally, there is no proof of significant mediation when VAFs are less than 20%. According to our study's VAF values, which range from 22% to 41.6%, it can be said that

employees' CSE helps to moderate BS for organizational change.

**Table 5:** Path Analysis (Indirect Effects)

Path	$\beta$	P-Values	Bias Corrected Confidence Interval		Decision
			2.50%	97.50%	
CC -> CSE	0.05	0	0.023	0.205	Accept
BSC					
EP -> CSE	-0.015	0.258	-0.053	0.002	Reject
BSC					
PV -> CSE	0.007	0.583	-0.01	0.041	Reject
BSC					
RE -> CSE	0.09	0	0.032	0.134	Accept
BSC					

Source: Adopted by authors

### Moderating Effects

This study assessed the moderating effects of gender on BS for organizational change using PLS-SEM and the product-indicator technique (Chin, 1998). In this study, gender (moderator) item is multiplied with "CSE" to form moderating interaction variables (gender\*CSE), which influence BS for organizational change. Finally, it has investigated whether or not gender play a role in moderating the effects of exogenous predictors on BS for organizational change. Table 6 shows the moderating effect of gender ( $\beta = 0.03$ ;  $T = 0.33$ ;  $p > 0.50$ ) on the relationship between our exogenous constructs and the endogenous constructs of BS for organizational change. The T-statistic was considered for measuring the final decision. However, the findings drawn from Table 6 showed that the moderating effect of gender on BS for organizational change is insignificant. Thus, the result does not support hypotheses H6.

**Table 6:** Moderating Effects

Path	$\beta$	T-Value	P-Value	Bias Corrected Confidence Interval		Decision
				2.50%	97.50%	
Gender*CS E -> BSC	0.03	0.33	0.742	-0.145	0.185	Reject

Source: Adopted by authors

The presence of high and low interaction effects is not convincingly demonstrated by moderating study. As a result, regression lines with high and low moderation and standard deviations of -1 and +1 from the mean, respectively, were displayed for moderating interaction. According to the graphical portrayal in Figure 2, the low and high standard deviation lines have negligible influence on one another ( $f^2 = 0.003$ ) and have insignificant relationship associated with CSE and BS for organizational change.

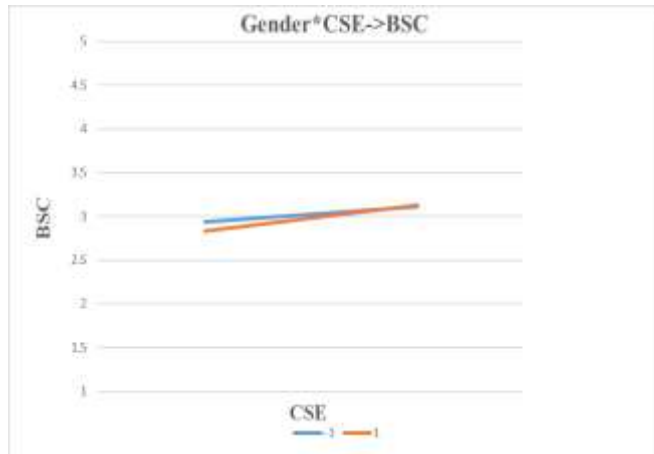


Figure 2: Moderating effect

4.3 fsQCA for a configuration Approach

A configuration approach has been used to more fully understand the behavioral support for organizational change that DiStefano, Zhu, and Mindrila (2009) advocate. The fsQCA supports a variety of behavioral support configurations for organizational change by embracing alternative, equivalent, and asymmetric configurations (Fiss, 2011). The data calibration, truth table generation, and causal condition evaluation are important steps in the fsQCA analysis that must be completed.

Calibration and true table construction

Data calibration is the step in fsQCA that is most important. To create fuzzy sets in fsQCA, we must calibrate our variables so that their values can range from 0 to 1 (Ragin, 2008). To identify the values in our dataset that fall between 0.95, 0.50, and 0.05, we used percentiles. No matter what the initial values of a measure were, they may all be calibrated using percentiles. We carefully calculated the 95%, 50%, and 5% of our measurements in order to define the three thresholds in the fsQCA software. The frequency and consistency levels of the truth table were investigated in this study. This study considers the frequency criterion of 3 (as samples > 150) and the consistency level of 0.80 suggested by Fiss (2011).

Analysis of Necessary Conditions

The assessment of sufficient conditions always begins with the identification of necessary conditions. This study examines the CSE and BSC variables in the SEM model (Figure 5.1). When the consistency of a necessary condition is equal to or greater than 0.9 (Pappas, 2018), the factor is considered necessary, and the influencing variable is inevitably required for the produced variable to be significant. Because the consistency score is less than 0.90, Table 7 reveals that none of the predictors are necessary on their own for the CSE and BSC.

Table 7: Analysis of Necessary Conditions

Conditions tested	Consistency	Coverage	Conditions tested	Consistency	Coverage
-------------------	-------------	----------	-------------------	-------------	----------

Gender	0.026602	0.47659	~Gender	0.515233	0.215967
PV	0.802339	0.840672	~PV	0.362191	0.498597
EP	0.515233	0.884959	~EP	0.750203	0.293258
CC	0.714343	0.887014	~CC	0.66064	0.382755
RE	0.724073	0.899992	~RE	0.699918	0.40481
CSE	0.969207	0.820388	~CSE	0.208617	0.644958

Source: Adopted by authors

Sufficiency Analysis

The fsQCA findings for BSC are shown in Table 8 (intermediate solution). As illustrated, there have been four different causal configurations that contribute to the high BSC. Typically, the presence of a condition is indicated with a black circle (●), the absence/negation with a crossed-out circle (⊗), and the "do not care" condition with a blank space (Fiss, 2011). Table 8 also represents each solution's raw consistency, and coverage scoring for each solution. Finally, when evaluating the overall solution coverage, similar to the R-square value given in variable-based approaches (Woodside, 2013), it is possible to see whether the revealed configurations influence behavioral support for organizational change.

According to Table 8, no single predictor will provide high-performance criteria; instead, multiple combinations will. Among others, four solutions with high consistency (above 0.90) have been reported to provide outstanding performance for CSE and BSC. More importantly, whereas PV, and CSE become apparent in all four solutions, these factors are regarded as the two fundamental prerequisites for BSC. While no significant differences are observed when Gender is absent, this study finds that the combination of PV\*EP\*CC\*RE\*CSE (solution1d) is most likely to be beneficial, as shown by a consistency score of 0.97797. This solution was supported by 10.6% of the participants (raw coverage).

In addition, the combination of PV\*RE\*CSE (solution1c) exhibits a consistency score of 0.95625 and is shared by 3% of the participants. The combination of PV\*CSE (solution1a) results in a consistency score of 0.95039 and is shared by 18% of the participants. Finally, the combination of Gender\*PV\*CSE (solution1b) results in a consistency score of 0.94160 and shared by 32% of the participants. These analyses or experiments provide 87% confidence for greater performance.

In comparison, there was 50.2% and 18.4% variability for CSE and BS for organizational change, respectively in PLS-SEM. Whereas, fsQCA investigated 83.7% variability for CSE and 87.6% variability for BS for organizational change. Therefore, the fsQCA analyzed results superior to the SEM with a combinatory effect. Moreover, the XY plots have been used to highlight the asymmetric relationship for four alternative solutions in the presence of CSE (Figure 3, Figure 4, Figure 5, and Figure 6).

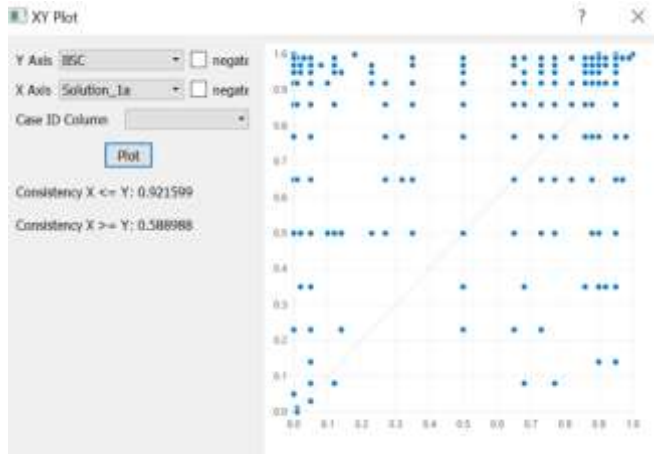


Figure 3: Plotting the prospective solution 1a

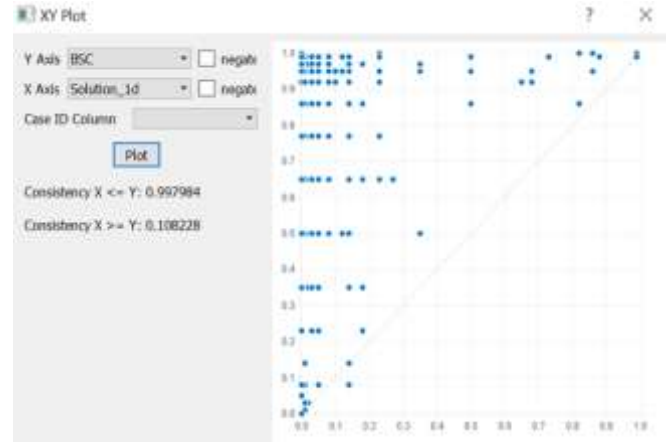


Figure 6: Plotting the prospective solution 1d

Source: Adopted by authors

Table 8: Intermediate Solutions

Model: BSC = f(Gender, PV, EP, CC, RE, CSE)				
Configuration	Solution 1a	Solution 1b	Solution 1c	Solution 1d
Gender	⊗	●	⊗	⊗
PV	●	●	●	●
EP		⊗	⊗	●
CC		⊗	⊗	●
RE	⊗	⊗	●	●
CSE	●	●	●	●
Raw coverage	0.181713	0.323805	0.034858	0.106572
Unique coverage	0.0047942	0.008912	0.000884	0.007964
Consistency	0.950387	0.941604	0.956248	0.977972
Solution coverage: 0.74526				
Solution consistency: 0.87694				

Source: Adopted by authors

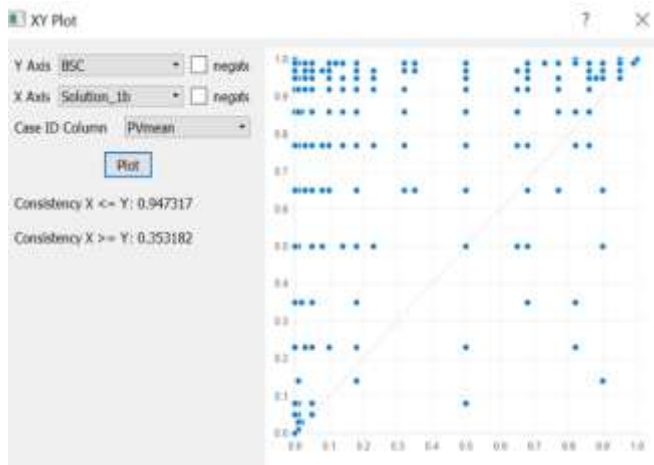


Figure 4: Plotting the prospective solution 1b

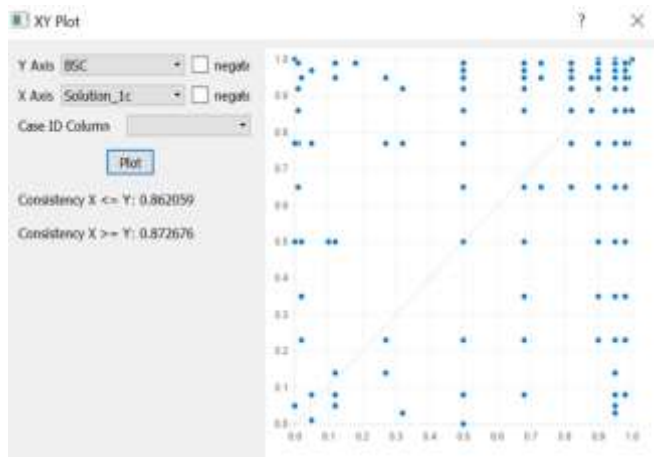


Figure 5: Plotting the prospective solution 1c

Existing literature has looked at the organizational change components that influence BS for organizational change (Tim Stobierski, 2020). However, the combinations of these components that affect employees' BS for organizational change are inconsistently identified. It can be assumed that the BS for organizational change is not determined by a single component but rather by combining many interrelated factors. The fsQCA results indicate four causal solutions affecting the BS for organizational change (solution coverage: 0.745, solution consistency: 0.876). The fsQCA findings suggest that the independent factors were necessary to increase BS for organizational change but not sufficient alone.

Aside from that, the SEM findings suggest that gender has an insignificant impact on BS for organizational change. These findings are compatible with the necessary condition analysis performed in Table 7. The PV directly influences CSE, while CSE fully mediates the direct effect of CC, and RE on BSC. The CSE is not crucial for predicting BS for organizational change by affecting PV. While in fsQCA, PV, EP, CC, RE,



and CSE have a combination effect on behavioral support for organizational change. The research question was resolved by this conclusion.

## **5. DISCUSSION**

This analysis showed asymmetrical correlations among the factors that influence business strategy for organizational change, extending beyond the scant but expanding body of literature on using business strategy applications for organizational change in underdeveloped countries. It is important to highlight that the proper recognition factor (Reward) has an impact on BS for organizational change among the findings from both analytical methodologies. Therefore, this study advises dialogue with change agents and employees to learn about their experiences or requirements before implementing or rethinking organizational change. The PLS-SEM study's findings, in contrast, showed that not all variables had a substantial impact on employees' willingness to support organizational change. In addition, the fsQCA revealed several important differences in a comprehensive alternative assessment context. These observations show a variety of staff behavior and usage trends.

In brief overview, as per the findings of the asymmetrical evaluation, the following aspects are required to enhance employee' BS for organizational change: CC, PV, EP, and RE, and organizational change implementers should prioritize these factors when building strategies for their change efforts. The conclusions of this research show the necessity of utilizing asymmetrical evaluation and the disadvantages of depending on the single analytical approach in reforming future tactics.

### **5.1 Theoretical contributions**

According to theory, this inquiry adds fresh knowledge to what is already known about organizational change. This analysis included organizational change models even though many quantitative studies to understand BS for organizational transformation in the financial sector have already been carried out. Instead of using a single model, this integrated approach's main contribution is to ascertain employees' BS for organizational change before organizational changes are introduced. Additionally, this combination of organizational change models might offer unique insight into the literature on change management.

Our study looked at it objectively to discover the best research methodology and found a strategy to reinforce the theory by critically improving the organizational change model. More specifically, the integrated organizational change model has been applied in this situation, with the addition of reward-related elements that have shown to be particularly important in vital areas. This improved organizational change self-efficacy and the performance of the BS outcome variable, which was not considered in the prior organizational change model. It is conceivable that change self-efficacy could be a useful strategy for successfully implementing organizational transformation. This conclusion might be affected by rewards, which have not yet been postulated in the literature for the organizational change paradigm.

These findings add to the field once more by describing how PV affects workers' CSE and BS for organizational transformation. The use of fsQCA in this analysis supports how the combination of PV, CC, EP, RE, and employee CSE improves BS for organizational change in a way that is unmatched by SEM.

Finally, this work offered a two-stage analytical methodology for PLS-SEM and fsQCA analysis of BS for organizational change that was methodologically sound. Compared to earlier SEM findings in other domains, this research presents a distinctive analytical approach to organizational change analytics. Although SEM and fsQCA have each been used separately in the literature on change management adoption studies, the validity and reliability of traditional statistical methodologies cannot be dismissed. The fsQCA strategy can help identify sufficient causal combinations that result in particular conclusions, even though PLS-SEM is an excellent method for analyzing the causal linkages among the contributing elements. The fsQCA findings significantly advance theoretical understanding and knowledge of the BS for organizational change explanations now in use. Additionally, this study can fill the gap in the literature caused by conflicting findings in the organizational change literature via PLS-SEM by providing alternative combinational options for better understanding BS for organizational change utilizing the fsQCA technique.

### **5.2 Managerial implications**

The findings have important ramifications for those who make decisions about organizational change, particularly in terms of advancing their knowledge of BS for organizational change. The fsQCA and PLS-SEM techniques are complementary and frequently used to broaden the range of options available to decision-makers.

It's interesting to note that in every fsQCA solution, PV and CSE are crucial. The fsQCA provides a thorough grasp of the reality being studied since it detects combinations of causal linkages rather than individual effects. From a managerial perspective, this conclusion is very important. When all conditions were taken into account, for instance, numerous conditions generated a solution from fsQCA (solution1d) that did not significantly contribute to PLS analysis.

The study came to the conclusion that CSE significantly shape BS for organizational change. Champions of organizational change are urged to support the organization and help employees perform their duties effectively. High change self-efficacy employees are less likely to experience inadequate pressure. They are anticipated to persist in their efforts to manage the organizational change process, have a propensity for grasping brilliant concepts, engage in constructive behavior, and launch change initiatives. Because they are confident in their abilities to meet the needs of specific organizational changes, they also exhibit proactive conduct that enables them to handle change circumstances.

### **5.3 Limitations and future scope of research**

Although it offers fresh directions for future organizational change research, this study has some drawbacks. First off, only

Ethiopian Commercial Banks were included in the study's target audience. The results might have been affected by the country's cultural characteristics. As a result, obtaining additional data from a larger sample of companies in more nations can increase the relevance of the findings. The study also took into account a particular Ethiopian service sector. Future studies may broaden the field to examine the variation in employee responses depending on particular cultures, which could be useful for future managerial direction. The other external contextual factors, such as competitive pressure, technology advancements, or internal contextual factors, should also be taken into account in future studies such as levels of professionalism.

## 6. REFERENCES

- [1] Ahmad, A. B., & Cheng, Z. (2018). The Role of Change Content, Context, Process, and Leadership in Understanding Employees' Commitment to Change: The Case of Public Organizations in Kurdistan Region of Iraq. *Public Personnel Management*, 47(2), 195–216. <https://doi.org/10.1177/0091026017753645>
- [2] Armenakis, A. A., & Harris, S. G. (2009). Reflections: our Journey in Organizational Change Research and Practice. *Journal of Change Management*, 9(2), 127–142. <https://doi.org/10.1080/14697010902879079>
- [3] Battistelli, A., Montani, F., Odoardi, C., Vandenberghe, C., & Picci, P. (2014). Employees' concerns about change and commitment to change among Italian organizations: the moderating role of innovative work behavior. *International Journal of Human Resource Management*, 25(7), 951–978. <https://doi.org/10.1080/09585192.2013.809012>
- [4] Bulling, K. (2018). Organizational Change and Change Management: Phenomenon, Task and Approaches. In *Contemporary Innovation in Management* (Issue February, pp. 29–91). [https://doi.org/10.1007/978-3-658-24908-3\\_2](https://doi.org/10.1007/978-3-658-24908-3_2)
- [5] Burke, W. W., & Litwin, G. H. (1992). A Causal Model of Organizational Performance and Change. *Journal of Management*, 18(3), 523–545. <https://doi.org/10.1177/014920639201800306>
- [6] Caldwell, S. D., Herold, D. M., & Fedor, D. B. (2004). Toward an understanding of the relationships among organizational change, individual differences, and changes in person-environment fit: A cross-level study. *Journal of Applied Psychology*, 89(5), 868–882. <https://doi.org/10.1037/0021-9010.89.5.868>
- [7] Dawson, P., & Sykes, C. (2016). Organizational Change and Temporality. *Organizational Change and Temporality*, August. <https://doi.org/10.4324/9781315755076>
- [8] Erkutlu, H., & Chafra, J. (2016). Value congruence and commitment to change in healthcare organizations. *Journal of Advances in Management Research*, 13(3), 316–333. <https://doi.org/10.1108/JAMR-11-2015-0078>
- [9] Ertem, M., & Şentürk, F. K. (2021). A research on the variables that effect affective commitment to change. *Business & Management Studies: An International Journal*, 9(1), 327–342. <https://doi.org/10.15295/bmi.v9i1.1761>
- [10] Ertem, M., & Şentürk, F. K. (2021). The Mediating Role of Organizational Commitment in the Effect of Perception of Commitment to Change on Job Satisfaction. *Journal of Business Research - Turk*, 13(1), 760–771. <https://doi.org/10.20491/isarder.2021.1164>
- [11] Haffar, M., Al-Hyari, K., Djebarni, R., Alnsour, J. A., Oster, F., Al-Shamali, A., & Alaya, A. (2022). The mediating effect of affective commitment to change in the readiness for change – TQM relationship. *Total Quality Management & Business Excellence*, 1–19. <https://doi.org/10.1080/14783363.2022.2054695>
- [12] Harrison, R., Chauhan, A., Minbashian, A., McMullan, R., & Schwarz, G. (2022). Is Gaining Affective Commitment the Missing Strategy for Successful Change Management in Healthcare? *Journal of Healthcare Leadership*, 14(January), 1–4. <https://doi.org/10.2147/JHL.S347987>
- [13] Holt, D. T., Armenakis, A. A., Feild, H. S., & Harris, S. G. (2007). Readiness for organizational change: The systematic development of a scale. *Journal of Applied Behavioral Science*, 43(2), 232–255. <https://doi.org/10.1177/0021886306295295>
- [14] Ibrahim, A. K. (2022). Organizational change management of digital administration. *International Journal of Accounting, Finance, Auditing, Management & Economics*, 3(April). <https://doi.org/10.5281/zenodo.6390417>
- [15] Jami Pour, M., & Hosseinzadeh, M. (2021). An integrated framework of change management for social CRM implementation. In *Information Systems and e-Business Management* (Vol. 19, Issue 1). Springer Berlin Heidelberg. <https://doi.org/10.1007/s10257-020-00479-z>
- [16] Jaros, S. (2010). Commitment to organizational change: A critical review. *Journal of Change Management*, 10(1), 79–108. <https://doi.org/10.1080/14697010903549457>
- [17] Kharkheli, M., & Gavardashvili, D. (2022). The Need for Organizational Changes in Companies. *Economics and Business*, 15(1). <https://doi.org/10.56079/20221/7>
- [18] Kimberly, J. R., & Bouchikhi, H. (2017). Organizational Change; Organizational Growth. *Orga-Nizational Learning*, September. <https://doi.org/10.5958/2454-2652.2017.00081.6>
- [19] Mahendradi, H. A., & Mangundjaya, W. (2020). Individual Readiness for Change and Affective Commitment to Change: The Mediation Effect of Technology Readiness on Public Sector. *Advances in Social Science, Education and Humanities Research*, January. <https://doi.org/10.2991/assehr.k.200407.010>
- [20] Malik, A., Akhtar, M. N., Talat, U., & Chang, K. (2019). Transformational changes and sustainability: From the perspective of identity, trust, commitment, and withdrawal. *Sustainability* (Switzerland), 11(11). <https://doi.org/10.3390/su11113159>
- [21] Malik, P., & Garg, P. (2017). The relationship between learning culture, inquiry and dialogue, knowledge sharing structure and affective commitment to change. *Journal of Organizational Change Management*, 30(4), 610–631. <https://doi.org/10.1108/JOCM-09-2016-0176>
- [22] Mangundjaya, W. L., & Amir, M. T. (2021). Testing Resilience and Work Ethics as Mediators Between Charismatic Leadership and Affective Commitment to Change. *Journal of Asian Finance, Economics and Business*, 8(2), 401–410. <https://doi.org/10.13106/jafeb.2021.vol8.no2.0401>
- [23] Matejić, I., Ćurčić, M., & Kostić, R. (2021). Transformational Leadership in the Service of Organizational Changes. *Journal of Process Management and New Technologies*, 9(3–4), 69–77. <https://doi.org/10.5937/jpmni9-34588>
- [24] Michel, A., Stegmaier, R., & Sonntag, K. (2010). I scratch your back - you scratch mine: do procedural justice and organizational identification matter for employees' cooperation during change? *Journal of*

- Change Management, 10(1), 41–59. <https://doi.org/10.1080/14697010903549432>
- [25] Morin, A. J. S., Meyer, J. P., Bélanger, É., Boudrias, J. S., Gagné, M., & Parker, P. D. (2016). Longitudinal associations between employees' beliefs about the quality of the change management process, affective commitment to change and psychological empowerment. *Human Relations*, 69(3), 839–867. <https://doi.org/10.1177/0018726715602046>
- [26] Mukerjee, J., Montani, F., & Vandenberghe, C. (2021). A dual model of coping with and commitment to organizational change: the role of appraisals and resources. *Journal of Organizational Change Management*, 34(5), 1144–1161. <https://doi.org/10.1108/JOCM-01-2021-0027>
- [27] Primawidi, S., & Mangundjaya, W. (2020). Organizational Justice and Affective Commitment To Change in Employees of Multifinancial Service Company. *Jurnal Psikologi*, 19(1), 51–60. <https://doi.org/10.14710/jp.19.1.51-60>
- [28] Puspitasari, D. A., & Mangundjaya, W. L. (2020). Leader–Member Exchange and Affective Commitment to Change: Mediating Role of Change Self-Efficacy. *Advances in Social Science, Education and Humanities Research*, 431(January), 431(January). <https://doi.org/10.2991/assehr.k.200407.011>
- [29] Raeder, S., & Bokova, M. V. (2019). Committed to change? Human resource management practices and attitudes towards organizational change. *Open Psychology*, 1(1), 345–358. <https://doi.org/10.1515/psych-2018-0022>
- [30] Rismansyah, Adam, M., Hanafi, A., & Yuliani. (2022). Readiness for Organizational Change. *Proceedings of the 7th Sriwijaya Economics, Accounting, and Business Conference (SEABC 2021)*, 647(March). <https://doi.org/10.2991/aebmr.k.220304.047>
- [31] Rizvi, F., Farooq, W., & Ahmed, I. (2020). LMX and Affective Commitment to Change: Moderating Role of Psychological Empowerment. *International Journal of Business and Administrative Studies*, 6(5), 275–285. <https://doi.org/10.20469/ijbas.6.10005-5>
- [32] Rogiest, S., Segers, J., & van Witteloostuijn, A. (2015). Climate, communication and participation impacting commitment to change. *Journal of Organizational Change Management*, 28(6), 1094–1106. <https://doi.org/10.1108/JOCM-06-2015-0101>
- [33] Sun, S. (2021). The Relationship Between Public Service Motivation and Affective Commitment in the Public Sector Change: A Moderated Mediation Model. *Frontiers in Psychology*, 12(June), 1–9. <https://doi.org/10.3389/fpsyg.2021.631948>
- [34] Susilo, ., & Mangundjaya, W. L. (2020). Testing the Mediating Role of Work Engagement in the Relationship between Resistance to Change and Affective Commitment to Change. *Science and Technology Publications, Lda*, January, 151–158. <https://doi.org/10.5220/0008428601510158>
- [35] Thien, L. M. (2019). Distributive Leadership Functions, Readiness for Change, and Teachers' Affective Commitment to Change: A Partial Least Squares Analysis. *SAGE Open*, 9(2). <https://doi.org/10.1177/2158244019846209>
- [36] Van der Voet, J., Kuipers, B. S., & Groeneveld, S. (2016). Implementing Change in Public Organizations: The relationship between leadership and affective commitment to change in a public sector context. *Public Management Review*, 18(6), 842–865. <https://doi.org/10.1080/14719037.2015.1045020>
- [37] Wiatr, A. (2022). Leaders' Support in Organizational Change. *Scientific Papers of Silesian University of Technology. Organization & Management / Zeszyty Naukowe Politechniki Slaskiej. Seria Organizacji i Zarzadzanie*, 155, 535–556. <https://doi.org/10.29119/1641-3466.2022.155.35>
- [38] Wicaksana, S. (2021). The linkage of Leadership, Psychological Empowerment, and Employee Engagement with Affective Commitment to Change: A study at public/state-owned organization. *IJHCM (International Journal of Human Capital Management)*, 5(2), 71–81. <https://doi.org/10.21009/ijhcm.05.02.7>
- [39] Yurnalis, & Mangundjaya, W. (2020). Testing the Impact of Organizational Justice on Affective Commitment to Change with Work Engagement as Mediator. *Advances in Social Science, Education and Humanities Research*, 431(January). <https://doi.org/10.2991/assehr.k.200407.018>