

YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME

**EFFECT OF ORGANIZATIONAL CHANGE ON EMPLOYEE
PERFORMANCE AND ORGANIZATIONAL PERFORMANCE
OF ASIA GENERAL GROUP COMPANY LIMITED**

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EMBA II – 60

EMBA 19th BATCH

AUGUST, 2024

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ACADEMIC YEAR (2022-2024)

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This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA).

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ACCEPTANCE

This is to certify that this thesis entitled “**Effect of Organizational Change on Employee Performance and Organizational Performance of Asia General Group Company Limited**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

The objective of this research is to investigate the impact of organizational transformation on employee performance and to assess the influence of employee performance on the organizational performance of Asia General Group Company Limited in the year 2024. The workforce of Asia General Group Company Limited amounts to 537 workers. Using Yamane's calculation, the study's sample size is determined to be 229. Survey participants were selected using a basic random sampling technique. Primary data were obtained by administering standardized questionnaires using a 5-point Likert Scale during personal interviews. Secondary data were obtained from pertinent firm reports, textbooks, prior research, and internet literature. Methods used include descriptive statistics and linear regression analysis. This research demonstrates that the implementation of structural, strategic, technical, and cultural changes within the organization has a favorable and substantial impact on both the performance of employees and the overall performance of the company. The study reveals that there is a strong and statistically significant correlation between employee performance and organizational performance. The Asia General Group should provide equipment and solutions that effectively mitigate muscle fatigue, enhance productivity, and minimize the occurrence and intensity of work-related musculoskeletal problems. In addition, Asia General Group should offer competitive salaries and benefits to support employees' well-being. To do better strategic decision, Asia General Group should invite employees to participate in planning, designing, and implementing the change.

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LIST OF ABBREVIATIONS

ABB	Asea Brown Boveri
Admin	Administration
AGG	Asia General Group
AGM	Assistance General Manager
AR	Augmented Reality
AutoCAD	Automatic Computer-Aided Design
BI	Business Intelligence
CE	Chief Engineer
CNC	Computer Numerical Control
CS	Customer Service
DMD	Deputy Managing Director
DMG Mori	Deckel Maho Gildemeister Mori
Dy. CE	Deputy Chief Engineer
FM	Factory Manager
GM	General Manager
HR	Human Resources
HRM	Human Resource Management
IT	Information Technology
IoT	Internet of Things
MD	Managing Director
MKT	Marketing
Ph.D	Doctor of Philosophy
PSC	Parliamentary Service Commission
SAP ERP	Systems, Applications, and Products in Enterprise Resource Planning
SIMATIC PLCs	Siemens Automation Technology Programmable Logic Controllers
SME	Small and Medium-Sized Enterprises
TIA	Totally Integrated Automation
VR	Virtual Reality

CHAPTER 1

INTRODUCTION

In the fast-paced, more complex world of today, change is inevitable. Globalization, economic forces, and the rapid advancement of technology are just a few of the causes fueling the shift in the corporate environment. Organizations must adapt quickly to the changing business environment in order to thrive, since external changes sometimes bring about internal changes that are arrogant in nature (Okenda et al., 2017).

According to Levitt (2003), organizational change is a series of events leading to a change in course or development that has an impact on how an organization functions. Organizations under a lot of pressure to adapt because of the complexity of events and the speed at which technologies are developing in the environment. Organizations are forced to undertake change efforts by a variety of causes and ongoing changes. In fact, both the external and internal environments of the businesses are the source of these pressures to change (Yilmaz & Kilicoglu, 2013). Organizations concentrate on structural, strategic, technical, and cultural changes while implementing organizational transformation.

Depending on how well workflow and supervisory relationships impact productivity, organizational structure modifications may improve employee performance (Amed et al., 2013). A shift in the employment structure, administrative processes, management systems, organizational hierarchy, or chain of command is referred to as a structural change (Walumbwa, 2008). Forces like globalization and technology have made strategic shift a more common occurrence in both corporate and human service companies. According to Korir et al. (2012), strategic changes are the successful management of a company change in which frontline employees, managers, and senior leaders collaborate to effectively execute the necessary organizational, technological, or process improvements.

Technology is always changing, and how it is at any given time directly affects the working relationship between a manager and an employee. Technological change refers to the idea of advancements, the implementation of advanced automation, software tools, and communication platforms has significantly transformed the work environment (Smith, 2020). Technological transformation is the process of creating new items for the market and refining already existing ones via the development of new technologies. The term "cultural change" describes the evolution of an organization's values, beliefs, and practices.

(Frank, 2011). Nowadays, companies focus organizational change to improve employee performance.

In order for a business to accomplish its goals and objectives, employee performance is crucial. Organizations now have a hurdle in advocating for improvements that impact workers' performance, such as increased staff productivity and efficiency due to workforce expansion, because of mandated environmental modifications. How successfully (or badly) an employee completes their tasks and achieves their objectives is referred to as their employee performance (Wanza & Nkuraru, 2016). The productivity of the workforce inside the organization is a critical factor in determining its profitability and success. The efficacy and success of an organization in accomplishing its aims and objectives is referred to as organizational performance (Robinson & Judge, 2019).

Establishment in 2008, Asia General Group Company Limited has placed a strong emphasis on manufacturing high-quality products, including switchgear panels, power transformers, and distribution transformers, all designed to meet international standards and deliver customer satisfaction. The company has undertaken various organizational changes, including structural change, strategic change, technological advancements, and cultural shifts. Consequently, this study analyses the effect of these organizational changes at Asia General Group Company on both employee performance and overall organizational performance.

1.1 Rationale of the Study

Due to the intense competition in the business world of the twenty-first century, firms must reevaluate both their service delivery architecture and business operations methodology. These days, organizations undergo quick changes as a result of the fierce competition, which has intensified rivalry for growth and income. Numerous businesses have challenges that force them to often adjust or change how they operate. Organizational change management is important to increasing individual and organizational effectiveness for business success.

Organizational changes may result in a decline in worker efficacy and productivity, which will therefore have a detrimental impact on worker performance. Employees are crucial to accomplishing the objectives of the company since they interact with consumers on a daily basis. The performance of an organization's personnel is a critical factor in

determining its success or failure. A decrease in employee performance can significantly affect the organization's reputation and profitability. Consequently, in order to improve employee performance and maintain their competitiveness as a business, organizations must be adaptable and flexible enough to adjust to changes in all areas of their operations.

According to Davis and Savage (2003), organizational structure changes like downsizing, mergers, and acquisitions have a significant impact on management style, organizational culture, employee commitment, and performance in addition to having an impact on employees inside the business. Forces like globalization and technology have made strategic shift a more common occurrence in both corporate and human service companies. Technology is dynamic, and changes in this area directly impact the working interaction between managers and employees.

One of the hardest things a CEO must do is change the culture of the company. An organization's culture is made up of a complex web of interconnected roles, procedures, beliefs, communication styles, attitudes, and presumptions. The most difficult aspect of transition for firms looking to become more inventive and adaptable is often changing their culture. That being said, there is still a great deal to learn about organizational transformation and how it affects worker performance. This is due to the fact that organizations undergo continuous change, necessitating frequent updates to literature. Furthermore, little is known about organizational transformation and how it affects performance.

Any firm that wants to stay competitive and fulfill the constantly evolving demands of its consumers must embrace change. Therefore, organizational change and development are essential for Asia General Group Company Limited grow and adapt with its given market. Asia General Group Company Limited has implemented organizational change to remain competitive in the industry. This study focuses the effect of organizational change of Asia General Group Company Limited on the employee performance and organizational performance.

1.2 Objectives of the Study

There are two main objectives in this study.

- (1) To examine the effect of organizational change on employee performance of Asia General Group Company Limited, and
- (2) To analyze the effect of employee performance on organizational performance of Asia General Group Company Limited.

1.3 Scope and Method of the Study

The primary areas of interest for this research include Asia General Group Company Limited's organizational performance, employee performance, and organizational transformation. Both primary and secondary data are used in this investigation. Asia General Group Company Limited now employs 537 people, according to data gathered in July 2024. Next, using Yamane's calculation, 229 workers out of Asia General Group Company Limited's 537 employees are the sample size. Primary data is gathered using a structured questionnaire with a 5-point Likert scale and a personal interviewing technique. Asia General Group Company Limited publications, pertinent textbooks, earlier research articles, and internet sources are examples of secondary data. The gathered data is analyzed using linear regression analysis and descriptive statistics.

1.4 Organization of the Study

The study is divided into five chapters. The introduction, included in Chapter 1, covers the purpose and scope of the research as well as its structure and methodology. The theoretical underpinnings of organizational transformation, employee performance, and organizational performance, as well as earlier research and the study's conceptual framework, are covered in Chapter 2. The profile of Asia General Group Company Limited, organizational transformation procedures, respondent profile, and reliability test are presented in Chapter 3. Organizational change, employee performance, and organizational performance are covered in Chapter 4, along with an examination of how organizational change affects employee performance and how employee performance affects organizational performance. The results and comments, recommendations and proposals for further study are presented in Chapter 5, which also serves as the conclusion.

CHAPTER 2

THEORETICAL BACKGROUND

The relevant literature on organizational transformation, employee performance, and organizational performance is discussed in this chapter. This chapter also includes a review of prior research studies' literature and the study's conceptual framework.

2.1 Organizational Change

The process of trying to alter an organization's technologies, objectives, work duties, or structure is referred to as organizational transformation (Carnall, 1986). Organizational change is described by Schaffer et al. (2013) as the creation of new strategies, viewpoints, and dispositions among staff members as a result of opportunities and issues that arise inside the company. For a business to remain competitive and meet shifting market demands, change is essential (Jacobs et al., 2013). Cameron and Green (2015) proposed that rather than disrupting the equilibrium of a firm, change is a continuous process. Restructuring, technology advancements, product and service updates, equipment mergers and acquisitions, staff retention or layoffs, and mergers and acquisitions are just a few examples of the many ways that institutions may change (Burke, 2017).

Significant changes to an organization's structure, procedures, or direction that impact its operation are referred to as organizational change (Peus et al., 2009). Since it is often acknowledged that businesses must adapt in order to thrive in a world marked by quick communication, scientific and technical advancement, fierce rivalry, and organizational change, organizational change is a fundamental idea in strategic management. According to Sedley and Müller (2013), organizational change is the process by which a company modifies small to large structural elements in order to solve issues with productivity, operational expenses, and service quality, find new development prospects, or accomplish other organizational objectives.

Organizational change, according to Hubbart (2023), is the process by which a company modifies small to large structural elements in order to solve issues with productivity, operational expenses, and service quality, find new business prospects, or accomplish other organizational objectives. Organizational transformation efforts are, in

the end, frequent and crucial turning points that help companies adapt and stay competitive in a constantly changing, adaptable, and dynamic world. Any effort or series of steps leading to a change in course or development that has an impact on how an organization functions is considered an organizational change (Leavitt, 2003).

Being different is the process of change. Change may come from outside the organization and be uncontrollable, or it may occur on purpose and with the intention of the management inside the organization. According to Karanja (2015), an organization's methods for implementing its purpose, the duties and functions carried out by its members, and the relationships among them may all be impacted by change.

According to Jacobs et al. (2013), organizations often undergo continuous change because it creates possibilities for growth and development by influencing people's perceptions, views, feelings, and tactics. According to Petrou et al. (2018), enacting a change in the company modifies how workers interact with one another in order to maintain competitiveness and development while also withstanding pressure from both the inside and the outside. Typically, meetings, newsletters, and other types of communication are used to enlighten people about the goals of change and its effects. According to Burke (2017), the organization's biggest difficulty is managing change since it helps workers operate more effectively and efficiently. The organization's success will determine how these improvements are executed. For a company to remain competitive in the present business climate, changes must be made to its direction, structure, and workforce levels.

According to Chun-Fang (2010), change is a necessary part of being an organization. As a result, he said, an organization cannot thrive in the modern business climate if it does not adapt. Organizational change may be required for a variety of reasons, such as changing market competition or increased client needs. Vemeulen et al. (2012) state that well-thought-out organizational reform contributes to the survival of the company. It may result in a number of advantages, including as increased financial performance, increased competitiveness, and increased staff and customer satisfaction.

According to Young et al. (2015), the effectiveness and efficiency of the organization should be the focus of these adjustments. Organizational change may result in stress, anxiety, layoffs, delays, and downsizing, which might ultimately cause the company to collapse. As a result, efficacy and efficiency might decline (Stavros et al., 2016). Change might result in expensive expenses due to receivables, cash flow problems, and dissatisfied

customers. According to Bai and Zhou (2014), most change initiatives will fail unless organizations acknowledge that change may cause stress responses among workers and, as a result, create internal organizational procedures and circumstances that are essential for good coping to occur. According to Imberman (2009), organizational modifications are required to guarantee that organizational strategies continue to be workable. Workplaces are growing more and more used to ongoing organizational changes, which guarantees possibilities for development.

(a) Structural Change

Structural change refers to the shifts in the sectorial composition of an economy that accompanies the process of aggregate economic growth (Syrquin, 1988). Industrialisation is, historically, the central process of structural change. Structural changes to an organization's structure may result from either internal or external forces (Rodrik, 2013). The management systems, administrative processes, and organizational hierarchy are all examples of structural changes. Mergers and acquisitions, shifts in the market, employment duplication, and regulatory changes are examples of conditions that call for structural change. Lozano et al. (2016) state that internal or external forces may be the catalyst for structural change inside an organization.

The capacity to identify the factors that lead to structural change inside an organization is essential for competent change management. The ability to recognize the early warning indicators of impending organizational change may assist management in better preparing for the shift and implementing strategies that will maintain the company's development trajectory (Lin & Liu, 2012). Aggarwal (2015) asserts that acquisitions and mergers have a significant impact on organizational structure.

According to McMillan (2017), a number of executives or managers inside an organization may determine that change is necessary. Workers may become frustrated attempting to win over many bosses, or they may devise strategies to take advantage of the managers' divergent opinions in order to achieve their own goals. When workers encounter redundant management roles, the organizational structure must be modified to eliminate the superfluous jobs. Rot (2016) noted that a company's ability to modify its business practices might lead to fundamental changes. A shift to a centralized method of doing business will result in changes to the organizational structure of the firm if its departments

were previously independent. In a similar vein, the organizational structure of the firm must adapt to accommodate the new group if a new department is established in response to business needs.

The hierarchy, chain of command, management methods, employment structure, and administrative processes of the organization are examples of structural changes. Mergers and acquisitions, employment duplication, market changes, and changes to procedures or policies are often the causes of the need for structural change. Butts (2014) posits that structural change within an organization may result from both internal and external influences. Knowing what drives structural change in an organization is necessary for effective change management. The management team can better plan for organizational change and put in place rules that will keep the business growing if they are able to recognize the warning indications of impending change. (Lin, (2009).

(b) Strategic Change

Strategic change is the term used to describe major alterations or changes made inside an organization with the goal of improving the business's performance, market position, or operational effectiveness. The company's long-term goals or strategic vision are often aligned with such changes. According to Korir et al. (2012), strategic changes are the successful management of a company change in which senior leaders, managers, and frontline employees collaborate to accomplish the necessary organizational, technological, or process changes. Strategic changes are the process of continuously updating an organization's skills, direction, and structure to meet the ever-changing demands of both internal and external consumers, according to Moran and Brighton (2011).

According to Hofer and Schendel (1978), strategic change is the substance of a company's strategy that changes according to its scope, resource allocations, competitive advantages, and synergy. Strategic change is characterized as a shift in the way an organization aligns with its external environment over time, either in form, quality, or status (Ven & Poole, 1995). Strategic change is described by Naghibi & Hadiyah (2011) as changes in the substance of a company's strategy as characterized by its scope, resource allocations, competitive advantages, and synergy. In its most basic form, strategic change refers to altering the goals and vision of the business in order to achieve better success. According to Rezvani (2015), it takes a huge upheaval to demonstrate how change may

sometimes put a company under pressure to reconsider its core business principles. Examples of strategic changes include adjustments to the goods and services the company provides, the markets and client segments it aims to reach, its place in the global economy, and the companies it will collaborate with on logistics requirements such as manufacturers and distributors. In terms of competitive advantages, scope, resource allocations, and synergy, strategic changes are adjustments made to a company's strategy. To put it simply, strategic change is a means of modifying the goals and vision of the organization in order to attain higher success. Nichols (2016) defines strategic change as altering an organization's overarching objectives, aims, strategy, or missions. Rezvani (2015) said that it is a substantial disruption since this kind of change may put a lot of pressure on an organization, even to the point where it has to reevaluate its core business principles. Changes to the company's goods or services, the target markets or client segments it aims to reach, its place in the global economy, and its partnerships with manufacturers, distributors, and other logistical requirements are a few examples of strategic changes.

Naghibi (2016) claims that although some businesses succeed in implementing change accurately and fully, others struggle to convey change to their workforce. No matter how widespread the change is, it will be ineffective if staff members aren't notified well enough to support it. According to Degnegaard (2010), managers in charge of strategic change should be aware of the following matters: (i) They must take into account employee culture and behavior because it is difficult to change something that people have been accustomed to for a long time; (ii) When discussing a strategic change, careful consideration must be given to the context compatibility between the change and the organization; a mismatch can result in a number of issues; (iii) Keep in mind that change is about changing people. The organization will change by changing the perspective of managers and employees regarding how the business operates.

(c) Technological Change

Technological change is defined as a product or process becoming more efficient such that output increases without input increasing (Bauer & Bender, 2004). A small organization's technological requirements are usually always shifting, depending on market trends and improvements in the sector as well as business needs. In today's world, almost all businesses rely on technology for all aspects of their operations. Technological

advancements bring about changes in the products or services provided as well as the methods used in their production. Product innovation is the term used to describe technological changes in the kind and nature of products and services provided (Bix, 2000). Technological innovation also originated from the idea of technological change as new goods for the consumer. Adoption of new procedures for transforming resources into goods and services is included in technological change. Investing in new gear and implementing new computer systems are examples of technological strategy (Brown, 2011). New machinery and production methods may save costs while increasing quality and productivity, but for this to work, structural and behavioral changes must also take place (Gibson et al., 2012).

Workers can need training to learn new skills in order to operate the machinery, and automation might change working conditions, chances for job advancement, and career routes. The manager's role may also change from one of simple supervision to one of mentoring and consulting depending on the degree of autonomy that workers want (Gibson et al., 2012). According to Heeks (2015), in order to improve operational efficiency, organizations use information systems, bespoke software, or specialized technological equipment in addition to the typical office ICT (such as a laptop and smartphone).

Technological innovations may reduce the time required to complete a job or, in some situations, eliminate the necessity for a business process or function. Typically, an organization's goal to increase productivity drives technological advancements, which have a significant impact on business operations (Cascio & Montealegre, 2016). As to Archer (2016), advancements in computers and technology boost a business's efficiency. When new software or equipment becomes the norm in the sector, employers often make it a prerequisite for employment to get training on it. To specialize in new technological areas, online businesses may create new divisions or positions. In certain sectors, adopting new technology may sometimes make some professions redundant. Godwin (2014) also attested to the fact that technology enhancement often reduces the amount of mind-numbing workplace chores and boosts productivity for workers. An update to desktop PCs' software and hardware, quicker office equipment, or the installation of a new information system are all examples of technological changes that occur on a daily basis. All-inclusive software platforms are being used by business owners more and more to update operations. For both big and small enterprises, the choice to update or buy new technology may be expensive (Caliskan, 2015). This necessitates comparing the update or adoption's cost to the

anticipated value brought to the business. It is common for small firms to put off adoption or improvements due to cost concerns. But in the long term, technology that makes considerable operational improvements may raise profit and offset costs.

(d) Cultural Change

According to Robbins et al. (2017), cultural change is the process by which an organization guides and supports its employees to match their attitudes and behaviors with the larger organization's aims and values. The term "cultural change" describes how ideas, attitudes, behaviors, and traditions within a community or specific group evolve and change throughout time (Mohammadi, 2020). A change in a community's traditions, attributes, social structure, and behavioral patterns is referred to as cultural change. The community's configuration and activities are permanently altered as a consequence of these changes. The process of encouraging staff members to adopt attitudes and behaviors that align with the organization's values and objectives is known as cultural change (Mujeeb & Ahmad, 2011). Changes in techniques, attitudes, procedures, systems, and beliefs may impact individual behavior and are referred to as cultural changes (Bruner, 1990).

If there is a leader who can drive the change, organizational culture may shift more quickly. This is particularly true for Indonesians, who are known for having high power distance and high collectivism (Hofstede et al., 2010). Society and organizations of varied sizes may experience a cultural change. Changes in techniques, attitudes, procedures, systems, and beliefs are referred to as cultural changes, and they have the potential to affect how people behave individually (Strikwerda, 2011). It is thought that cultural shifts are responses to the changes. If two firms with different cultures join, for example, cultural change may be required to better align employee behavior with present and future corporate goals. Effective cultural change projects must be implemented gradually and sustainably to allow staff members to adapt to the change without losing interest (Kanavagh & Ashkanasy, 2006).

Culture change in the workplace refers to a significant shift in the organizational philosophy that guides the behaviour and decision making of an organization's members (Schein, 2017). Organizational culture change is a kind of organizational change, but a significant one since it involves reevaluating the fundamental presumptions that members of the company are expected to adhere to (Na et al., 2010). Organizational culture, on the

other hand, serves as a barrier or a facilitator of change depending on how each employee interacts with it. Both internal and external factors may contribute to corporate culture change. An organization's internal dynamics as well as its external surroundings may eventually indicate that the organization's culture has to change (Prahalad & Bettis, 1986).

Employees adapt to the new organizational structure by changing their attitudes, behaviors, and ways of thinking. To accomplish the necessary degree of organizational change, both management and workers must undergo a change in their mental schemata, and it takes time for these changes to be internally absorbed by the whole workforce (Parker & Bradley, 2000).

2.2 Employee Performance

person performance, according to Sinha (2001), is based on how open and eager a person is to accomplish their work. The productivity of the workforce inside the organization is a critical factor in determining its profitability and success. According to Khan and Jabbar (2013), employee performance is defined as productivity and efficiency as a consequence of staff development. Furthermore, according to Sinha (2001), an employee's desire and openness to accomplish their work are key factors in determining their performance.

According to Herbert et al. (2000), employee performance is the result or contribution of workers in helping them achieve objectives. Performance is measured by the amount, quality, timeliness, presence, and attendance at work, as well as by the efficacy and efficiency of the work produced (Mathis & Jackson 2009). The accomplishment of duties by a designated person or people, as determined and assessed by a supervisor or organization, in accordance with predetermined acceptable criteria, while effectively and efficiently using available resources in a dynamic work environment, is known as employee performance. A worker's total effort applied to completing a job within a certain time period is their employee performance (Pickering & Pickering, 2010). According to Jiang et al. (2012), employee performance is the collective behavior of workers that is important to the objectives of the organization and that they may influence.

Performance is the end result of an employee's job in terms of quantity and quality completed while performing his or her tasks in line with those assigned to them (Robbins, 2010). Employee performance, according to Bayley (1990), is a record of the outcomes

achieved in a particular job function or activity within a specified time period connected to corporate goals. The outcome generated by a certain functional unit or individual activity within a specified timeframe is what matters, not the unique traits of the workers. The accomplishment of duties by a designated person or people, as determined and assessed by a supervisor or organization, in accordance with predetermined acceptable criteria, while effectively and efficiently using available resources in a dynamic work environment, is known as employee performance.

The behaviors that are required in accordance with the objectives of the company and the purpose within each employee's control are referred to as employee performance (Campbell et al., 1993). According to Hunter (1984), firms are interested in job performance because good workplace efficiency is important (Rudman, 1998). Mangkunegara (2011) states that the following factors may be used to evaluate an employee's performance: 1) Work quantity; 2) Work quality; 3) Responsibility; 4) Cooperation; and 5) Initiatives.

According to Deadrick and Gardner (1997), employee performance is defined as the record of results obtained for each job function over a certain time period. According to McCloy et al. (1994), three aspects may be considered when analyzing employee performance: "declarative knowledge," "procedural knowledge," and "motivation." These factors allow for an individual to perform better than others.

Employee performance was characterized by Porter and Lawler (1974) as a result of an individual's aptitude, effort, and abilities in a certain circumstance. Murphy (1989) clarified that behavior, not outcomes, is used to determine job success. Work performance was described by Campbell (1990) as acts or behaviors that are relevant to the objectives of the company. Employee performance was defined by Motowidlo et al. (1997) as the total value to the organization of the individual behavioral episodes that a person exhibits over a certain amount of time. Work performance was defined by Viswesvaran and Ones (2000) as the scalable activities, behaviors, and results that people take part in or create that are related to and support corporate objectives.

2.3 Organizational Performance

According to Chen et al. (2002), organizational performance is the result of a concerted effort to enhance an organization's ability to solve problems and adapt to changes

in its external environment through the use of internal or external behavioral scientists, also known as change agents. According to Virginia (2009), organizational performance is the actual output or outcomes of an organization as compared to its planned aims and objectives. The degree to which a business, as a social system with specific resources, is able to achieve its objectives without having to exhaust its resources and means or overwork its staff, is known as organizational performance (Barney, 2001).

According to Cascio (2006), organizational performance is the extent to which an organization successfully positions itself in the commercial market using its informational, financial, and human resources. An organization's capacity to build a flawless rapport with its resources is a sign of good and efficient resource management. (Daft (2000) Strategies have been developed depending on organizational performance in order to meet the aims and objectives of the company (Richardo, 2001). According to Ahmed and Shafiq (2014), organizational performance is the sum of an organization's actual output and outcomes as compared to its planned outputs, goals, and objectives.

Put another way, an organization's ability to accomplish its objectives may be used to measure its performance. The performance rate of a business is crucial information for managers or owners to know in order to make any necessary changes. The achievement of objectives via the conversion of inputs into outputs is the foundation of organizational performance. Performance is all about economy, efficiency, and effectiveness when seen through the lens of content. Stannack (1996) asserts that it highlights the connections between realized and effective cost (efficiency), the result and accomplished outcome (effectiveness), and effective and minimum cost (economy).

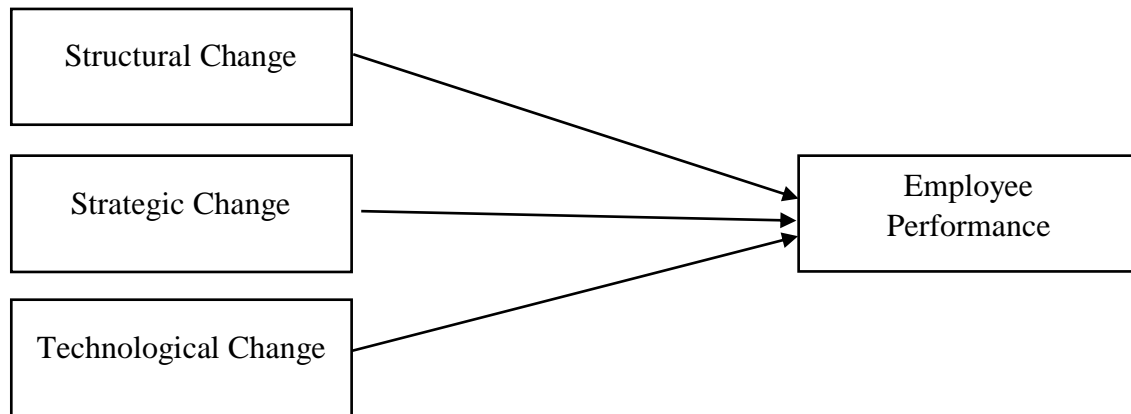
Organizational performance, according to Abolade (2018), is an evaluation of performance in relation to the predetermined goals and objectives. According to Karanja (2014), an institution's success is determined by how well it uses its resources to accomplish its goals and objectives. It is possible to see performance assessment as a crucial instrument for evaluating the existing state of affairs and assisting in important decision-making. Performance was defined by Ahmed and Shafiq (2014) as an all-encompassing metric that takes consistency, quality, and productivity into account. According to Shahzad et al. (2012), organization performance is a crucial notion since it measures success, identifies the issue, and provides a remedy.

In order to determine whether or not an organization has accomplished its aims and objectives, organizational performance has grown in importance. Richard et al. (2009) state that organizational performance is a determinant of how well an organization accomplishes its objective. Organizational performance is regarded as the primary dependent variable of interest for academics who are interested in any area of management. Over the last 20 years, the use of measurement methods has been one of the most widespread global trends in organization administration (Pollitt, 2006). Moreover, an organization's performance is determined by how well or poorly it executes its primary duties and operations in order to fulfill its declared goals, objectives, vision, and purpose. This is also known as achievements over an extended period of time (Azka et al., 2011).

2.4 Previous Studies

This section presents many research articles that help build the conceptual foundation of the study. The impact of organizational change on employee performance at the head offices of Dashen Banks was examined by Tarekegn (2020). The purpose of the research was to evaluate the organizational change's nature, the degree of employee performance, the link between employee performance and organizational change, and the impact of organizational change on employee performance in the context of Dashen Bank. Using a mixed research technique, the researcher used an explanatory and descriptive study design. With a sample size of 269, basic random sampling procedures were used in this study. With questionnaires and observation serving as the major data collecting tools, both primary and secondary data gathering are used. The data was analyzed using multiple regression analysis, correlation analysis, and descriptive statistics. The conceptual structure of Tarekegn (2020) is shown in Figure (2.1).

Figure (2.1) Conceptual Framework of Tarekegn

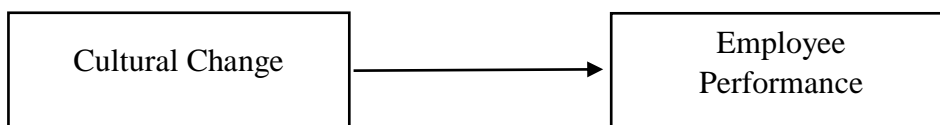


Source: Tarekegn (2020)

The findings of the association analysis demonstrated a favorable correlation between employee performance at Dashen Bank and the organizational change dimension. The research found that employee performance is not significantly influenced by changes in technology, strategy, or structure.

Auma (2023) evaluated how staff performance in Kenya's western circuit hotels was impacted by changes in organizational culture. Lewin's model, contingent theories of change, and correlation research design survey were used as the theoretical framework and data collection and analysis methods for this study. The study's target population included 585 staff members from various levels, from whom 116 were selected as a sample. The method used was stratified random sampling, whose strata were based on staff level. The Auma (2023) conceptual framework is shown in Figure (2.2).

Figure (2.2) Conceptual Framework of Auma



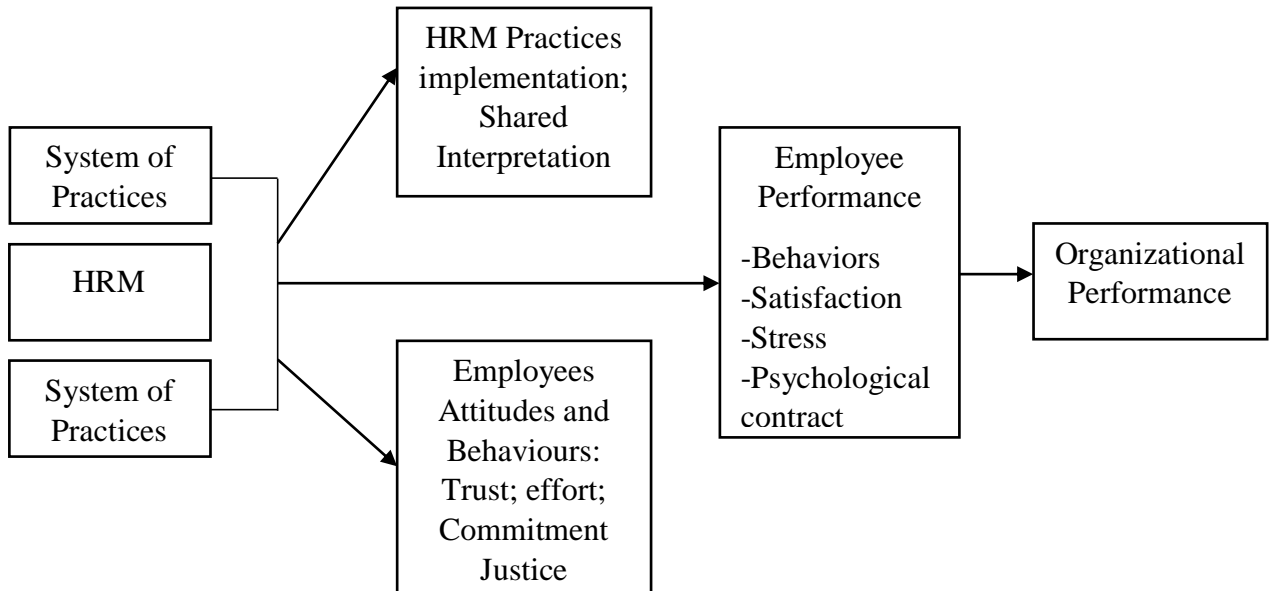
Source: Auma (2023)

Auma (2023) discovered that organizational culture changes had a favorable impact on employee performance at hotels along Kenya's western tourism circuit. The purpose of the study was to determine the impact of these changes on employee performance.

Veloso et al. (2015) investigated if workers in public and private firms had different perceptions of HRM, and if so, what those differences are like. Six case studies were carried out: two in governmental institutions and four in a private SME in the high tech industry. The workforce sizes of each firm were comparable, ranging from 100 to 300 people. The

convenience sample was used for all organization types, and the study's integration of participants was determined by the accessibility of the facilities. The conceptual framework of Veloso et al. (2015) is shown in Figure (2.3).

Figure (2.3) Conceptual Framework of Veloso et al.



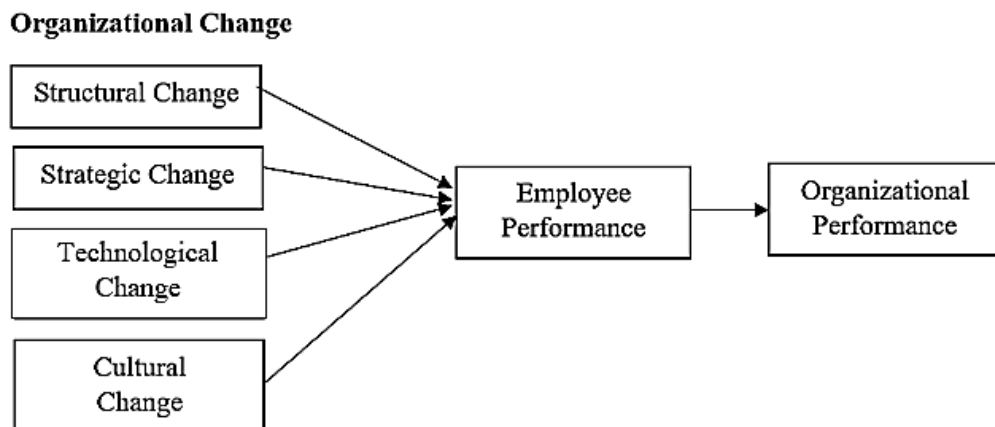
Source: Veloso et al. (2015)

Disparities were discovered between the study's public and private entities. Given the variety of methods and the strategic function, HRM is seen in public enterprises as mostly operational, administrative, weak, and softly emphasised. Workers believe that political and communication barriers limit their ability to participate in the organization and are aware of certain HRM practices (less so than in private enterprises). They understand that the implementation of this new HRM paradigm is eroding their level of commitment to the company. Employees at private companies see human resource management (HRM) as both strategic and operational, and they recognize that HRM approaches are more diverse and specialized. Nonetheless, there are several shared features. Employees in public organizations see the functional content less sophisticatedly than those in private firms, although overall perceptions of the content are comparable. The organizational hierarchy of HRM affects how employees view its capacity to intervene; when HRM is represented at the highest level of management, employees consider it to have a greater degree of involvement.

2.5 Conceptual Framework of the Study

The conceptual framework for the investigation is created using relevant literature studies and earlier research publications as a basis. The earlier research that were previously mentioned above served as the foundation for the study's conceptual framework. Tarekegn (2020) is the source for information on how structural, strategic, and technical changes affect employee performance. Auma (2023) mentions the impact of cultural change on worker productivity. Conversely, the impact of employee performance on the performance of the company is taken from Veloso et al. (2015). The conceptual structure of the research is shown in Figure (2.4).

Figure (2.4) Conceptual Framework of the Study



Source: Own Compilation (2024)

Employee performance is a dependent variable in the first section of the conceptual framework, while organizational change (structural, strategic, technical, and cultural changes) is an independent variable. Employee performance is an independent variable in the second section, while organizational performance is a dependent variable.

CHAPTER 3

PROFILE AND ORGANIZATIONAL CHANGE PRACTICES OF ASIA GENERAL GROUP COMPANY LIMITED

This chapter presents profile, vision, mission and organizational structure of Asia General Group Company Limited. In addition, it presents the organizational change practices of the company.

3.1 Profile of Asia General Group Company Limited

Asia General Group Company Limited was established in July 2008. It focuses exclusively on the transformer business and primarily supplies government projects, industrial zones, construction sites, system improvement locations, and the private sector. Asia General Co., Ltd. is a well-known manufacturer of power and distribution transformers, switchgear panels, and other related products in Myanmar. These goods are designed to provide the dependability and effectiveness needed for industrial, commercial, and utility applications.

One of the top manufacturers of switchgear panels and transformers in Myanmar is Asia General Group Co., Ltd.; it provides services for full life-cycle support, including replacement parts and components, and offers both liquid-filled and dry-type transformers. The headquarters is located at Pyae Road (Coner of the Pyi Yiek Thar Street) Kamaryut, and the factory is in Hlaing Thar Yar. Asia General Group's main products are transformers, panels, and switchgear.

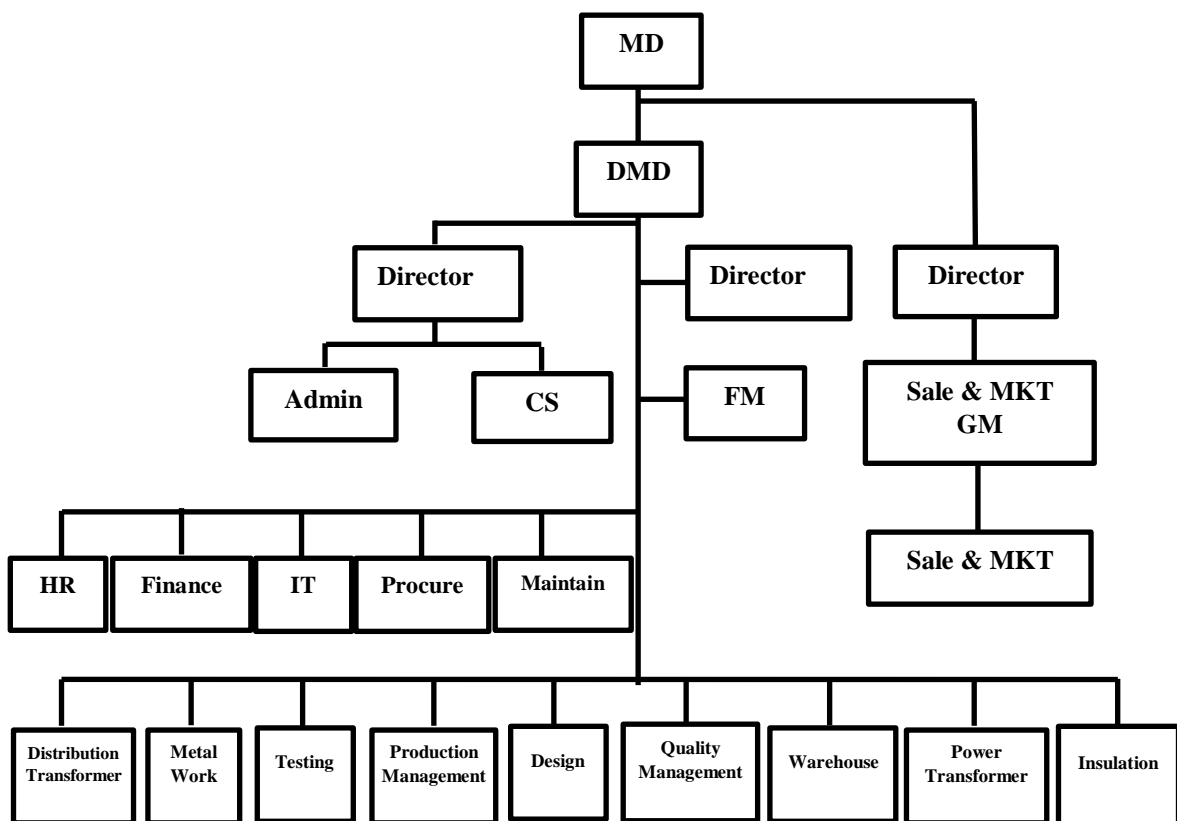
The business uses a quality management system that has been certified to meet ISO9001:2008 and ISO9001:2015 requirements. Asia General Group Co., Ltd. produces goods in batches of one or a few products designed to customer specifications. Their products are based on advanced technology, including transformers, electronics/electrical equipment, and engineering machinery.

Asia General Group Co., Ltd.'s aim is to support the infrastructure development of countries in the area of electricity distribution, therefore bringing prosperity to our stakeholders and the general public. According to its mission statement, it will always develop, invent, and create utilizing the newest methods and technology to offer clients

with power distribution products and services that adhere to worldwide standards. The company is committed to expanding and diversifying into newer markets and products while actively promoting environmental sustainability and green practices throughout operations.

Asia General Group Co., Ltd. has set clear objectives, including supply high-quality products at competitive prices and maintaining the standard quality for safety, savings, and satisfaction for the Asia General brand. Asia General Group Company has thoroughly designed organizational structure to achieve its vision and mission. Figure (3.1) presents the old organizational chart of Asia General Group Co., Ltd.

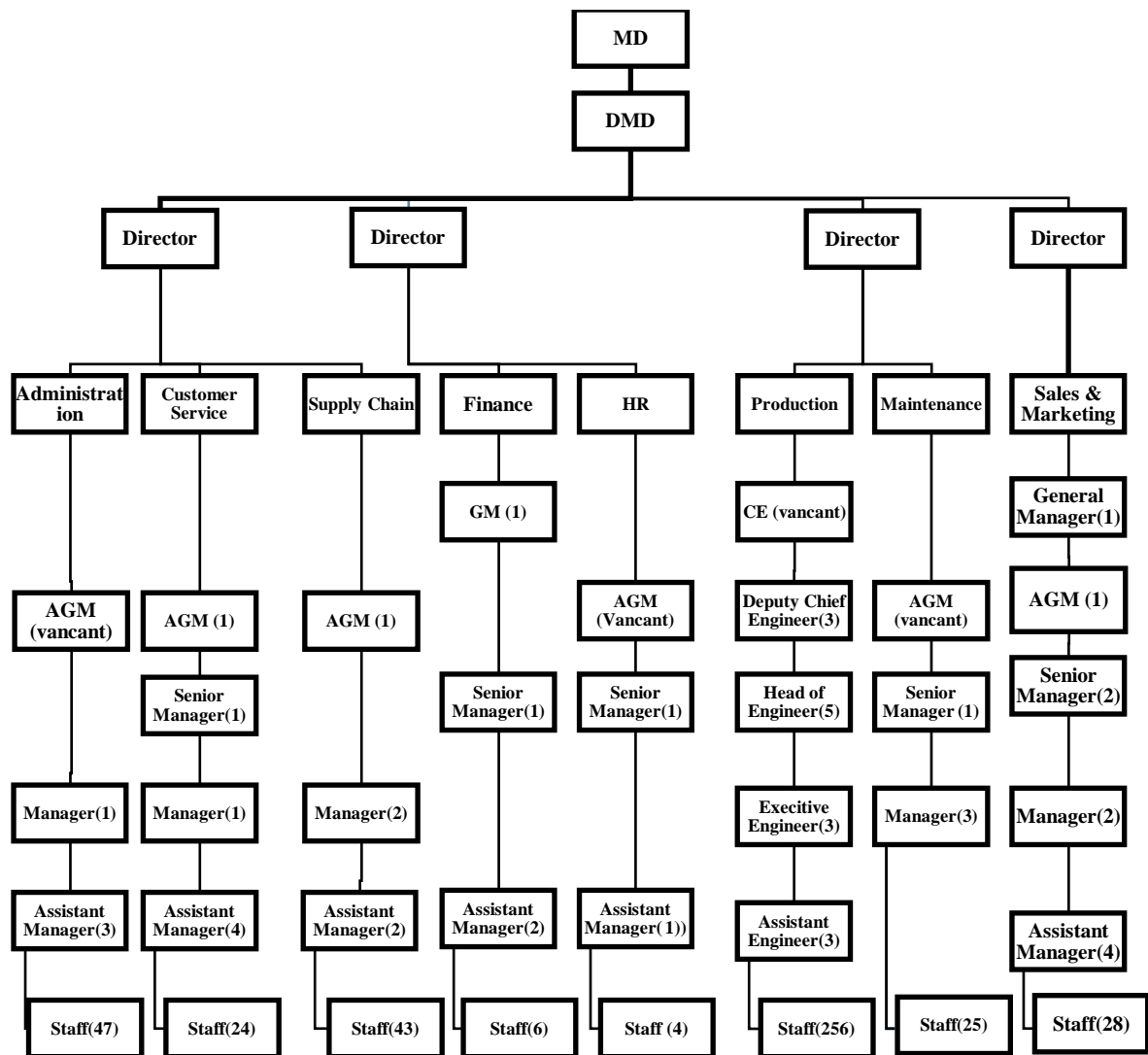
Figure (3.1) Old Organizational Chart of Asia General Group Co., Ltd.



Source: Asia General Group Co., Ltd. (2016)

As shown in Figure (3.1), DMD managed all segments except sales and marketing. Therefore, employees could not communicate to DMD easily if they had some issues. There was no immediate supervisor for employees. In addition, company did not define roles and responsibilities of employees clearly. Therefore, in the old structure, Asia General Group Co., Ltd did not achieve operation efficiency as expected.

Figure (3.2) New Organizational Chart of Asia General Group Co., Ltd.



Source: Asia General Group Co., Ltd. (2024)

As shown in Figure (3.2), new organizational structure of Asia General Group Co., Ltd. reveals a hierarchical arrangement where the Deputy Managing Director (DMD) maintains a direct reporting line to the Managing Director (MD). Under the DMD's management, four directors oversee specific domains within the company. Of the eight departments, three are managed by one director, two each are managed by two other directors, and the remaining department is overseen by the fourth director. This delineation ensures that roles and responsibilities are clearly defined within the organization, facilitating efficient decision-making and resource allocation. Employees have clear job description and immediate supervisor so that employees can perform better than previous time.

3.2 Organizational Change Practices of Asia General Group Co., Ltd.

Organizational change at Asia General Group Company Limited aims to enhance both employee and organizational performance. Through these changes, Asia General Group seeks to achieve desired outcomes and improve overall efficiency. One significant aspect of this change is the company's focus on creating a more environmentally sensitive, resource-efficient, and socially responsible organization. In order to boost employee performance, which in turn raises organizational performance, Asia General Group Company Limited has implemented organizational change, including structural, strategic, technical, and cultural changes.

3.2.1 Structural Change of Asia General Group Co., Ltd.

Asia General Group has implemented structural changes that aim to clarify the roles and responsibilities of its employees. This change is intended to streamline processes and enhance accountability within the organization. Structural changes at Asia General Group have been driven by the need to enhance operational efficiency. By reorganizing departments and realigning roles, the company aims to eliminate redundancies and optimize resource allocation, thereby increasing overall productivity.

Clearly defined roles ensure that each employee understands their specific duties, leading to improved efficiency and reduced confusion in task execution. Asia General Group balances centralization and decentralization in decision-making that further enhances Asia General Group's ability to address crises and mitigate risks effectively. Leadership at Asia General Group has decentralized decision-making authority, empowering employees to take initiative and make decisions within their scope of work. This approach fosters a sense of ownership and responsibility among employees, leading to more proactive problem-solving and innovation. By empowering employees to make decisions that affect their work, Asia General Group creates a motivated and committed workforce, ultimately driving improved organizational performance. By enhancing coordination and communication between departments, Asia General Group can respond more quickly and effectively to customer needs, ensuring higher levels of satisfaction.

The restructured organization promotes better teamwork and collaboration. Cross-functional teams are now better equipped to work together, leveraging diverse skills and

perspectives to achieve common goals. By optimizing workflows and improving coordination, Asia General Group aims to enhance its reliability and customer satisfaction.

In the old structure, employees cannot able to communicate to DMD easily. Therefore, the operation efficiency was low. Under the old structure, Asia General Group Co., Ltd. faced significant challenges due to an unclear delineation of roles and responsibilities, which was exacerbated by a centralized decision-making process. The Deputy Managing Director (DMD), who managed all segments except for sales and marketing, was the primary decision-maker, leading to a bottleneck in communication and decision execution. Employees encountered difficulties in communicating with the DMD, as the centralized structure did not facilitate direct or frequent interaction. This centralization hindered effective teamwork and collaboration across departments, as employees were often isolated from strategic decision-making processes and lacked a clear understanding of their roles within the organization.

Additionally, the absence of immediate supervisors for employees led to confusion, inefficiency, and a lack of accountability. Employees were uncertain about their specific duties and had limited guidance or support for problem-solving and decision-making. This lack of clarity in top management's decisions further contributed to the inefficiencies, as the strategic direction was not well-communicated or understood by the workforce. Consequently, the overall operational efficiency was compromised, and the organization struggled to achieve cohesive teamwork, resulting in suboptimal performance outcomes.

In contrast to the old structure, new structure has clear span of control and employees can get supports from immediate supervisors when they have difficulties. The new organizational framework of Asia General Group has been designed to address these inefficiencies by introducing a more decentralized approach to decision-making. The Deputy Managing Director (DMD) now reports directly to the Managing Director (MD), while four directors oversee specific domains within the company, each managing multiple departments. This decentralization of authority allows decisions to be made closer to the operational level, ensuring that they are more informed and responsive to the realities of the business.

The clear delineation of responsibilities within this structure ensures that employees have well-defined roles and immediate supervisors, which significantly enhances communication and accountability. Top management decisions are now more transparent

and better communicated, resulting in a clearer understanding of strategic goals across all levels of the organization. This clarity facilitates better alignment between individual and organizational objectives, further boosting overall productivity.

Moreover, the new structure fosters improved teamwork and collaboration. With the decentralization of decision-making and the establishment of clear supervisory roles, employees are more empowered to contribute to team efforts, leading to more cohesive and effective collaboration. This enhanced teamwork enables Asia General Group to respond more efficiently to customer needs and market demands, ultimately strengthening the organization's competitive position.

3.2.2 Strategic Change of Asia General Group Co., Ltd.

Based on the old organizational structure, top management did not take any suggestions from employees and strategic decisions sometimes could not be achieved. In the previous structure, strategic decision-making was centralized and lacked input from employees. Top management did not actively seek suggestions or feedback from employees, resulting in decisions that were sometimes disconnected from the realities on the ground. This top-down approach limited the effectiveness of strategic initiatives and created a disconnect between management and employees. Furthermore, the absence of a feedback loop hindered the organization's ability to adapt to changing market conditions and employee needs, exacerbating the misalignment between strategic goals and operational execution. As a result, this rigid approach not only stifled innovation but also led to decreased employee morale and engagement, further impacting overall organizational performance.

The new organizational structure at Asia General Group fosters a more inclusive and systematic approach to strategic change, which is implemented through a multi-step process. The strategic change process involves several key steps, starting with the identification of organizational goals, followed by the development of strategies in collaboration with senior management, middle management, and employees. This inclusive approach ensures that strategies are not only practical and implementable but also receive support from all levels of the organization.

To facilitate the effective execution of these strategies, Asia General Group has also emphasized the importance of Human Resources (HR) training. Communication and

collaboration training programs have been introduced to equip employees with the necessary skills to work more effectively within teams and across departments. Additionally, senior leadership training is provided for management-level staff, focusing on enhancing decision-making, strategic thinking, and leadership capabilities.

By actively involving middle management in the strategic change process, Asia General Group is able to gather valuable insights from employees and make necessary adjustments to strategies based on real-time feedback. This multi-step process, coupled with targeted HR training, not only streamlines decision-making but also enhances employee buy-in and engagement. As a result, the company is better positioned to successfully implement strategic changes, ultimately leading to improved organizational performance and alignment with its long-term objectives. Strategic changes at Asia General Group involve collaboration between senior management and employees. This inclusive approach ensures that the strategies developed are practical, implementable, and have the buy-in from all levels of the organization. Asia General Group's top management is well-aware of the challenges that accompany organizational change. They actively address these issues through continuous monitoring and adjustment of strategies to ensure smooth transitions. To facilitate smooth transitions during strategic changes, Asia General Group provides mentoring and coaching to its employees. This support helps employees adapt to new processes and expectations, minimizing disruption and maintaining productivity.

Departments within Asia General Group actively work to raise awareness about the necessity and benefits of change. This mobilization helps in gaining employee support and engagement in the change initiatives. Strategic changes have streamlined decision-making processes, allowing for quicker responses to market dynamics and internal challenges. This agility is crucial for maintaining a competitive edge. In addition, open communication is a cornerstone of Asia General Group's strategic changes. By sharing both factual data and employee sentiments, the organization fosters a transparent environment that supports informed decision-making and trust. With new organizational structure, top management can get issues and suggestions of the employees through middle management. Therefore, management can make more effective strategic decisions.

3.2.3 Technological Change of Asia General Group Co., Ltd.

Under the old structure, technological change was limited by the lack of clear communication channels and support systems. The absence of an immediate supervisor and centralized decision-making made it difficult for employees to adapt to new technologies or suggest improvements. As a result, the adoption of new tools and processes was slower, and employees often struggled with the manual workload and inefficient workflows. Additionally, the centralized nature of decision-making meant that technological advancements and necessary updates were frequently delayed, as approvals had to pass through a bottleneck of top-level management. This delay in decision-making impeded the organization's ability to stay competitive and responsive to technological trends. Consequently, the slow pace of technological adoption hindered productivity improvements and left the organization lagging behind industry standards.

With the implementation of the new organizational structure, Asia General Group has significantly advanced its technological capabilities, driving both operational efficiency and innovation. One of the key changes has been the replacement of manual processes with automatic machinery, streamlining production and reducing the dependency on labor-intensive tasks. This transition to automated systems includes the deployment of advanced machinery that enhances precision and consistency in manufacturing operations, thereby boosting overall productivity.

In parallel with these hardware upgrades, Asia General Group has also focused on process optimization through the integration of sophisticated software tools such as SAP ERP and Autodesk AutoCAD. These technologies have not only streamlined operations across departments but also simplified complex tasks, particularly in design and engineering processes. The use of Autodesk AutoCAD, for example, has enabled the company to implement advanced technological changes in product design, allowing for more efficient and accurate creation and modification of technical drawings.

Furthermore, the introduction of automation technologies such as Siemens SIMATIC PLCs and ABB Robotics has significantly reduced manual workloads, further enhancing production efficiency. These advancements are complemented by a clear span of control and improved communication channels within the organization, which have provided employees with the necessary support to adapt to these new technologies. As a result, Asia General Group has seen a marked increase in overall productivity and

efficiency, positioning the company to better meet market demands and maintain a competitive edge in the industry.

Technological advancements at Asia General Group have significantly reduced the manual workload of employees. The integration of software tools like SAP ERP (Enterprise Resource Planning) and Autodesk AutoCAD has greatly simplified work processes at Asia General Group. SAP ERP streamlines operations across departments, from inventory management to customer relationship management, ensuring that all processes are synchronized. Meanwhile, AutoCAD enhances the efficiency of design and engineering tasks, enabling employees to create and modify complex technical drawings with greater ease.

Asia General Group has implemented advanced automation technologies like Siemens SIMATIC PLCs (Programmable Logic Controllers) in its manufacturing processes. These PLCs have automated various routine tasks, such as quality control checks and assembly line operations, reducing the need for manual intervention. This has allowed employees to shift their focus towards more complex and strategic activities, such as process optimization and product development. Asia General Group has adopted cutting-edge technologies such as ABB's Robotics solutions and Siemens TIA Portal for automation and digitalization of the manufacturing floor. These technologies not only speed up production but also improve accuracy, reducing errors and rework. The implementation of Microsoft Power BI for data analysis has also empowered employees to make data-driven decisions, further boosting productivity.

Communication among employees has been vastly improved through the deployment of collaboration platforms like Microsoft Teams and Slack. These platforms enable real-time communication, file sharing, and project management, facilitating better teamwork even across different locations. For more complex technical discussions, Asia General Group uses Cisco Webex for video conferencing, ensuring that employees can collaborate effectively, whether on-site or remotely.

Asia General Group (AGG) has invested in upgrading its factory facilities, especially with the adoption of Industry 4.0 technologies. The installation of advanced CNC (Computer Numerical Control) machines from DMG Mori has enhanced precision in manufacturing, allowing for the production of more complex components with tighter tolerances. Additionally, the factory has been equipped with IoT (Internet of Things)

sensors that monitor machine health in real-time, minimizing downtime through predictive maintenance.

The company has also invested in new transformer testing facilities equipped with Omicron test equipment, which allows for comprehensive testing and diagnostics of transformers, ensuring they meet international quality standards before they are dispatched to customers. These improvements not only increase the production capacity but also enhance the overall quality and reliability of Asia General Group's products.

Automation and improved tools allow employees to focus on higher-value tasks, enhancing overall efficiency. New technologies have simplified many of the tasks at Asia General Group. User-friendly systems and streamlined processes make it easier for employees to perform their duties effectively.

By adopting new technologies, Asia General Group has seen a marked improvement in employee productivity. Tools that enhance data analysis, communication, and workflow management contribute to this increased productivity. Technological innovations have also improved internal communication. Platforms for collaboration and information sharing ensure that employees can easily connect and collaborate, regardless of their physical location.

3.2.4 Cultural Change of Asia General Group Co., Ltd.

The old organizational structure at Asia General Group did not effectively promote a culture of innovation, mutual respect, or employee well-being. The lack of clear roles, responsibilities, and communication channels hindered the development of a positive work culture. As a result, employees felt disconnected from management and were less motivated to contribute to the organization's goals. The absence of structured feedback mechanisms further exacerbated this issue, as employees had limited opportunities to voice their concerns or suggestions. This lack of engagement led to a decline in job satisfaction and decreased overall morale. Furthermore, the rigid hierarchy and poor communication practices stifled creativity and hindered collaboration, preventing the organization from fully leveraging its employees' potential. Consequently, the organization struggled with high turnover rates and difficulty in attracting top talent, impacting its long-term success and growth.

The new organizational structure at Asia General Group places a strong emphasis on fostering a positive and dynamic organizational culture. This cultural transformation is driven by clearly defining roles and promoting open communication, which collectively encourage innovation, teamwork, and continuous improvement across the company. As part of this cultural shift, Asia General Group has begun to experiment with new product development initiatives, empowering employees to contribute innovative ideas and participate in the development process.

To further support this cultural change, the Human Resources (HR) department has introduced talent supervision training, aimed at equipping supervisors with the skills needed to effectively manage and nurture talent within their teams. This training focuses on enhancing supervisory capabilities in areas such as coaching, feedback, and conflict resolution, ensuring that leaders at all levels are able to foster a positive and productive work environment.

The company now prioritizes mutual respect, employee well-being, and a supportive work environment, recognizing these elements as critical to achieving its organizational goals. These cultural changes have led to a more motivated and committed workforce, better equipped to drive organizational success. The alignment of the company's cultural values with its strategic objectives has not only improved employee satisfaction but also strengthened the organization's capacity to adapt to change and pursue new growth opportunities. Asia General Group fosters a culture that prioritizes innovation and continuous improvement. This cultural emphasis encourages employees to seek out new ideas and ways to enhance their work. The organization places a strong emphasis on mutual respect among employees. This respect is fundamental to creating a positive and productive work environment. Asia General Group promotes a supportive and cooperative work culture. Teamwork and mutual support are key values that help in achieving organizational goals. Employee well-being is a priority at Asia General Group. The company ensures that employees have access to the resources and support they need to maintain their health and well-being.

3.3 Profile of the Respondents

Structured questionnaires were used to gather primary data from 229 out of AG Group Company Limited's 537 workers. The respondents' demographic information is shown in Table (3.1).

Table (3.1) shows that, out of the 229 respondents, 133 men, or 58.10% of the total, are male, and 96 women, or 41.90%, are female. The results of the study indicate that men make up the majority of the respondents.

In terms of marital status, 157 individuals (68.60% of all respondents) are married, while 72 people (31.40% of total respondents) are single. The majority of responders, according to survey data, are married.

Regarding the age range of respondents, the age range of 31 to 40 years old constituted the majority of respondents (59.40%). In comparison to the other age categories, 7.0% of respondents are between the ages of 21 and 30 and 31.90% are between the ages of 41 and 50. The age groups of 51 to 60 years old and above 60 years old comprise 0.90% and 0.97% of the total respondents, respectively, and are considered to be minorities.

The majority of respondents (68.10%) had graduate-level education, followed by master's- and postgraduate-level respondents (13.50% and 8.70% of all respondents, respectively). Furthermore, 6.10 percent of the respondents are in high school, 0.09 percent are in college, and 2.60 percent have a doctorate. Conclusion: The majority of responders have a college degree.

The survey collected data from 229 employees at AG Group Company Limited, revealing that the majority of respondents are male (58.10%), married (68.60%), and fall within the 31-40 age group (59.40%). Most respondents are well-educated, with 68.10% holding a graduate degree.

Table (3.1) Demographic Data of the Respondents

Sr. No.	Category		No. of Respondents	Percent
	Total		229	100.0
1	Gender	Male	133	58.1
		Female	96	41.9
2	Marital Status	Single	72	31.4
		Married	157	68.6
3	Age (years)	21-30	16	7.0
		31-40	136	59.4
		41-50	73	31.9
		51-60	2	0.9
		above 61	2	0.9
4	Education Background	High School	14	6.1
		Undergraduate	2	0.9
		Graduate	156	68.1
		Post Graduate	20	8.7
		Master	31	13.5
		Ph.D.	6	2.6
5	Position	Staff	13	5.7
		Executives	5	2.2
		Manager	98	42.8
		GM/Dy. CE	13	5.7
		Non-Managerial Staff	100	43.7
6	Experience (Years)	Less than 1	11	4.8
		1- 2	10	4.4
		3 – 4	22	9.6
		4 - 5	14	6.1
		Above 5	172	75.1

Source: Survey Data (2024)

Regarding to job position, 42.80% of the respondents are managers. Staffs and GM/Dy. CE positions represent 5.70% respectively. The minorities are executives representing 2.20% of the total respondents. 43.70% of total respondents are majority and they are working as other positions such as supervisor, and non-managerial staff.

When it comes to job experience, the majority of respondents (75.10%) have more than five years of experience. The remaining respondents have, in order of duration, worked for four to five years (6.10%), three to four years (9.50%), and one to two years (4.40%) throughout their employment. Research indicates that a mere 4.80% of the participants had worked for less than a year.

To summarize, most of the respondents are males who are married. They are from 31 to 40 years old and they are educated people. They are working as supervisor, and non-staff. They have been working at Asia General Group above 5 years.

3.4 Reliability Test

Test reliability is the degree to which a test is error-free in its measurement. It has a lot to do with test validity. Hair et al. (2010) state that the dependability Cronbach's alpha has five value levels, which are shown in Table (3.2).

Table (3.2) Value Level of Reliability Cronbach's Alpha

Sr. No.	Cronbach's Alpha Value Level	Level of Reliability
1	0.0 - 0.20	Less Reliable
2	0.21 – 0.40	Rather Reliable
3	0.41 – 0.60	Quite Reliable
4	0.61 – 0.80	Reliable
5	0.81 – 1.00	Very Reliable

Source: Hair et al. (2010)

Hair et al. (2010) classified five levels of dependability based on the range of Cronbach's Alpha values, as shown in Table (3.2). Level of Reliability Value This research refers to Hair et al. (2010)'s Cronbach's Alpha. Table (3.3) displays the outcome of the Cronbach's Alpha reliability test.

Table (3.3) Reliability Test

Sr. No.	Variable	No. of Items	Cronbach's Alpha
1	Structural Change	6	0.868
2	Strategic Change	6	0.828
3	Technological Change	4	0.822
4	Cultural Change	4	0.839
5	Employee Performance	5	0.855
6	Organizational Performance	5	0.880

Source: Survey Data (2024)

According to Table (3.3), Cronbach's Alpha values for variables analyzed in this study get scores greater than 0.8. Hence, questions in the survey are consistent and it can be concluded that the findings are valid and very reliable in this study.

CHAPTER 4

**ANALYSIS ON THE EFFECT OF ORGANIZATIONAL CHANGE
ON EMPLOYEE PERFORMANCE AND ORGANIZATIONAL
PERFORMANCE OF ASIA GENERAL GROUP COMPANY
LIMITED**

The first section of this chapter includes descriptive information about Asia General Group Company Limited's organizational performance, employee performance, and organizational change. The impact of organizational change on worker performance is then presented. Lastly, it illustrates how employee performance affects organizational performance.

4.1 Employee Perception on Organizational Change, Employee Performance, and Organizational Performance

Primary data for this research were gathered from 229 AG Group Company Limited workers. In order to identify the elements that influence customer satisfaction, primary data were gathered using structured questions and a five-point Likert scale (1 being strongly disagree, 2 being disagree, 3 being neutral, 4 being agree, and 5 being strongly agree). The research used the Best (1977) mean rating scale to analyze the mean scores.

Table (4.1) Mean Rating Scale

Sr. No.	Score Range	Mean Rating
1	1.00 -1.80	Strongly Disagree
2	1.81 -2.60	Disagree
3	2.61-3.40	Neutral
4	3.41- 4.20	Agree
5	4.21-5.00	Strongly Agree

Source: Best (1977)

As shown in Table (4.1), Best (1977) categorized five mean rating with score range. Those mean ratings include strongly agree, agree, neutral, disagree, and strongly disagree with respective score range. This study follows mean score range of Best (1977) while interpreting the data.

4.1.1 Organizational Change

This research presents organizational change, including changes in structure, strategy, technology, and culture. In this part, the mean, standard deviation, and overall mean values of the gathered data are presented in a descriptive analysis.

(a) Structural Change

By posing six assertions to 229 respondents, the Structural Change of Asia General Group Co., Ltd. is examined. The respondents' opinions about AGG Co., Ltd.'s structural change are shown in Table (4.2).

Table (4.2) Structural Change

Sr. No.	Description	Mean Score	Std. Deviation
1	Specifying roles and responsibilities of employees more clearly	3.91	0.72
2	Improving efficiency	3.79	0.64
3	Authority for decision making and actions for employee's efficient performance being given by leaders and management in the organization	3.85	0.67
4	Improving service delivery at Asia General Group	3.72	0.66
5	Improving teamwork and collaboration at Asia General Group	3.96	0.59
6	Fulfilling customer needs and ensure timely delivery	3.80	0.73
	Overall Mean		3.82

Source: Survey Data (2024)

The total mean and mean values fall between 3.41 and 4.20, as shown in Table (4.2). In general, it can be said that there is consensus about Asia General Group Co., Ltd.'s

structural change. The majority of the respondents agree that the structural change at Asia General Group improves teamwork and collaboration. Asia General Group defined roles and responsibilities of employees to ensure that each of them understands their specific duties, leading to improved efficiency and reduced confusion in task execution. Therefore, the respondents agree that structure change specifies roles and responsibilities of employees more clearly.

They also agree that decision-making power and actions for employees' effective performance are delegated by organization leaders and management. Moreover, respondents agree that Asia General Group used to do structure change to improve efficiency and such structural change fulfil customer needs and ensure timely delivery. Additionally, respondents agree that change process has greatly improved service delivery at Asia General Group as the restructured functional teams are better equipped to work together, leveraging diverse skills and perspectives to achieve common goals.

(b) Strategic Change

By posing six questions to 229 respondents, the Strategic Change of Asia General Group Co., Ltd. is examined. The respondents' opinions about Asia General Group Co., Ltd.'s strategy change are shown in Table (4.3).

Table (4.3) Strategic Change

Sr. No.	Description	Mean Score	Std. Deviation
1	Developing change initiatives with collaboration of senior managers and the employees within Asia General Group	3.81	0.70
2	Understanding by top management on the issues arising from change	3.97	0.66
3	Providing mentoring and coaching to the employees to enable make a smooth transition	3.83	0.69
4	Mobilizing the awareness and the need for change by the department	3.81	0.67
5	Faster decision making with strategic change	3.88	0.72
6	Sharing feelings and facts through open communication	3.82	0.72
	Overall Mean	3.84	

Source: Survey Data (2024)

The total mean and mean values fall between 3.41 and 4.20, as shown in Table (4.3). In general, it can be said that there is agreement on Asia General Group Co., Ltd.'s strategy change. The majority of the respondents agree that top management understands the issues arising from the change as top management of Asia General Group as top management is well-aware of the challenges that accompany organizational change. Furthermore, the participants agree that staff have received mentorship and coaching to facilitate a seamless transition, with upper management actively addressing these concerns via ongoing strategy adjustments and monitoring. In addition, open communication is a cornerstone of Asia General Group's strategic changes and the organization fosters a transparent environment by sharing both factual data and employee sentiments. As a result, respondents agree that decisions are made more quickly and that open communication allows for the sharing of information and sentiments. The participants agree that top management and staff of Asia General Group work together to establish change initiatives. Furthermore, since departments within Asia General Group actively seek to increase awareness about the need and advantages of change, respondents agree that the department mobilizes awareness of the need for change.

(c) Technological Change

By posing four questions to 229 respondents, Technological Change of Asia General Group Co., Ltd. is examined. The respondents' opinions of Asia General Group Co., Ltd.'s technical change are shown in Table (4.4).

Table (4.4) Technological Change

Sr. No.	Description	Mean Score	Std. Deviation
1	Reducing the workloads of employees	3.76	0.77
2	Making work easier by technological change	4.02	0.68
3	Improving employee productivity by technological change	4.06	0.66
4	Improving communication among the employees by innovation in technology	3.91	0.64
	Overall Mean	3.92	

Source: Survey Data (2024)

The total mean and mean values fall between 3.41 and 4.20, as shown in Table (4.4). In general, it can be said that there is a degree of agreement on Asia General Group Co.,

Ltd.'s technical change. The respondents agree that technological change improves employee productivity as technological advancements at Asia General Group Group have significantly reduced the manual workload of employees. New technologies adopted by Asia General Group have simplified many of the tasks, and user-friendly systems and streamlined processes make it easier for employees to perform their duties effectively. Therefore, the respondents agree that technological change makes work easier. The respondents also agree that innovation in technology improves communication among the employees as platforms for collaboration and information sharing ensure that employees can easily connect and collaborate, regardless of their physical location. In addition, respondents agree that technological change reduces the workloads of employees at Asia General Group Co., Ltd.

(d) Cultural Change

In order to examine Asia General Group Co., Ltd.'s cultural change, 4 assertions are posed to 229 respondents. The respondents' opinions of Asia General Group Co., Ltd.'s cultural change are shown in Table (4.5).

Table (4.5) Cultural Change

Sr. No.	Description	Mean Score	Std. Deviation
1	Having a culture that values innovation and continuous improvement	3.97	0.72
2	Having a culture of mutual respect	3.88	0.69
3	Setting supportive and cooperative work culture	3.95	0.65
4	Strong emphasis on employees and concern for their well-being at Asia General Group	3.84	0.75
Overall Mean		3.89	

Source: Survey Data (2024)

The total mean and mean values fall between 3.41 and 4.20, as shown in Table (4.5). We may in general infer that there is a degree of agreement on Asia General Group Co., Ltd.'s cultural change. Asia General Group emphasises a cultural that encourages employees to seek out new ideas and ways to enhance their work. Therefore, the respondents agree that Asia General Group has a culture that values innovation and

continuous improvement. The respondents also agree that Asia General Group sets supportive and cooperative work culture. Furthermore, the respondents agree that Asia General Group has a mutual respect culture since the company strongly emphasizes this value among staff members, which is essential for fostering a supportive and effective work environment. The organization makes certain that workers have access to the tools and assistance they need to preserve their health and wellbeing. So, the respondents agree that there is a strong emphasis on employees and concern for their well-being at Asia General Group.

4.1.2 Employee Performance

A total of 229 respondents are asked five questions in order to examine the employee performance of Asia General Group Co., Ltd. The respondents' opinions about Asia General Group Co., Ltd. employees' performance are shown in Table (4.6).

Table (4.6) Employee Performance

Sr. No.	Description	Mean Score	Std. Deviation
1	Improvement in performance as structure change improves faster decision making	3.89	0.69
2	Improvement in productivity due to organization strategic change	3.87	0.63
3	Motivating employees to enhance their performance	3.81	0.67
4	Finishing work on time	4.03	0.70
5	Satisfaction with performance	3.97	0.73
Overall Mean		3.90	

Source: Survey Data (2024)

The total mean and mean values fall between 3.41 and 4.20, as shown in Table (4.6). In general, it can be said that Asia General Group Co., Ltd. employees perform at an acceptable level. The respondents agree that they can manage to finish their work on time. The respondents are satisfied with their performance. Moreover, the respondents agree that their performance have significantly improved as structure change improves faster decision making. In addition, the respondents agree that their productivity is improving due to

organization strategic change. The respondents also agree that cultural change motivates employees to enhance their performance.

4.1.3 Organizational Performance

Asia General Group Co., Ltd.'s organizational success is looked at by having 229 people answer five lines. The respondents' opinions about Asia General Group Co., Ltd.'s organizational performance are shown in Table (4.7).

Table (4.7) Organizational Performance

Sr. No.	Description	Mean Score	Std. Deviation
1	Growth of the organization since the organizational change	3.86	0.67
2	Achieving faster customer service after change	3.83	0.66
3	Reducing customer complaints significantly after change	3.72	0.68
4	Being high level of customer satisfaction in Asia General Group	3.96	0.67
5	Achieving proper strategic goals of Asia General Group	4.10	0.68
Overall Mean		3.88	

Source: Survey Data (2024)

The total mean and mean values fall between 3.41 and 4.20, as shown in Table (4.7). In general, it can be said that Asia General Group Co., Ltd.'s organizational performance is at an agreeable level. The respondents agree that strategic goals of Asia General Group are properly achieved. They also agree that the level of customer satisfaction in Asia General Group is high. Moreover, the respondents agree that the organization has been growing since organizational change. In addition, the respondents agree that faster customer service is achieved after organizational change. The respondents also agree that customer complaints have been reduced significantly after organizational change.

4.2 Analysis on the Effect of Organizational Change on Employee Performance

The examination of organizational change and employee performance is presented in this section. Multiple regression is used to accomplish the goal, and the outcome is shown in Table (4.8).

Given that the adjusted R square value in Table (4.8) is 0.673, it may be inferred that this particular model accounts for 67.3% of the variance in employee performance that is predicted by organizational change. This model may be considered valid since, in terms of overall importance, the F value is extremely significant at the 1 percent level. It has been discovered that every organizational change aspect significantly and favorably affects employee performance.

Table (4.8) Effect of Organizational Change on Employee Performance

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.
	B	Std. Error			
(Constant)	.306	.168		1.825	.069
Structural Change	.208***	.070	.198	2.979	.003
Strategic Change	.216***	.081	.202	2.680	.008
Technological Change	.277***	.061	.284	4.536	.000
Cultural Change	.226***	.057	.241	3.946	.000
R Square	.678				
Adjusted R Square	.673				
F Value	118.059***				

Source: Survey Data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

At a 1% significant level, structural change has a favorable and substantial impact on employee performance. It suggests that improved employee performance is a result of Asia General Group Co., Ltd.'s improved organizational change. Since structural change of Asia General Group Co., Ltd defines roles and responsibilities of the employee clearly and improves communication among employee, structural change at Asia General Group improves teamwork and collaboration. Therefore, employees can perform their jobs well and their performance is improved.

At a 1% significant level, strategic change has a favorable and substantial impact on staff performance. It suggests that improved employee performance is a result of Asia General Group Co., Ltd.'s improved strategy change. Top management of Asia General Group Co., Ltd actively address potential and current issues through continuous monitoring and adjustment of strategies. In addition, open communication is a cornerstone of Asia General Group's strategic changes. Therefore, employees can perform their jobs well and their performance is improved.

At a 1 percent significant level, technological change has a favorable and substantial impact on employee performance. It indicates that the better technological change of Asia General Group Co., Ltd leads to better employee performance. New technologies adopted by Asia General Group have simplified many of the tasks, and user-friendly systems and streamlined processes make it easier for employees to perform their duties effectively. Therefore, employees can perform their jobs easily and their performance is improved.

At the one percent significant level, cultural change has a positive and substantial impact on employee performance. It suggests that Asia General Group Co., Ltd.'s improved culture change results in improved employee performance. Asia General Group emphasises a cultural that encourages employees to seek out new ideas and ways to enhance their work. Therefore, employees can perform their jobs easily and their performance is improved.

The (Beta) score indicates that the most influential element on employee performance is technical change. Technological change of Asia General Group Co., Ltd reduces the workloads of employees at Asia General Group. It improves communication among the employees and makes the jobs easier. Therefore, employees can perform their jobs easily without much stress and their performance is improved.

In conclusion, all types of organizational change such as structural, strategic, technological, and cultural are positively and significantly affect employee performance at Asia General Group Co., Ltd.

4.3 Analysis on the Effect of Employee Performance on Organizational Performance

The examination of employee performance in relation to organizational performance is presented in this section. Multiple regression is used to accomplish the goal, and the outcome is shown in Table (4.9).

Table (4.9) Effect of Employee Performance on Organizational Performance

Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.
	B	Std. Error			
(Constant)	.868	.172		5.060	.000
Employee Performance	.772***	.044	.761	17.701	.000
R Square	.580				
F Value	313.324***				

Source: Survey Data, (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10% level

Table (4.9) explains that, given the R square value of 0.580, it can be inferred that the model under consideration accounts for 58.0% of the variance in organizational performance that is predicted by personnel performance. This model may be considered valid since, in terms of overall importance, the F value is extremely significant at the 1 percent level.

At the one percent significant level, employee performance has a positive and substantial impact on organizational performance. It suggests that greater organizational effectiveness is a result of stronger personnel performance. Employees of Asia General Group can manage to finish their work on time. In addition, they can improve performance as structure change improves faster decision making. Therefore, Asia General Group gets more customer satisfaction, and the organization is growing since employees can perform better after organizational change.

CHAPTER 5

CONCLUSION

The results and comments are presented in this chapter. It also includes ideas and recommendations for raising Asia General Group Co., Ltd.'s organizational and worker performance. Lastly, it highlights the need for more study.

5.1 Findings and Discussions

Examining the impact of organizational change on employee performance and analyzing the relationship between employee performance and organizational performance of Asia General Group Company Limited are the primary goals of this research. There are two types of data used: main and secondary. This research identifies descriptive statistics in terms of mean values and standard deviation for organizational change, including structural, strategic, technical, and cultural changes. Using a straightforward random sample technique, primary data are gathered from 229 of Asia General Group Company Limited's 537 workers.

The majority of respondents are married men, according to the respondents' demographic information. It is discovered that the age range of the majority of responders is between 31 and 40. They are educated individuals with a bachelor's degree. Most of the respondents are employees working as various positions and they have working experience above 5 years.

Regarding structural change, respondents agree that the structural change of Asia General Group Co., Ltd improves teamwork and collaboration. They agree that structure change specifies roles and responsibilities of employees more clearly as well. The organization's leaders and management delegate decision-making power and take appropriate steps to ensure that employees work effectively. Moreover, respondents agree that Asia General Group used to do structure change to improve efficiency and such structural change fulfil customer needs and ensure timely delivery. Additionally, they agree that change process has greatly improved service delivery at Asia General Group as the restructured functional teams are better equipped to work together, leveraging diverse skills and perspectives to achieve common goals.

Regarding strategic change, majority of the respondents agree that Asia General Group's top management is well aware of the challenges and issues arising from organizational change. Additionally, they agree that staff members have received mentorship and coaching to facilitate a seamless transition. In addition, open communication is a cornerstone of Asia General Group's strategic changes and the organization fosters a transparent environment by sharing both factual data and employee sentiments. As a result of strategic changes, decisions are made more quickly, and opinions and information are communicated honestly. The respondents agree that top management and Asia General Group staff work together to implement change efforts. Furthermore, they concur that as departments within Asia General Group actively seek to create awareness about the need and advantages of change, the department mobilizes understanding of the need for change.

As to technological change, majority of the respondents agree that technological change improves employee productivity as technological advancements at Asia General Group have significantly reduced the manual workload of employees. They also agree that new technologies adopted by Asia General Group have simplified many of the tasks, and user-friendly systems and streamlined processes make it easier for employees to perform their duties effectively. Therefore, technological change makes work easier. Moreover, innovation in technology improves communication among the employees as platforms for collaboration and information sharing ensure that employees can easily connect and collaborate, regardless of their physical location. In addition, technological change reduces the workloads of employees at Asia General Group.

Regarding cultural change, most respondents agree that Asia General Group emphasises a cultural that encourages employees to seek out new ideas and ways to enhance their work. Therefore, Asia General Group has a culture that values innovation and continuous improvement. Respondents also agree that Asia General Group sets supportive and cooperative work culture as well. Moreover, Asia General Group has a culture of mutual respect as the organization places a strong emphasis on mutual respect among employees. The company ensures that employees have access to the resources and support they need to maintain their health and well-being. There is a strong emphasis on employees and a focus on their well-being at Asia General Group.

Regarding employee performance, respondents agree that they can manage to finish their work on time and they are satisfied with their performance. Respondents also agree

that their performance has notably increased due to structure change, which facilitates quicker decision-making. Moreover, the respondents agree that their productivity is improving since cultural change motivates them to enhance their performance.

Regarding organizational performance, majority of the respondents agree that strategic goals of Asia General Group are properly achieved. They also agree that Asia General Group gets higher customer satisfaction than before change since Asia General Group can provide faster customer service and receive fewer complaints after organizational change. Therefore, the respondents agree that the organization has been growing after organizational change.

Analyzing how the organizational change affected employee performance was the first goal. Organizations may undergo four types of changes: technical, cultural, strategic, and structural. It is discovered that each of the four elements significantly and favorably affects Asia General Group Company Limited employees' performance. Among significant factors, technological change has the most effective factor on employee performance. The better technological change of Asia General Group Co., Ltd leads to better employee performance. It improves communication among the employees and makes the works easier. Therefore, employees can perform their jobs easily without much stress and their performance is improved. Regarding the second significant factor, cultural change has positive effect on employee performance. The better cultural change of Asia General Group Co., Ltd leads to better employee performance. AG Group emphasises a cultural that encourages employees to seek out new ideas and ways to enhance their work. Therefore, employees can perform their jobs easily and their performance is improved.

As to the third significant factor, the better strategic change of Asia General Group Co., Ltd leads to better employee performance. Top management of Asia General Group Co., Ltd actively address potential and current issues through continuous monitoring and adjustment of strategies. In addition, open communication is a cornerstone of Asia General Group's strategic changes. Therefore, employees can perform their jobs well and their performance is improved. Structural change improves teamwork and collaboration since structural change of Asia General Group Co., Ltd defines roles and responsibilities of the employee clearly and improves communication among employee. Consequently, employees are able to perform their jobs effectively, resulting in enhanced performance.

For the second goal, linear regression analysis is used to examine how employee performance affects organizational performance. It has been discovered that employee performance significantly and favorably affects organizational performance. Employees of Asia General Group can manage to finish their work on time. In addition, they can improve performance as structure change improves faster decision making. Therefore, Asia General Group gets better employee performance, and the organization is growing since employees can perform better after organizational change.

5.2 Suggestions and Recommendations

Employee performance and organizational performance are vital for Asia General Group Company Limited. The corporation might concentrate on enhancing staff performance in order to increase organizational performance, according to the results. Asia General Group should give improving technological change top priority if they want to see an improvement in employee performance. Asia General Group should promote flexibility among its staff members, group related tasks together, use time-tracking software for project management, or use advanced planning. Additionally, Asia General Group need to provide instruments and equipment that lessen muscular exhaustion, boost efficiency, and lessen the quantity and intensity of musculoskeletal problems associated with the workplace. Asia General Group should leverage technology to provide remote work flexibility, which has become increasingly important in the modern workforce. It is suggested to provide modern communication tools that keep employees connected and engaged. Utilising messaging apps, video conferencing platforms, and collaboration tools can enhance seamless communication and real-time interactions among team members. As a result, improved technological change should reduce the workloads of employees and their performance can be improved.

As one of the significant factors, Asia General Group should improve its cultural change. Asia General Group should offer competitive salaries and benefits to support employees' well-being. Since physical well-being revolves around an employee's physical health, company should consider additional healthcare benefits. It is also advisable that Asia General Group should build in mandatory paid leaves, holiday time, sabbaticals, and breaks as stress busters in order to create a better work-life balance of employees. Moreover, company should take care of its employees' personal development in terms of

skill up-gradation, career progression, specialization, continuous learning, etc. This should not only enhance organization's talent pool but contributes to employee's well-being. The most important facet of a mutually respectful workforce is the leadership team. Mutual respect occurs when leaders set the example of being respectful towards employees, and employees respond by reflecting this behavior. As a result, Asia General Group need to promote an environment that values respect for one another by implementing crucial components including leading by example. Then, it should improve the cultural change which leads to better employee performance.

To improve strategic change, Asia General Group should foster employee collaboration during a period of change to involve them in the change process. Rather than imposing top-down decisions, employees should be invited to participate in planning, designing, and implementing the change. By doing so, Asia General Group can leverage their diverse skills, perspectives, and experiences and foster a culture of innovation and problem-solving. Supervisors of the department, who are closest to the employees, should carefully explain to them why the change is necessary, highlighting the challenges the company is facing, the personal impacts of the change, and the future benefits for everyone. This is because successful change management depends on effective communication. The project team should also get change management training from Asia General Group, along with resources, equipment, and assistance to aid managers in comprehending and implementing the change. Employee performance should also increase and the Asia General Group's strategy change should be enhanced.

As one of the significant factors, structural change of Asia General Group should also be improved. Asia General Group should make sure that maintenance schedules and plans are in line with manufacturer guidelines and equipment criticality. The company should plan routine inspections, lubricate machinery to minimize failures, and maximize equipment performance as part of its preventative maintenance strategy. Since technicians are the public face of the company, Asia General Group should also empower them and assist them in realizing their full potential in order to improve service efficiency. Asia General Group could also consider using virtual reality (VR) and augmented reality (AR) in technician training, since these technologies have the potential to greatly increase service efficiency. Then, customers would be more satisfied with service delivery and efficiency leading to better employee performance and organizational performance.

In conclusion, Asia General Group Company Limited need to consistently solicit employee input via surveys. In light of the input received, Asia General Group is able to implement more effective organizational change techniques inside the firm in order to improve both organizational and personnel performance.

5.3 Needs for Further Research

This research solely looks at how organizational change affects Asia General Group Company Limited's organizational performance and personnel performance. It does not cover organizational change of the whole transformer business companies. It is suggested that further study should focus on the organizational change of other transformer companies to cover the whole transformer business companies in Myanmar. Furthermore, only four distinct organizational change types—structural, strategic, technical, and cultural—are highlighted in this research. However, there are other forms of organizational change, such as process reengineering, leadership changes, and mergers or acquisitions, which were not explored in this research. As a result, more research should look at organizational changes that may have an impact on worker performance as well as organizational performance in businesses that evolve. This broader analysis would contribute to a more holistic understanding of how different organizational changes affect the employee performance and organizational performance in whole transformer business companies in Myanmar.

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APPENDIX A

QUESTIONNAIRE

Dear Sir/Madam,

The purpose of this questionnaire is to collect data for the research titled “**Effect of Organizational Change on Employee Performance and Organizational Performance of Asia General Group Company Limited**” as part of my academic research study for the EMBA at YUE. I appreciate your value and time in responding to the questions and assure you of confidentiality and privacy.

Yours Sincerely,

Aung Zayar

Section A: Demographic Information

1. Gender

- Male Female

2. Marital Status

- Single Married

3. Age (Years)

- below 20 21-30 31-40
 41-50 51-60 above 60

Section B: Organizational Change

Please state level of your agreement on each statement by providing the most relevant number.

1= Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Structural Change

No	Items	Scale				
		1	2	3	4	5
1	Structure change specifies roles and responsibilities of employees more clearly.					
2	Asia General Group used to do structure change to improve efficiency.					
3	Leaders and management in the organization give authority for decision making and actions for employee's efficient performance.					
4	The change process has greatly improved service delivery at Asia General Group.					
5	Structure change improves teamwork and collaboration at Asia General Group.					
6	Fulfil customer needs and ensure timely delivery.					

Strategic Change

No	Items	Scale				
		1	2	3	4	5
1	Change initiatives are developed with collaboration of senior managers and the employees within Asia General Group.					
2	Top management understand the issues arising from change.					
3	Mentoring and coaching have been provided to the employees to enable make a smooth transition.					
4	The department mobilizes the awareness and the need for change.					
5	With strategic change, there is faster decision making.					
6	With strategic change, feelings and facts are shared through open communication.					

Technological Change

No	Items	Scale				
		1	2	3	4	5
1	Technological change of Asia General Group reduces the workloads of employees at Asia General Group.					
2	Technological change makes work easier.					
3	Technological change improves employee productivity.					
4	Innovation in Technology improves communication among the employees.					

Cultural Change

No	Items	Scale				
		1	2	3	4	5
1	Asia General Group has a culture that values innovation and continuous improvement.					
2	Asia General Group has a culture of mutual respect.					
3	Asia General Group sets supportive and cooperative work culture.					
4	There is a strong emphasis on employees and concern for their well-being at Asia General Group.					

Employee Performance

No	Items	Scale				
		1	2	3	4	5
1	My performance has significantly improved as structure change improves faster decision making.					
2	My productivity is improving due to change in organization strategic change.					
3	Culture change motivates employees to enhance their performance.					
4	Finishing work on time.					
5	Satisfied with performance.					

Organizational Performance

No	Items	Scale				
		1	2	3	4	5
1	The organization has been growing since organizational change.					
2	Faster customer service is achieved after change.					
3	Customer complaints have been reduced significantly after change.					
4	The level of customer satisfaction in Asia General Group is high.					
5	Strategic goals of Asia General Group are properly achieved.					

APPENDIX B

SPSS OUTPUT

Effect of Organizational Change on Employee Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.678	.673	.31045

a. Predictors: (Constant), Cultural Change Mean, Technological Change Mean, Structural Change Mean, Strategic Change Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.515	4	11.379	118.059	.000 ^b
	Residual	21.590	224	.096		
	Total	67.104	228			

a. Dependent Variable: Employee Performance Mean

b. Predictors: (Constant), Cultural Change Mean, Technological Change Mean, Structural Change Mean, Strategic Change Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		1	(Constant)	.306		
	Structural Change Mean	.208	.070	.198	2.979	.003
	Strategic Change Mean	.216	.081	.202	2.680	.008
	Technological Change Mean	.277	.061	.284	4.536	.000
	Cultural Change Mean	.226	.057	.241	3.946	.000

a. Dependent Variable: Employee Performance Mean

Effect of Employee Performance on Organizational Performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 ^a	.580	.578	.35705

a. Predictors: (Constant), Employee Performance Mean

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.944	1	39.944	313.324	.000 ^b
	Residual	28.939	227	.127		
	Total	68.883	228			

a. Dependent Variable: Organizational Performance Mean

b. Predictors: (Constant), Employee Performance Mean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.868	.172		5.060	.000
	Employee Performance Mean	.772	.044	.761	17.701	.000

a. Dependent Variable: Organizational Performance Mean