

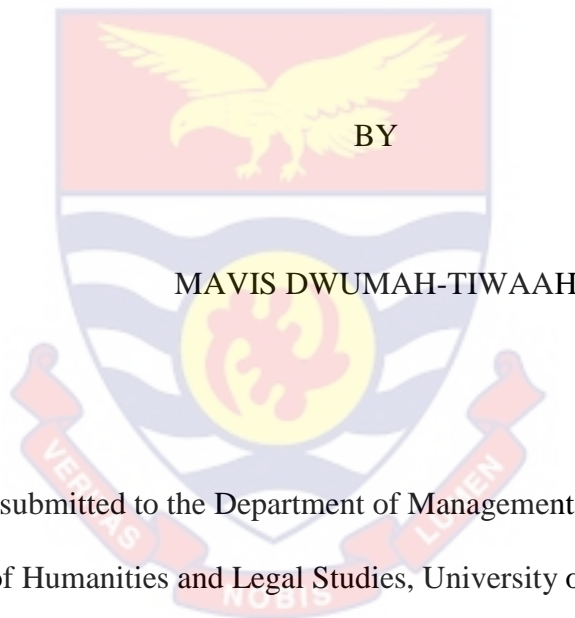
UNIVERSITY OF CAPE COAST

ORGANISATIONAL CHANGE AND EMPLOYEES INTENTION TO
STAY AT THE BEREKUM MUNICIPALITY: THE MODERATING ROLE
OF ETHICAL LEADERSHIP



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Thesis submitted to the Department of Management, School of Business,
College of Humanities and Legal Studies, University of Cape Coast in Partial
fulfillment of the requirements for the award of Master of Commerce degree
in Management

FEBRUARY 2025

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in the University or elsewhere

Candidate's signature..... Date.....

Name: Mavis Dwumah-Tiwaah

Supervisor's Declaration

I hereby declare that the preparation and presentation of this thesis were supervised in accordance with the guidelines of supervision laid down by the University of Cape Coast

Supervisor's signature..... Date.....

Name: Prof. N. Osei Owusu

ABSTRACT

This study examined the effect of organizational change on employee intention to stay through the moderating role of ethical leadership in Berekum Municipality in the Bono Region, Ghana. The proposed conceptual model is tested by using the data collected from a sample ($n = 269$) of assembly staff at Berekum municipality. The study employed an explanatory research design. A total of 269 respondents were used as sample population determined using the Morgan table. The study adopted structural equation modelling for the analyses. The measurement models used for the study were the indicator loadings, internal consistency reliability, Convergent validity and the Discriminant validity. Findings revealed that there is a positive and significant relationship between organisational change and employee intention to stay. Further, ethical leadership showed a positive and significant effect on employees' intention to stay. Finally, ethical leadership moderates the effect of organisational change on employees' intention to stay. This study elucidates that, in Berekum municipality, ethical leadership plays a key role in decreasing employees' intention to quit. The study concludes that the demonstration of ethical leadership behaviours by assembly staff at the municipal reduces employee's intention to leave the job via the implementation of change interventions. The study thereby recommended that leaders must create an ethically friendly work environment for all employees, communicate ethical issues, serve as role models and ensure the development of responsible employees.

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DEDICATION

To my husband, Mr. Pius Ohene-Peprah, my Children, Damian Ohene-Peprah,
Maria Peprah Kwartemaa and Cyril Ohene-Peprah.

KEY WORDS

Employee Intention to stay

Ethical Leadership

Human Process Intervention

Human Resources Management (HRM) Interventions

Organizational change

Strategic Interventions

Techno-structural Interventions

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CHAPTER ONE

INTRODUCTION

This chapter is the first chapter of this thesis which aims at examining the influence of organizational change on employee intention to stay through the moderating role of ethical leadership in Berekum Municipality in the Bono Region, Ghana. The chapter starts with the background to the study, followed by statement of the problem, research objectives and research hypothesis. It also discusses the significance of the study, delimitations, limitations, definition of terms and the organization of the study.

Background of Study

In today's global knowledge economy, it is evident that organizations in both advanced and developing nations heavily depend on their employees to thrive. The only way they can gain a competitive edge is through their workforce (Gebregziabher, 2015). Regardless of an organization's size, activities, or operating environment, its success hinges on its ability to retain employees (Mello, 2011). Studies show that employees' intention to remain with an organization positively impacts its overall effectiveness and profitability (Ambrosius, 2018).

Currently, many organizations face intense competition, leading to high employee turnover rates and a lack of competent and committed human resources (Methode et al., 2019). Employee retention has therefore become a cornerstone for the long-term survival of organizations, especially in today's highly competitive environment. As a result, organizations are seeking effective ways to ensure workforce stability (Irakoze, 2016). This need is further heightened by

technological advancements and economic transformations, which have placed immense pressure on both private and public sector organizations to manage their workforces more effectively (Methode et al., 2019).

In Ghana, various public sector reforms have been implemented over the years to address longstanding challenges in the sector, such as inefficiency, corruption, and lack of productivity—especially within local government (Agbeko, Effah, & Boateng, 2021; Mensah, Bawole, Hossain & Kumasey, 2021). Recently, the government introduced e-government initiatives to leverage information and communication technology for delivering quality electronic information and efficient services to citizens and businesses (Mensah & Mi, 2019; Ohemeng, Darko, & Amoako-Asiedu, 2019). These reforms have modernized public administration by streamlining internal processes and improving interactions with citizens (Adjei-Bamfo et al., 2020).

Furthermore, these changes aim to enhance transparency, accountability, public service delivery, and governance in public administration (Atinga et al., 2020). At the local level, municipalities such as Berekum have recently adopted these reforms to improve service delivery (Addo & Avgerou, 2020). However, the introduction of such changes has posed significant challenges for public sector employees, particularly in local government. Many struggles to adapt to the technological adjustments, leading to job dissatisfaction and low intention to stay. This is often due to resistance to change, lack of skills, and insufficient experience to cope with these transformations (Arodoye & Abusomwan, 2022). Organizational change, as defined by Cummings and Worley (2014), can take the form of human

process interventions, techno-structural interventions, human resource management interventions, and strategic interventions. When poorly managed, these changes can significantly impact employees' intention to remain with the organization.

Employees undergoing organizational change often experience anxiety, uncertainty, fear, and stress (Ronnenberg et al., 2011). It is, therefore, critical for change agents to monitor and support employees throughout the change process. Waddell, Creed, Cummings, and Worley (2019) emphasize that when employees are excluded from the decision-making process during organizational change, they may feel undervalued and distrustful of the organization. This lack of inclusion can lead to low morale, diminished motivation, and an increased likelihood of employees leaving the organization. Such issues are particularly prevalent in the public sector, where decisions are often top-down, leaving employees to implement changes without adequate involvement or preparation.

If employees fail to comprehend the change process, it can result in heightened stress levels (Abrell-Vogel & Rowold, 2014), ultimately increasing turnover intentions (Montgomery et al., 2019). In Ghana, public sector reforms—especially those involving innovation and technology—have influenced employees' willingness to remain in the sector. To effectively manage organizational change, it is essential to understand the type and scope of change being implemented (Dasborough et al., 2015). Effective communication between top management and employees about the strategic relevance of changes is crucial for fostering understanding and acceptance (Bigdeli, Baines, Bustinza, & Shi,

2017). Leadership plays a vital role in motivating employees to embrace change, thereby enhancing outcomes such as employee retention (Waddell, Creed, Cummings, & Worley, 2019).

The extent to which organizational change impacts employees' intention to stay largely depends on leadership style. Not all leadership styles yield positive outcomes during change processes. Brown and Mitchell (2010) and Brown and Trevino (2006) argue that ethical leadership is particularly effective in fostering positive change outcomes. Ethical leaders, characterized by values such as fairness, trustworthiness, and unselfishness, positively influence employee retention by addressing their needs and promoting a strong ethical culture (Palanski, 2014). Brown et al. (2005) concluded that ethical leadership enhances employee motivation and work attitudes, while Mayer et al. (2012) noted that employees tend to align their behavior with the ethical standards modeled by their leaders.

Loi et al. (2015) further noted that employees are more likely to remain in organizations with ethical leaders who encourage commitment to workplaces with strong ethical cultures. Conversely, perceptions of unethical leadership can increase employees' intention to leave (Palanski et al., 2014; Brown & Mitchell, 2010). Ethical leadership can thus moderate the relationship between organizational change and employee retention by mitigating the negative effects of poorly managed change processes.

The theoretical foundation for these assertions includes Social Exchange Theory (SET) (Blau, 1964), Path-Goal Theory (House, 1971), and Social Learning Theory (Bandura & Walters, 1977). SET suggests that employees reciprocate

positive treatment from their organization or managers by demonstrating commitment, such as staying with the organization (Armstrong, 2012). Employee involvement in decision-making, particularly during organizational change, fosters loyalty and increases retention.

Social Learning Theory emphasizes the role of observation and modeling in learning behavior. Employees are likely to emulate ethical leaders whose actions are perceived as credible and morally attractive (Shaffer, 2005; Nabavi, 2014). Similarly, Path-Goal Theory focuses on how leaders motivate employees by clarifying goals, removing obstacles, and providing support (Northouse, 2016). Leaders who align their leadership style with employees' characteristics and environmental factors can enhance employee motivation and retention during organizational change.

As such, while organizational change is vital for progress, it often fails due to resistance from employees. Poorly managed change can lead to a decline in employee retention. Ethical leadership plays a crucial role in mitigating these challenges by fostering trust, motivation, and alignment between employees and organizational goals. This study examines how the four types of change interventions identified by Cummings and Worley (2000) impact employee retention, with ethical leadership serving as a moderating factor in the relationship between organizational change and intention to stay.

Statement of the Problem

In today's world, the public sector collectively stands as the largest service provider globally. Any incremental improvement in public services at the national

level significantly impacts millions of people (Oosterom, 2010), and Ghana is no exception. Over the past decades, as part of the World Bank-led Structural Adjustment Programme (SAP), Ghana has undertaken various public sector reforms. This effort was followed by the Civil Service Performance Improvement Programme (CSPIP), officially launched in the late 1990s (Antwi et al., 2008). These reforms primarily aimed to address the public sector's negative image as inefficient, wasteful, corrupt, non-performing, and unproductive (Agbeko, Effah, & Boateng, 2021; Mensah, Bawole, Hossain, & Kumasey, 2021; Antwi et al., 2008). As Ohemeng and Kamga (2020) noted, many of these reforms were designed to establish an effective Performance Management System (PMS). In a world increasingly driven by customer-centric principles and citizens' rising expectations for efficient and flawless service delivery, these institutional reforms were timely and necessary.

However, the anticipated outcomes of these reforms remain unrealized across most local government ministries in Ghana (Ohemeng & Kamga, 2020). A significant issue lies in the strategy deficits related to managing employees within the public service, which has emerged as a critical concern. Consequently, the topic of ethical leadership has garnered significant attention, particularly in recent years. At the core of these challenges is the failure of public leadership to exhibit ethical leadership, which profoundly influences employee outcomes. Ethical leadership is thought to play a pivotal role in bridging the gap between organizational change and employees' willingness to remain within the organization.

Studies in developed nations support this proposition. For instance, research by Mayer et al. (2009), Brown and Mitchell (2010), Loi et al. (2012), and Nejati et al. (2019) highlights the positive impact of ethical leadership on workplace behaviors. Ethical leadership has been associated with improved employee performance, job satisfaction, trust in leadership, organizational commitment, affective commitment, and, most importantly, a higher intention to remain within the organization (Avey et al., 2011; Walumbwa et al., 2011; Kuo, 2013). In contrast, Fullan (2014) revealed that over 60% of organizational change initiatives fail to deliver positive outcomes, often due to factors such as inappropriate human resource management (HRM) policies.

In essence, as Brown and Trevino (2006) argued, while this topic holds substantial potential for academic research, limited studies have explored how organizational change in the public sector influences employees' intention to stay. This gap is particularly evident when considering the moderating role of ethical leadership in the relationship between organizational change and employees' retention intentions. This study seeks to address this gap by examining the impact of organizational change on employee retention intentions, with ethical leadership serving as a moderating factor, focusing on the Berekum Municipality in the Bono Region of Ghana.

Purpose of the Study

The main purpose of this study is to examine the influence of Organisational Change on Employee Intention to stay through the moderating role of ethical leadership in Berekum Municipality in the Bono Region, Ghana.

Research Specific Objectives

In line with the study purpose, the specific objectives of the study are to:

- 1) analyse the influence of organizational change dimensions on employee Intention to stay
- 2) examine the effect of ethical leadership on Employee Intention to stay
- 3) analyse the moderating role of ethical leadership on the relationship between Organisational Change and Employee Intention to stay

Research Hypotheses

Based on objective one, the following hypotheses were tested;

H1a: Human process interventions are positively related to employee intention to stay

H1b: Techno structural interventions are positively related to employee intention to stay

H1c: Human resource interventions are positively related to employee intention to stay

H1d: Strategic interventions are positively related to employee intention to stay

Based on objective two, the following hypothesis was tested;

H2: Ethical Leadership has a positive effect on Employee Intention to stay

Based on objective three, the following hypotheses were tested;

H3: Ethical Leadership moderates the relationship of Human process interventions and Employee Intention to stay

Significance of the Study

The issue of how Organisational Change influence Employee Intention to stay through the moderating role of ethical leadership has gained a lot of attraction

in recent times but the empirical outcome remains in need of additional empirical research in less explored areas in developing economics like Africa (Onyishi et al., 2012). This study provides novel findings in the area which hitherto has been relegated to the background by researchers in Africa and for that matter Ghana. The outcome of this study therefore could serve as new information that could potentially serve as a structure for implementing efficient and effective organisational change interventions.

Besides, the findings of this research could confirm inform theories relating to organisational change in relation to employees' intention to stay. More so, the findings of this study augment the understanding of moderating influence of ethical leadership in the link between organisational change and employee intention to stay. In addition, findings from this study will help situate Human Resources practitioners in the future of their organization's success as these variables are shown to have a significant correlation with each other. Also, knowledge generated from this study could be used to inform other fields of study such as education, public affairs and non-profit administration which may be challenged with similar organisational changes and their employee's willingness to stay or quit. Finally, it will provide a significant tool for policymakers and researchers alike who have future intentions of researching into this area. Consequently, future empirical research on employee intention to stay could benefit from it over time.

Delimitations of the Study

The scope of the study was limited to employees in the Berekum Municipality in the Bono region of Ghana. A study of this nature should have

involved almost all the employees in both the Metro and Municipal Assemblies of the various districts in the country irrespective of their locations. However, the study was restricted to the selection of employees from only Berekum Municipality in Ghana due to financial and time constraints required to complete the entire thesis.

Limitations of the study

This study has various limitations which implies that the findings of this study cannot be taken as definite evidence because of the various limitations to the study results which deserve commentary.

First, in searching for respondents' answers to the questionnaires, the researcher was limited to access only a small geographical area with one Municipality and this could not provide a large scope of the study. Thus, the results reported in this study emerge from a certain limited area and as such might differ from other respondents located in different areas that are operating in different social, environmental and economic conditions.

Second, our sampling was based on Berekum Municipality, which meant that the study results reflected the attributes of public sector local government institutions. In essence, in quantitative studies, the sample would not have been representative of all local government institutions in the country, thus limiting the generalisation of the results. Furthermore, data analysis methodology was another area that affected the study results. For example, the study used a cross-sectional descriptive survey and only questionnaire was used a research instrument to gather data. Qualitatively, respondents were not given the opportunity to provide a detailed

account of their views on the subject matter and thus unable to provide additional contextual information that could have enriched the findings.

Definition of Terms

1. **Organizational change:** Organizational change is defined as the introduction of new patterns of actions, beliefs and attitudes among substantial segments of a population because of problems and opportunities that emerge from the internal and the external environment (Nicolaidis, 2007).
2. **Human Process Intervention:** human process intervention is a process that focus on employees to understanding the own behaviour and others behaviour (Cummings & Worley, 2014)
3. **Techno-structural Interventions:** These are the structural and technological changes introduced into an organisation and they involve major shifts in the management hierarchy, team organization, and the responsibilities attributed to different departments, employees, or teams (Rodrik, 2013).
4. **Strategic Interventions:** By definition strategic interventions are changes in the content of a firm's strategy in terms of competitive advantages, scope, resource deployments, and synergy (Naghibi & Hediye, 2011).
5. **Human Resources Management (HRM) Interventions:** These interventions relate to the idea of improving an organizations overall performance and efficiency by improving the members (individuals and

groups) performances, commitment, and flexibility (Osibanjo, Adeniji & Abiodun, 2013).

6. **Employee Intention to stay:** This is a process by which the employees are encouraged to remain with one organization for the maximum period of time or until the completion of the project (Breugh & Starke, 2011).
7. **Ethical Leadership:** It is the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement and decision-making (Brown et al., 2005, p. 120). Ethical Leadership is connecting people morally to each other and their work by developing shared purpose, beliefs, values and community building (Sergiovanni, 2006)

Organisation of the study

Chapter one comprises of the background of the study followed by the statement of the problem, the research objectives, and hypotheses. Furthermore, the significance of the study, scope of the study is also discussed. The second chapter provides a review of related literature that supports the study. The chapter is divided into two sections: review of theoretical literature and review of empirical literature. The chapter concludes with a conceptual model on the existing theories and the empirical reviews that are studied.

Chapter three describes the research methodology used to conduct the study. It starts with a detailed discussion of the research paradigm and the research design adopted for this study. Further, the population, sample and sampling

technique, instrument, procedure for data collection and ethical consideration, data analysis and profile of the study area are also considered. The fourth chapter presents the data analyses and detailed discussion of findings.

In this chapter, data analysis and statistical methods were applied using Statistical Product and Service Solutions (IBM SPSS). The analysis and statistical tests used in the research include descriptive statistics, reliability tests (Cronbach's alpha), Pearson's product moment correlation coefficient and linear and multiple regression analysis. An alpha level of 0.05 was assumed for all the tests. Lastly, the fifth chapter presents a summary of the key findings, conclusions and recommendations based on the findings. The chapter concludes with direction for further research in the area of study, and limitations of the research.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter provides an overview and critical analysis of the literature review on the study. The general purpose of this literature review is to explore relevant theories and studies connected with the issue under study. The chapter starts by focusing on the various theories underpinning the study which include: Social Exchange theory, Goal Path and Social Learning Theories. This is followed by the conceptual background of the study which revolve around concepts of Organisation Change, employee intention to stay and ethical leadership and their relationship. Finally, there will be discussions on the empirical studies on the subject matter. The chapter concludes with the Conceptual Framework as well as the summary of the chapter.

Theoretical Review

In this section, the theories underpinning the study are examined to explain the phenomena. According to American Association for the Advancement of Science, (2016) a theory is a scientifically verified explanation of some aspect of the natural world that has been repeatedly tested and confirmed via observation and experimentation. It has been argued that research grounded on a good theoretical framework convinces other researchers that the study is built on proven theory and not personal predispositions of the researcher (Akintoye, 2015).

Social Exchange Theory (SET)

SET is a psychological and sociological theory which studies social behaviour between two individuals that involves considering cost benefits to determine benefits and risks. It implies that employees exchange their competencies (intangibles) with a mixture of tangible and intangible benefits (e.g. recognition, salaries, allowances, opportunity to develop one's career, etc.). Depending on how this exchange meets or exceeds employees' expectations, they become committed to their organisation (Al-Aameri, 2000; Khan & Jan, 2015). Social Exchange Theory was developed by Homans (1958), who further described it as the exchange of activity which can be tangible or intangible between not less than two people (Homans, 1961).

The Social exchange theory therefore suggests that employees would act in ways that reflects how they are treated by the organisations or their managers. Employees become motivated to pay-off beneficial treatment received from the organisation or manager by acting in ways that the organisation values, such as being committed to the organisation. Similarly, Armstrong (2012) suggests that one party would reciprocate benefit considering previous benefit gained from the other party. Where employees are given the opportunity to participate in the decision-making process of an organisation, it is most likely for these employees to feel the need to become committed towards the organisation. The idea to reciprocate is a notion which guides the social exchange theory.

Path-Goal theory

Path-Goal theory depends on Vroom's (1964) expectation hypothesis. A man will act dependent on the craving that the demonstration will be taken after by a given outcome and on the connecting with the nature of that outcome to the individual. The path-goal theory was first presented by Martin Evans (1970) and created by House (1971). As indicated by Robert House, the Path-Goal Theory of Leadership was created to depict the manner in which that leaders' energies and bolster their adherents in accomplishing the objectives they have been set by making the way that they should take clear and direct. Organizations require dynamic administrators and employee to accomplish their targets. Organizations could not prevail without their endeavours and duty (Rad & Yarmohammadian, 2006). A leader creates confidence among his subordinates.

Leader clarifies the path by removing the roadblocks and help his followers to remove the bigger blocks. Thus leader increases motivation to enhance performance. According to the path-goal model, there is one right method for accomplishing an objective and that the leader can understand the way and the devotees cannot. This gives the leader a job as the knowing individual and the supporter as penniless. As the leader kept on following a way of acknowledgement and reward with the subordinate, the conduct of the leader impacted the likelihood the subordinate would accomplish his or her objectives (House, 1971; Vroom and Jago, 2007).

Path-Goal theory describes that the leader specifies the path for the follower to achieve the organisational goal. Leaders motivate effort towards the task. An

accompanied task gives a satisfied mind and turns into intention to stay. This theory identifies four types of leader behaviour: Supportive, directive, participative and achievement oriented. The leader directs follower behaviour by changing the follower's perception. Leaders effectively motivate followers to understand behaviour that leads to the desired outcome. Leaders conduct diminishes uncertainty; elucidate the connection between devotee exertion and real fulfilment and connection supporter scientific achievement to outward rewards which turns as an abnormal state of intention to stay.

Social Learning Theory

Social learning theory states that learning is a cognitive process that occurs in a social context and that learning can happen purely on account of observation or instruction (Bandura, 1977,1986). This implies that that social learning theory suggests that an individual learns appropriate behaviors by making someone a role model and by observing his or her behaviour. According to Brady (2017), social learning theory, believes that behaviour is learned through socialization. In essence, social learning theory is capable of explaining behaviour and it is only about how behaviour is acquired for the first time, but also speaks to a general process and set of variables in acquiring, maintaining, and changing behaviour (Brady, 2017).

Based on social learning theory, Bandura, (1986) argues that individuals seek morally attractive and credible role models in the persuasion of adopting appropriate behaviours and leaders who are ethically revered are often deemed legitimate figures to be considered role models subjected to their positions in an organisation. An ethical leader rewards ethical behaviours and punishes unethical

behaviors (Brown, Treviño & Harrison, 2005). Therefore, they are said to be capable of promoting desirable ethical behaviours among employees. Khan, Mahmood and Shoaib,(2022) are of the opinion that in contrast to direct influence, social learning theory also highlights that, in addition to learning from role modeling, rewards and punishments, individuals learn indirectly by observing other members in a group setting. It is argued that when leaders observe ethical conduct, highlight the importance of ethics, and encourage ethical behaviors, norms of a group for desirable Behaviors are formed (Mayer, Aquino, Greenbaum, & Kuenzi, 2012). This holds an atmospheric impact on the relationships among employees.

Conceptual Review

Concept of Organisational Change (OC)

Organizational change, according to Leavitt, (2003), can be defined as any initiative or set of actions resultant to a shift in direction or progression that affects the way an organisation operates. Organisational change is known to be an integral part of organisational strategy, whilst Burnes (2004) argues that it is an ubiquitous and dominant feature of organisational life. The word “change” could be characterised as multidimensional with multiple meanings because it refers to and is synonymous with concepts such as “transformation, development, metamorphosis, transmutation, evolution, regeneration, innovation, revolution and transition” (Stickland 2002, p.14). Organizational changes mean that organizations are undergoing and or undergone transformation.

Change is often necessary because as an organization operates and functions for a long time, an adjustment between its technical, human and structural

set-up is established. It tends to approximate equilibrium in relation to its environment (Juliboni & de Hilal, 2018). In other words, organisation members evolve a tentative set of relations with the environment and they have an adjustment with their job, working conditions, friends and colleagues etc. Thus, change becomes the process of becoming different which requires individuals to make new adjustments. Hence the fear of adjustment gives rise to the problem of change and resistance to change due to uncertainties surrounding the change (Stouten, Rousseau & De Cremer, 2018).

From the point of view of Juliboni and de Hilal, (2018) change can be on purpose and intended by the management within the organisation, or change can originate external to the organisation and beyond its control. The organizational change in brief, is an intentional effort made by organizational leader/manager to take the organization towards betterment. Karanja (2015) argues that change can affect the strategies an organisation adopts to carry out its mission, strategy implementation, tasks and functions performed by the people within the organisation, as well as the relationships between those people. Chun-Fang (2010) asserts that change is a fact of organizational existence. Therefore, he argues that an organisation that does not change cannot survive in the contemporary business environment.

According to Hodges, (2018), the need for organizational change starts when organizational management feels dissatisfaction from the current situation. Organizational changes may be planned or unplanned but, in both cases, the organizational changes are very important and sometimes become crucial to handle

the changes. There could be many reasons or motivations behind the change process, including external or internal pressures for change, technological, social or economic factors. The change process is very challenging and important for organizations and can lead an organization towards a path of success. It can also make them capable to meet future demands and to compete with other market player in effective way.

Changes may affect the strategies, tasks, or factions within the organizations ((Stouten, Rousseau & De Cremer, 2018). There are different kinds of changes according to the nature of organization and its environment, some organizations adopt small changes (incremental changes) while others may go deep towards the organizational transformation usually known as corporate transformations (radical changes) which requires the changes in broader scale and are difficult to handle. (Lewis, 2019; Gerwing, 2016). There are further three phases of organizational change which organizations usually adopt. These are unfreezing, moving and refreezing. (Senior & Fleming, 2006) Unfreezing is about changing the attitudes and behavior of the employees and working environment. This is very important type of change because while going through any type of change it is important to create a need of change among all the participants (Gerwing, 2016).

In any organisational change, the leader's role is also very important in unfreezing because it requires a well-structured way of implementation the change by managing the behavior and attitudes of people working together. It also requires strong commitment of all the people to work together for a stated common vision (Groves, 2020). Moving is the next phase in which organizational top management

identifies, plan, and implement the appropriate strategies. In this phase it is also decided that either organization has to go for incremental or radical changes. All the strategies are shaped in the moving phase. The next step is to refreeze the change situation in which leader assists in stabilizing the changes so that it becomes integrated into status quo. This is most important to understand for the leaders that know how to refreeze the changes because if refreezing is incomplete or not managed properly the change will be ineffective and the pre-change behaviors will be resumed. Refreezing always encourages the possibilities of the further changes (Wulandari et al. 2020).

Many factors can make organizational change necessary, including evolving competition in the market or new customer demands. According to Vemeulen *et al.*, (2012), when organizational change is well deliberate it helps assure the organization's continued survival. It can produce several benefits, including enhanced competitiveness, improved financial performance, and higher customer and employee satisfaction. Bai and Zhou (2014) suggest that unless organisations recognize that change may give rise to stress reactions among employees, and as such implement internal organizational measures and conditions that are necessary for effective coping to occur, most change efforts will fail. Imberman (2009) asserts that organizational changes are necessary to ensure that organizational strategies remain feasible.

Organizational change process must be managed in order to keep organizations moving toward organizational new vision and its stated goals and objectives (Montano, 2019). Management of change may be defined as a conscious

and concerted initiative by those who are in-charge of the destiny of the business undertaking or firm to keep a constant and intelligent watch over the behaviour of uncontrollable forces, to assess their impact and influence and to evolve appropriate strategies and action programmes to maintain a dynamic equilibrium between the controllable and uncontrollable forces (Lewis, 2019). Nowadays it is very important for the organization to manage the demands and expectations of the customers, employees and management; therefore, there is always a need for change to meet these expectations. Thus, organizational changes are necessary to stay in the business especially in this era of high competition and ever-changing technologies and global trends. To respond these changes accordingly and to remain compatible with them it is good for organizations to understand, adopt and implement changes so as to become successful in business and get the level of sustainability.

While all changes affect people, people-centric types of organizational change include instituting new parental leave policies or bringing on new hires. Even if you think employees will be excited by the change, an empathetic approach is the key because emotional reactions are common (Bratton, Gold, Bratton & Steele, 2021). In fact, shaking up routines is a delicate process and changes to an employee's responsibilities may require additional training and restructuring of teams. To this end, it's essential to have a strategy for change implementation on employee training and development for new skills as well as communication (Knies, Boselie, Gould-Williams & Vandenabeele, 2017). When policies that directly affect employees, such as parental leave, vacation, or remote work policies

are altered, one risks extreme reactions as employees could feel cheated. As always, communicating the why behind the change is key, although employees may not like the reason, they will appreciate manager's honesty.

The Four Dimensions of Organisational Change

Human Process Intervention

According to Cummings and Worley (2014), human process intervention is a process that focus on employees to understanding the own behaviour and others behaviour. These types of intervention strategies are directed at improving interpersonal, intra-group and inter-group relations. With improved relations, communications and collaborations can lead to better recognition and exploitation of opportunities (Pathak, 2019; Mulili & Wong, 2011). This intervention also helps to improve benefits through problem solving, decision making to accomplish the organizational goals within an organization. When a problem is identified, and a solution needs to be implemented more training for new hires are provided to promote self-guided learning. Therefore, this change begins with an issue and end with a solution (Lewis, 2019).

This has the potential to affect the organisational culture and hence changes in the behaviour patterns of members (Baran, Filipkowski & Stockwell, 2019). Here, change agents operate in helping individuals and groups within the organization to work more effectively together. This category typically involves changing the attitudes and behaviours of organizational members through processes of communication, decision-making, and problem solving. Thus the idea of human process intervention has come to encompass an array of interventions designed to

change people and the nature and quality of their work relationships (Montano, 2019).

Techno-structural interventions

Techno-structural interventions are the structural and technological changes introduced into an organisation. Structural changes involve major shifts in the management hierarchy, team organization, and the responsibilities attributed to different departments, employees, or teams (Rodrik, 2013). Mergers and acquisitions are the most common cause of structural change. Eliminating role redundancies, redefining goals, clearly defining new roles and responsibilities, and training on technology are all important parts of managing change during mergers and acquisitions, the creation of new teams or departments, the promotions and new roles call for updates to the organizational chart and the layout of work space. These changes, therefore, relate to technological developments, information processing, automation and use of robotics in the manufacturing operations. This means replacing or retraining personnel, heavy capital equipment investment and operational changes on technological advancement (Lozano, Nummert & Ceulemans, 2016).

Structural changes influence how an organisation functions as a whole. It's never an easy transition, but solidifying the change as soon as possible can help you avoid major issues down the line. Also, the introduction of new technology or the modification of an existing one make employees' lives easier, but learning curves can make technology-related changes tricky to implement (Singh & Ramdeo, 2020). People generally prefer to stick with what they know. To introduce new

technology, management need to have a solid plan for the transition. Employees would want to know why the technology is necessary, what makes it better than previous solutions, and how you are going to support them during the transition (Zabel, & Baltes, 2015; Singh & Ramdeo, 2020).

Decentralized operations and participative management style have seen more recent trends in the organisational structure (De & Tiwari, 2014). Since these structural changes shift the authority and responsibility to generally lower-level management, it has a major impact on an organisation's social climate and members have to be prepared to develop a team spirit as well as acquire skills to make on-the-spot decisions at points of operations. Structural issues such as work specialization, span of control, and various organizational designs. Changing conditions demand structural changes. As a result, the change agent might need to modify the organization's structure (Bushe, 2017). Change agents can also introduce major modifications in the actual structural design. This might include a shift from a simple structure to a team-based structure or the creation of a matrix design. Change agents might consider redesigning jobs or work schedules transition (Zabel, & Baltes, 2015; Singh & Ramdeo, 2020).

Strategic interventions

By definition strategic interventions are changes in the content of a firm's strategy in terms of competitive advantages, scope, resource deployments, and synergy (Naghibi & Hediye, 2011). Simply put, strategic intervention is a way of altering the objectives and vision of the company in order to achieve greater success. According to Nichols (2016) strategic intervention includes making

modifications to the overall purpose, goals, strategy or missions of an organisation. Lombardi, and Bailey (2020) have argued that strategic intervention is a major disturbance due to the fact that this type of intervention can place vital demands on an organisation to the extent of rethinking its fundamental approach to business. For example, changing to products or services offered, targeting customer segments or markets that needs to be reached. In a sense, strategic intervention includes making modifications to the overall purpose, goals, strategy or missions of an organisation (Nichols, 2016).

However, Okkinga, et al., (2018) assert that irrespective of how prolific the change will be, it will amount to nothing without good and effective communication to bring employees onboard. Degnegaard (2010) argues that there are certain issues that managers who are responsible for strategic change should keep in mind. These include: (i) considering the culture and behaviours of employees because changing something that people are used to for a long time is not easy; (ii) better deliberation concerning context compatibility between the change and organization; a mismatch can lead to a lot of problems; (iii) considering that change is about changing people. Thus, organization will change by altering the outlook of managers and employees in relations to how the business operates. Whether that transformation is positive or disastrous depends on the strategy used to make it. These changes include updating their mission, introducing new technology, employee training and development for new skills - additional training is a great way to support existing talent while also helping the company evolve. It's important that employees understand that the goal is to support new strategies as opposed to fixing

deficiencies. When presented properly, additional training will be viewed as a benefit and this implies that strategic transformational changes should be made gradually and monitored closely (Faisal, Jabeen & Katsioloudes, 2017).

Human resource management interventions

Human Resources Management (HRM) Interventions relate to the idea of improving an organizations overall performance and efficiency by improving the members (individuals and groups) performances, commitment, and flexibility (Osibanjo, Adeniji & Abiodun, 2013). The idea here is that through a systematic human resource management strategy, an organisation would be able to cultivate and develop techniques, behavior and employees that meet their demands. Besides, through the implementation of such a strategy, a company can deal with problems flexibly, effectively make use of their human resources, and maintain or create strategic directions that will have their continuous competitive advantages (Lee, 2000; Olson, Slater, Hult & Olson, 2018). Therefore, effective HRM strategy systematically coordinates all individual HRM measures and implements them so as to directly influence employee attitude and behaviour in a way that helps a business to achieve its competitive strategy.

According to Crawshaw, Davis and Budhwar, (2020), HRM intervention is often a relevant intervention technique when organizations are facing increased international competition and problems which require the use of their employees through which the organisations can systematically deal with the problems confronting them. In addressing these issues through HRM interventions, Dyer and Holder (1988) brought up the concepts of cost reduction and commitment

maximization. Usually, organisations adopting a human resource system of control (cost reduction) will formulate punishment rules and standards to evaluate employees' work performance and enable employees to obey the rules and follow procedural supervision, hoping to reduce direct labor cost and enhance work efficiency.

On the other hand, organisations that adopt a human resource system of commitment (commitment maximization) trust their employees and consider employees' psychological needs. To this end, they establish a formal mechanism to help their employees cultivate problem solving skills so that their behavior and attitude meet the corporations' demands, enabling them to accomplish tasks and goals, thereby increasing and enhancing organizational effectiveness and productivity (Lin, Lee & Tai, 2012). In commitment maximization mode, the employees are trusted to complete tasks with their own methods as long as they do not violate the organisational rules and/or otherwise damage the property or reputation (Crawshaw, Davis & Budhwar, 2020).

In the context of competitive strategy, Dowling and Schuler (1990) combined the respective HRM strategies of utilization, facilitation, and accumulation. Dyer and Holder (1988) reclassified these as inducement, investment, and involvement, respectively. High-involvement HRM strategy is typically characterized by significant delegation of authority to lower-level employees (empowerment), extensive training and development, reliance on pay for performance (significant contingent or "at-risk" pay), broadly defined job responsibilities, and employee participation in non-work aspects of organizational

decision making (Marler & Parry, 2016). Significantly, Porter (1980, 1985) argues that two successful “generic” business strategies to achieve sustainable competitive advantage over other firms in the industry are the cost leadership strategy and the differentiation strategy. Again, the implications of managing people pursuing this differentiation strategy call for high-involvement (Rose & Kumar, 2006; Knies, Boselie, Gould-Williams & Vandenabeele, 2017).

Concept of Employee Intention to Stay (ITS)

The concept of “intent to stay” refers to the degree of likelihood that an employee will remain employed with the organisation (Tett and Meyer, 1993; Kim et al., 1996). Shanker (2013) defines intention to stay as employees’ intention to stay in the existing employment relationship with their current employer on a long-term basis. Aboobaker et al. (2018) stated that intention to stay presents employees’ willingness to stay in a particular organization and it is mostly related to the different HR practices, emphasizing monetary incentives (Rai et al., 2019).

However, Fishbein and Ajzen (1975) in Ghazali (2010) described the definition of intention in detail where they refer to an intention approach as “a theory of reasoned action”. According to this theory, a person’s intention is a function of two basic determinants: one personal in nature and the other reflecting social influence (Ghazali, 2010). In terms of personal factor, it is the individual’s positive and negative evaluation of performing the behaviour which can be termed as attitude towards the behavior and it also refers to the person’s action to exhibit good or bad behavior (Ghazali, 2010). The second determinant of the intention is a

personal perception of the social pressure to perform or not perform the behaviour in question (Ghazali, 2010).

According to Eketu and Ogbu Edeh (2015), intention to stay has its base on social exchange theory. The theory explained the reasons why individuals had personal relationships with others. Blau, (1964) contend that social exchange theory posited that good deeds should be reciprocated. Mossholder, Settoon and Henagan (2005) had pointed to Social exchange theory which proposed that individuals who felt that they had received benefits from others would later feel an obligation and then compensate through effort and loyalty. Effort and loyalty usually could be seen from a sheer commitment to their job and strong intention to remain with the present employer (Noraani et al 2010). Social exchange theory provides an avenue of transaction between sense of obligation that had led to the sense of feeling responsibility in compensating what had been given by another party which in turn would motivate positive psychological responses as suggested by several researchers. Through this positive psychological responses employees would tend to be more committed and loyal to the organization and stop looking for a job elsewhere (Noraani et al, 2010).

The implication here is that intention to stay mirrors the employee's level of commitment to his organization and the willingness to remain employed. According to Noraani et al, (2010) several studies have revealed that this concept whether it was called "intent to stay" or "propensity to leave", was clearly the most important determinant of turnover. From the perspectives of Al Battat and Mad Som, (2013), employee's low intentions to quit happen when the employee

becomes satisfied with their current job because of the environment at the workplace. Agarwal et al. (2012) found that a superior providing adequate guidance and support allow employees to display dedication, whereby the intention to leave never crosses their minds. Slavich et al. (2014) also argued that many employees have an intention to stay driven by the work environment, especially in terms of team spirit.

In general, Ng and Salamzadeh, (2020) have also argued that employees' intention to stay with their organisation is based on a situation when there is no hierarchy when it comes to treatment of the employees. In other words, all employees are treated equally. Ans et al., (2003) also found employee's staying in decision has found some positive effects on the job content, social atmosphere, work-life balance, career development and fair compensation. Thus, reasons why employees choose to display loyalty in their job are typically related to career advancement opportunities, the work culture, a competitive salary and reward system, compensation and benefits, (Rai et. al, 2019, Raj, 2020; Ghosh et. al, 2013).

However, Knezovic & Neimarlija, (2022) have argued that employees do not stay just because of salary or other monetary incentives, rather employees who are more satisfied with their supervisor and management will be more likely to stay with the company. Elegbe (2017) verifies how failure to keep promises and lack of a professional development can significantly affect employees' behaviour including their stay. Bhavna and Swati (2012) researched on the quality of working relationships, workplace leadership, having a say, clear values, being safe, the built environment, recruitment, pay and conditions, getting feedback, autonomy and

uniqueness, a sense of ownership and identity, learning, passion, having fun, community connections, that can influence organizational commitment and intention to stay of core employee in the organization.

In terms of factors affecting employee retention Fitz-enz (1990) [19] recognized that employee retention is not influenced by a single factor, but there are hosts of factors which are responsible for retaining employees in an organization. Management need to pay attention to factors such as compensation & rewards, job security, training & developments, supervisor support culture, work environment and organization justice etc. According to Osteraker (1999) [20], the employee satisfaction and retention are the key factors for the success of an organization. The Retention factor can be divided into three broad dimensions, i.e., social, mental and physical. The mental dimension of retention consist of work characteristics, employees always prefer flexible work tasks where they can use their knowledge and see the results of their efforts which, in turn, helps in retaining the valuable resources. The social dimension consists of the contacts that the employees have with other people, both internal and external. The physical dimension consists of working conditions and pay.

Ethical Leadership

The concept of ethical leadership has emerged as a prominent theme in the empirical leadership literature, with a dramatic increase in related research since the mid-2000s. According to Brown, Treviño, and Harrison (2005), ethical leadership can be defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such

conduct to followers through two-way communication, reinforcement, and decision-making” (p.120). Trevino, Brown, and Hartman (2003) found that ethical leadership is not only associated with a leader’s traits (e.g., honesty, integrity and trustworthiness) and ethical behaviors (e.g., openness, concern, fairness and ethical decision making) but also linked to value-based management (e.g. setting ethical standards through communication and rewards).

In other words, an ethical leader is viewed as an authentically moral person by his or her followers and as a moral manager who effectively influences employees (Trevino et al., 2003; Trevino, Hartman, & Brown, 2000). Thus, ethical leaders are moral persons who manifest moral traits and behaviors in their personal lives. In addition to these personal characteristics ethical leaders also practice moral management, actively influencing employees to be conscientious of ethics and encouraging them to act morally. They do this through communication, discipline, and the effects of role modeling (Brown & Treviño, 2006; Trevino et al., 2000).

Most studies that have tried to explain how ethical leadership affects follower behavior have drawn on two theories: social learning theory (Bandura & McClelland, 1977) and social exchange theory (Blau, 1964; Homans, 1974). Social learning theory (Bandura, 1986; Bandura & McClelland, 1977) is used by leadership researchers to describe how ethical leaders act as role models, attracting followers’ attention to their ethical practices and decision-making norms, and thus spreading ethical behaviour throughout the organization as followers emulate their leader. According to the social exchange view, ethical leaders demonstrate fairness and caring for followers. Followers, in turn, feel obligated to reciprocate and act

according to the ethical leader's expectations (Brown & Treviño, 2006; Brown et al., 2005).

In comparison with other leadership types such as transformational leadership and transactional leadership, although transformational leadership covers aspects that are not part of ethical leadership, such as individualized consideration and intellectual stimulation, Bedi et al. (2015) noted that "the boundary between transformational and ethical leadership is blurred" (p. 531). This suggests a partial overlap of these concepts and complements earlier conceptual (Shao, 2010) and empirical contributions of Riggio, Zhu, Reina, and Maroosis, (2010), which had argued that ethical leadership might contain some of the aspects of other leadership styles such as consideration, inspirational motivation and idealized influence (Brown et al., 2005). In the same way, Bedi et al., (2015) have argued that similar to transformational leaders, ethical leaders influence follower behavior through mechanisms such as role modeling, ethical decision making, and integrity, and they may use collective motivation and empowerment.

Ethical leadership and Retention

The relationship between ethical leadership and employee retention to stay is based on the character of the leader which motivates employees to be committed. According to Hawass (2016) character is the external expression of personal values and sense of integrity that is intended to achieve morally appropriate outcomes. It represents an individual's personal integrity and unequivocal in his or her belief system, to the extent that he is willing to always make morally right decisions regardless of how difficult it may be to do so. Besides, employee well-being is

enhanced through the availability of specific job resources, such as emotional support, or role clarification.

As given by the definition, ethical leaders demonstrate and promote normatively appropriate conduct (Brown et al., 2005), thereby clarifying employee roles, as well as offering moral support and guidance. This provides followers with an increased amount of resources that allow them to better cope with stress (Harvey, Harris, Kacmar, Buckles, & Pescosolido, 2014) and thus increase or maintain a high level of well-being. Moreover, one of the defining aspects of ethical leadership is that the leader is fair, honest and cares about the well-being of his or her followers (Bedi et al., 2015). It is believed that the reciprocation of such attributes creates an ethical environment and fosters high-quality relationships between ethical leaders and their subordinates (e.g. Bedi et al., 2015; Kalshoven & Boon, 2012). Ethical leaders can utilize these high-quality relationships to increase the likelihood of reciprocity of ethical leadership and provide further guidance for what is expected of the employees within the relationship and at the workplace (Brown & Trevino, 2006; van Gils et al., 2015). Additionally, the positive climate and guidance decreases followers' levels of uncertainty, which is associated with decreased levels of stress and thus increased levels of well-being (Fredrickson, 2002; Ritchie et al., 2011).

Furthermore, social learning theory (Bandura, 1977) also provides an explanation for how ethical leadership can reduce uncertainty and thus stress levels, increasing employee wellbeing. Ethical leaders are often conceptualized as mentors that act as credible role-models for employees (Brown & Trevino, 2006). According

to the definition by Brown et al. (2005, p.120), ethical leaders demonstrate and communicate clear norms and ethical values to the employees. This is likely to reduce uncertainty among employees about how to act or how to make decisions in the organization. Again, as a reduction of uncertainty is positively related to well-being (Fredrickson, 2002; Ritchie et al., 2011), ethical leadership is proposed to be as well.

Remarkably, uncertainty reduction through social learning works in an upward spiral. The clearer and more frequently ethical leaders demonstrate and communicate high ethical standards, the more credible and attractive they become as role models (Brown et al., 2005). Sarros and Cooper (2006) submitted three dimensions of character; universalism, transformation and benevolence. The effect of character dimension on employee commitment is further discussed. The philosophy of universalism in ethics requires that ethical principles be applied to all without exception. According to Hawass (2016), universalism is demonstrated in the leader's understanding, appreciation and tolerance for the welfare of his society. It is represented in the leader's attributes of respect, fairness and compassion to followers.

According to Hawass (2016), transformation represents the character attributes of courage and the ability to motivate followers to achieve outcomes. Chan and Mak (2014) tested the correlation between transformational leadership, pride in being a follower of the leader, and affective and normative commitment components of employee commitment. Thus, transformation works through a role modelling mechanism, where the follower identifies with the leader's abilities and

develops a sense of pride in being associated with the leader with resultant commitment to the leader's and organization's cause. The ensuing relationship between leader and follower enables the leader to inspire his or her followers (Chan and Mak, 2014). Benevolence represents the character attributes of loyalty to organizational objectives and selflessness (Hawass, 2016). Loyalty may be defined in terms of constructive behaviors (Guillon & Cezanne, 2014) such as OCB.

The Nexus between OC and Employee Intention to Stay

The leading studies on this topic by Brown and Mitchell (2010) and Brown and Trevino (2006) suggested that leaders' ethical values (e.g. achievement of common goals, unselfish acts, and the interests of the broader society) and characteristics (e.g. fairness and trustworthiness) lead to lower turnover intentions of their subordinates. Loi et al. (2015) concluded that employees' intentions to stay are likely to increase as a result of encouragement by leaders to commit themselves to workplaces with strong ethical cultures and climates. In contrast, employees may choose to increase job search and trigger intentions to quit when they perceive their leaders to be unethical, immoral, or acting illegally (Palanski et al., 2014; Brown & Mitchell, 2010).

Neubert et al. (2013) argued that the promotion of positive conduct to subordinates through decision-making reinforcement, stressing the importance of ethics, and communicating in an open manner by ethical leaders, actually lead to lower employee turnover intention. Employees appreciate leaders that listen. Ahmad et al. (2018) suggested that the negative association of ethical leadership with intention to leave is implied. They continue to speculate that ethical leaders'

support, consideration and helpfulness is strongly related to employee intentions to stay, rather than leave.

In fact, employees' perception of their leaders' behavior shapes their attitude towards their workplace (De Carlo et al., 2016; Bonner et al., 2016). Working in an ethical context and under ethical leadership makes employees more proud of their activities, which in turn ends in lower intention to leave the organization (Pettijohn et al., 2008). Researchers from different sectors, such as for-profit and not-for profit sectors, have shown that ethical leadership affects the intention to stay among employees (ie. Bang, 2011; Schneider and George, 2011; Benevene et al., 2018). In the context of young employees, for example, as described by many studies, this generation appreciates working for an organization that promotes fair treatment, and honors its promises (Luscombe et al., 2012), compared to older generations, who sought lifetime employment and show a high degree of loyalty (Lee & Tay, 2012).

At the same time, Cennamo and Gardner (2008) proposed that young employees will trigger an intention to quit if their preferred work values are unmet. This generation is unlike previous generations, which are viewed as loyal, respectful towards the higher hierarchy, and willing to wait in line for career advancement (Chi et al., 2013). In the bigger perspective, it is still believed that the literatures suggesting a positive relationship between ethical leadership and employees' intention to stay holds true in the context of current youthful employees.

The Relationship between Techno-structural Intervention and Employee Intention to Stay

Structure plays a very important role in the functioning of the organization. Concepts like chain of command and span of control identify the level of empowerment being offered to the employees of the organization (Cheng and Waldenberger 2013). Having said that, structures are not independent of time and with every new day, organizations need to make sure that they stay robust. This helps in making the organization work like a well lubricated clock (Sune and Gibb 2015; Younger et al. 2013). Structure helps us to understand the subdivision of organization in to certain strata's (Dunne and Mujtaba 2013). Different organizations use different kinds of structures (Leung et al. 2011). For organizations that want a centralized decision-making authority, functional structure is the best option available to the organizations (Tjemkes and Furrer 2010).

Under functional structure, organizations follow a very strict hierarchy (Jose-Luis 2013; Scanlon and Adlam 2012; Hede 2010). Employees have one supervisor in their reporting line (Guiette and Vandenbempt 2014). Organizations that want more flexibility go for divisional or matrix structure (Azanza et al. 2015). These structures transfer power from the management to the employees working at the very grass root level (Jordan and Troth 2011; Nyström et al. 2013). Organizations having different kinds of structures can bring techno structural interventions if they feel that the current structure is not fulfilling their requirement

(Rahman and Nas 2013). However, the process of bringing techno structural interventions is rarely as simple as it sounds (Davenport et al. 2004).

One of the main effects of techno structural change is redistribution of resources and authority (Wang 2014; Chen et al. 2014). Different groups working in the organization would resist the change process if they believe that the change process would result in loss of power or resources (Dysvik and Kuvaas 2010). Techno structural interventions are also a source of altering the level of involvement of employees in the organization (Stensaker et al. 2014). Nyström et al. (2013) identified the importance of techno structural interventions and their impact on the empowerment level of the employees. Factors working for the benefit of the organization can prove to be on the negative side as well if the organization fails to justify the change intervention (Strutton and Tran 2014; Zimmerman and Darnold 2009). Employees feel targeted if they are not able to understand the details of the change process. Consequently, employees try to remove the dissonance by either justifying the need for intervention or ultimately leaving the organization (Aladwan et al. 2014; Jiun-Shen et al. 2010; (Nguyen et al. 2012c).

The Relationship between Human Resource Interventions and Employee Intention to stay

Human resource policies serve the very basis on which employees work in their respective organizations (Szekely and Strebel 2013). These policies outline the expectations of organization from employees. Employees over a period of time adapt Raza M.A. et al. themselves with respect to HR policies (Li and Zhou 2013). Rahman and Nas (2013), Aladwan et al. (2014), and Krell (2012) have identified

the importance of HR policies and how employees consider these policies as their first line of defense in the organization. Having such close attachment to these policies whenever any change interventions are related to the HR policies can send employees mixed messages which can lead to undue stress (Enshassi et al. 2015). Considering the importance of these policies and their implication, employees try to resist it no matter what kind of HR policy intervention (Abrell-Vogel & Rowold 2014; Rosenbusch et al. 2015). It should be kept in mind that employees not only resist the change process itself but even the very perception of it (Johannsdottir et al. 2015; Liu et al. 2013). If employees perceive that the HR intervention would affect them negatively, this perception follows through the entire change process (Björklund 2010; Mellor et al. 2013). It ultimately results in employees developing intentions of leaving the organization. So, at the very start of the change process, change agents must make sure to develop a positive image of the change process (Jaynes 2015; Vanfleet & Smith 1993).

The Relationship between Strategic Interventions and Employee Intention to stay

Strategy serves as a backbone for any organization. Strategies provide direction for the organization to follow (Barratt-Pugh et al. 2013). Without proper strategy, organizations cannot perform well. When we talk of strategies, there are certain types that should be considered (Thunman 2015; Bordum 2010; Willcocks 2011). Transformational strategic interventions are the ones that face the most resistance and require considerable amount of attention from the change agents (Langstrand & Elg 2012). As the name implies, transformational strategies

completely change the way organizations operate (Yuan et al. 2014). Out of the many aspects of any organization, strategies are the most embedded ones in employees (Tuzun & Kalemci 2012). These define the very way employees operate. So, transformation strategies require transformational change interventions (Bhatnagar et al. 2010). One of the contemporary strategies that are coined in some organizations is continuous improvement (Guiette et al. 2014).

It requires the employees to be in the constant state of change. Kemp et al. (2010); Perrott (2011); Carlström (2012) and Vithessonthi and Thourungroje (2011); Jurisch et al. (2014) have identified in their research continuum two extremes: one being as a state of inertia and the other is continuous improvement. Concepts like total quality management (TQM) are the ones that show emphasis on continuous improvement (Marta Dominguez et al. 2015; Ghosh et al. 2013). Having said that, it is not possible for all the employees to work under such a constant state of stress (Fiorentino 2010). To be part of an organization that introduces continuous change intervention, employees should have the ability to handle continuous pressure (O'Halloran 2012). Employees on the other hand do not always feel comfortable with the idea of always being in a state of change and therefore, opt of saying farewell to the organization for good (Kerttula & Takala 2012). Organizations following the strategy of continuous improvement must focus on building capacity of Organizational Change and Employee Turnover employees to handle the stress that comes with it (Poddar & Madupalli 2012). Upon the failure of this, employees ultimately decide to leave the organization (Nguyen et al. 2012a).

The Role of ethical Leadership as a Moderator between OC and Employee Intention to stay

Authors and researchers all agree that leadership plays a very important role in managing organizations or in achieving different organizational changes (Abbas & Asghar, 2010; Senior & Fleming, 2006). The social exchange and path goal theories explain this phenomenon. The leadership qualities are very important for organizational changes because it is most important to handle the resistance, confusion, exploration and commitment of management. There are some predictable behaviors associated with the change stages and the effective leader always perceive these changes in efficient manner and respond appropriately to get the teams commitment. Change leader is always associated with the planned change and constructively deals with the human emotions (Senior & Fleming, 2006). Dunphy and Stace (1994) described the leader as a person who can promote change in an organization by his vision and strategy.

Yet in this era of rapid business change, the role of ethical leadership is becoming more and more crucial. Thus, according to Warrick (2018), the leaders who will be most able to face these difficult times that are undergoing dynamic changes are the ethical leaders. Nothing could transform an organization faster or prepare it better for future success than competent ethical leaders (Warrick, 2011). The role of ethical leadership during organizational change has considerably attracted the researchers' attention (Bommer, Rich, & Rubin, 2005; Herold et al., 2008; Hill et al., 2012). Arguments about the relevance of transformational leadership for organizational change are found in the literature on organizational

change and that of transformational leadership (Peneva& Sehic, 2014). According to these two authors, among the different theories on leadership, the theory of ethical leadership is considered as particularly relevant in the context of organizational change. In fact, several empirical studies have highlighted the positive impact of ethical leadership on organizational change (Nemanich & Keller, 2007; Herold et al., 2008; Bommer et al., 2005).

On the other hand, it is generally admitted that ethical leadership is effective in organizational change because of its approach to treating crises and change (Bass,1999; Herold et al., 2008; Van der Voe et al., 2014). Thus, Nemanich and Keller (2007) highlighted the significant role that ethical leadership plays in reducing employee resistance to change. In addition, according to Chou (2014), employee support for organizational change could be reinforced by the role of ethical leadership. Other studies, such as those of Herold et al. (2008) and Van der Voe et al. (2014) have also found indirect relationships between ethical leadership and employee support for change. Change management cannot be an ad hoc performance, but is a crucial skill for leaders and managers. It should be a structured process of managing people, processes and technology in response to the changing environment, so as to align business strategies with external changes and keep competitive. Leaders should become role models and demonstrate what is expected from employees in relation to the change. Change may cover such diverse problems as strategic direction or personal development programmes for staff. Strategic, technological, and structural changes, as well as changes in attitudes and behaviours, are all aimed at competitiveness and viability.

Several factors encourage the employee to stay with the organisation. Among these factors, leaders are one of the essential factors that cannot be ignored in employee intention to stay. Leaders' role and their leadership style are essential in employee intention to stay (Ngethe, 2012). Daft, (2005) defines ethical leadership as the ability of a superior to influence the behaviour of subordinates and morally and ethically persuade them to follow a particular course of action. Ethical leadership helps to transform potential into reality and develops employee morale as a positive attitude toward organisational goals (Daft, 2005).

Most of the organizations agree these days that effective leadership is one of the most important contributors to the overall organizational performance and change. Ethical leaders are those who have a store of skills and knowledge gained from experience that allows them to manage effectively and efficiently the tasks of daily life. Ethical leadership is always required to bring effective changes (Kennedy, 2000). According to Gruban (2003) the competence is an ability to manage knowledge and other skills and capabilities.

It is evident from the literature that initiating and coordinating change always requires well developed leadership skills. This is also true that any change process mostly faces the certain level of resistances, the effective leader is one who can manage the resistance and implement successful changes. Recognizing, addressing and overcoming the resistance is always lengthy and not an easy process. People resist changes and especially they resist most to radical changes and it is only the leader's ability to overcome. A strong leader is required to solve the problem as the physician is required to solve medical problem (Heifetz 1997).

Though the role of an ethical leader is prominent in managing organizations and organizational change process, the importance of other factors can't be denied. There may be many internal and external forces which have a significant role and affect the scenario, while managing organizations. As we talked above that organizational culture is important in organizations and can affect the organizational change process. Likewise, the changing political, social and technological situations can also affect the performance of organizations, and organizational change process. Thus, the role of leader is very limited while controlling and managing such factors.

Empirical Review

According to Ridley, (2008), an empirical review is a comprehensive analysis of existing literary works of other scholars on the subject from different perspectives. This section presents a review of empirical studies on the effect of organisational change on employee intention to stay with ethical leadership as a moderator.

In general, several studies have shown that organizational change affects employee intention to stay in both negative and positive ways. For example, Greasley, Watson and Patel (2009) conducted a study with the aim of examining the impact of organisational change on public sector employees utilising the implementation of the UK Government's "Back to work" programme (BTW) as a case study. In this qualitative study, the researchers sought to explore the employee response to the changes they experience as a result of this new initiative. It was found that a lack of permanency and constant switching of initiatives, imposed by

central government, could result in cynical attitudes towards a new initiative as interviewees await the newer, bigger and brighter programme.

In another study Osunsan et al., (2019) explored the effect of all the organizational changes such as structural, strategic and technological on employee retention leading to higher performance among selected commercial banks in Bujumbura, Burundi. It was a quantitative study with a cross-sectional design with 116 as the sample size. The study revealed that structural change significantly affects employee performance as a result of intention to stay by causing a variance of 56.8% ($R^2 = 0.568$, $P=0.000$), while strategic and technological changes significantly affect employee performance by causing a variance of 47.2% ($R^2 = 0.472$, $P=0.000$) and 51.4% ($R^2 = 0.514$, $p = 0.000$) respectively due to employee intention to stay. The study drew the conclusion that organizational change had a significant effect on employee retention.

Furthermore, Adawiyah et. al (2022) aimed to examine the effect of ethical leadership on employee performance mediated by employee engagement and Organizational Citizenship Behavior (OCB). Specifically, it clarifies the relationship between Ethical Leadership and Employee Performance mediated by employee engagement and Organizational Citizenship Behavior (OCB). Quantitative research methods and the Structural Equation Model were used to test the hypothesis. The respondents comprised of 207 outsourcing employees of service companies, such as banking and construction in Jakarta. The results show that Ethical Leadership positively affects Employee Performance with Employee Engagement as mediation. Furthermore, the effect of Ethical Leadership on

Employee Performance is mediated by Organizational Citizenship Behavior (OCB). This contradicts a previous study, which showed that OCB is a moderating variable for the effect of ethical leadership on employee performance.

A further study by Pomare, Churruca, Long, Ellis and Braithwaite, (2019) also explored the willingness of employees to stay out of the understanding and experiences of hospital staff in the early stages of organisational change, using a hospital redevelopment in Sydney, Australia as a case study. Semi-structured interviews were conducted with 46 clinical and non-clinical staff working at a large metropolitan hospital. The results indicated that some staff expressed apprehension and held negative expectations regarding the organisational change. Concerns included inadequate staffing and potential for collaboration breakdown due to new layout of workspaces. These fears were compounded by current experiences of feeling uninformed about the change, as well as feelings of being fatigued and under-staffed in the constantly changing hospital environment. Nevertheless, balancing this, many staff reported positive expectations regarding the benefits to patients of the change and the potential for staff to adapt in the face of this change and therefore were willing to stay with the organisation.

In Nigeria, Ogbu Edeh and Obiora, (2019), conducted a study by examining the relationship between organisational change and intention to stay which is reflected on the extra-role behaviour of selected private secondary schools in River's state. It employed a cross-sectional research survey with a target population comprising all private secondary schools in River's state. Accessible population included ten selected private secondary schools with a total population of 120

classroom teachers and administrative staffs. The sample size was 140 using Krejcie and Morgan (1970) and questionnaire served as instrument for data collection. The study found that organisational change measured in terms of effective communication and employee involvement promoted extra-role behaviour in the workplace. It was concluded that organisational change that was anchored on effective communication and employee involvement as strategies to overcoming resistant to change would motivate employees to display their willingness to stay with the organisation by displaying extra-role behaviour in the workplace which would enhance organisational performance.

A study by Razal, Khan & Mujtaba (2017) looked at the relationship between change interventions and employee turnover intention to see if change interventions lead to increased employee turnover intention. Moreover, the moderating role of employee stress was tested. Data were collected from 162 respondents working at various administrative positions in a large public organization. The results indicate that employee turnover intention is positively correlated to human process, techno structural, human resources, and strategic interventions.

In terms of leadership as a moderator, Ahmad, Fazal, Hasan and Kaleem (2018) investigated the relationship between ethical leadership and academics' retention in universities. It drew on the conservation of resources theory to deepen the understanding of a process underlying this relationship whereby academics were more likely to stay in universities through the practice of ethical leadership. This study was conducted through a cross-sectional survey of 303 academics in

Australian universities. Univariate, bivariate and multivariate analysis procedures were deployed to analyse academics' data. The research hypotheses were tested through a bootstrapped regression analysis of academics perceived ethical leadership, affective well-being and intention to leave. The findings lend support to the hypothesised relations, indicating a significant role of ethical leadership on enhanced intentions of academics to stay in universities by directly conserving their job-related affective well-being.

Similarly, Benevene et al. (2018) conducted a study among a group of non-profit organizations about the effect of ethical leadership (EL) on volunteers' satisfaction, affective organizational commitment and intention to stay in the same organization. An anonymous questionnaire was individually administered to 198 volunteers of different non-profit organizations. The questionnaire contained the Ethical Leadership Scale and intention to volunteer in the following months in the same organization. The construct as well the effects of EL on volunteers was approached in light of the Social Exchange Theory and the Social Learning Theory. Structural equation models were used to test hypothesized relationships. EL was found to be positively associated both with volunteers' intention of staying. Mayende and Musenze, (2018) also examined ethical leadership and staff retention: The moderating role of job resources in Uganda's healthcare sector. The results showed that ethical leadership positively affects staff retention.

Also, Shafique, Kalyar and Ahmad (2018) examined the impact of ethical leadership on employees' job satisfaction, job performance, and turnover intention among selected tourist companies in Pakistan. A conceptual framework is

developed which integrates job satisfaction as a moderating mechanism in explaining the nexus among ethical leadership, employee job performance, and turnover intention. The results reveal that ethical leadership has a positive effect on employees' job satisfaction, job performance and negative effect on employees' turnover intentions. Further, job satisfaction mediates the effect of ethical leadership on employees' job performance and turnover intentions.

Finally, Ng and Salamzadeh (2020) examined the determinants of the intention to stay for Gen-Y employees of multinational corporations (MNC) in Penang, Malaysia. Specifically, this research aimed to assess the impact of ethical leadership as the independent variable on employees' intention to stay as the dependent variable. The survey was conducted among 138 Gen-Y employees currently employed in various MNCs in Penang, Malaysia. Data analysis is done via IBM SPSS for respondent profiling and SmartPLS for the construct variable analysis of goodness of data, reliability analysis, and the hypothesis testing of independent and moderating variables. The results showed that the ethical leadership had no positive correlation to the intention to stay of the employees of MNCs in Penang, Malaysia.

Conceptual Framework

This study's conceptual framework is informed by the existing literature on organisational change; employees' intention to stay and ethical leadership. The study examines how ethical leadership, conceptualized as the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way

communication, reinforcement, and decision-making. The framework is shown in figure 1.

From the figure 1, it could be noted that the indicators for organisational change include; Human Process Intervention, Techno-structural Intervention, Human Resource Management Intervention and Strategic Intervention, while the ethical leadership (EI) was operationalized in terms of; fairness, integrity, people orientation and concern for sustainability (empathy). The indicators of intention to stay included; social, mental and physical dimensions.

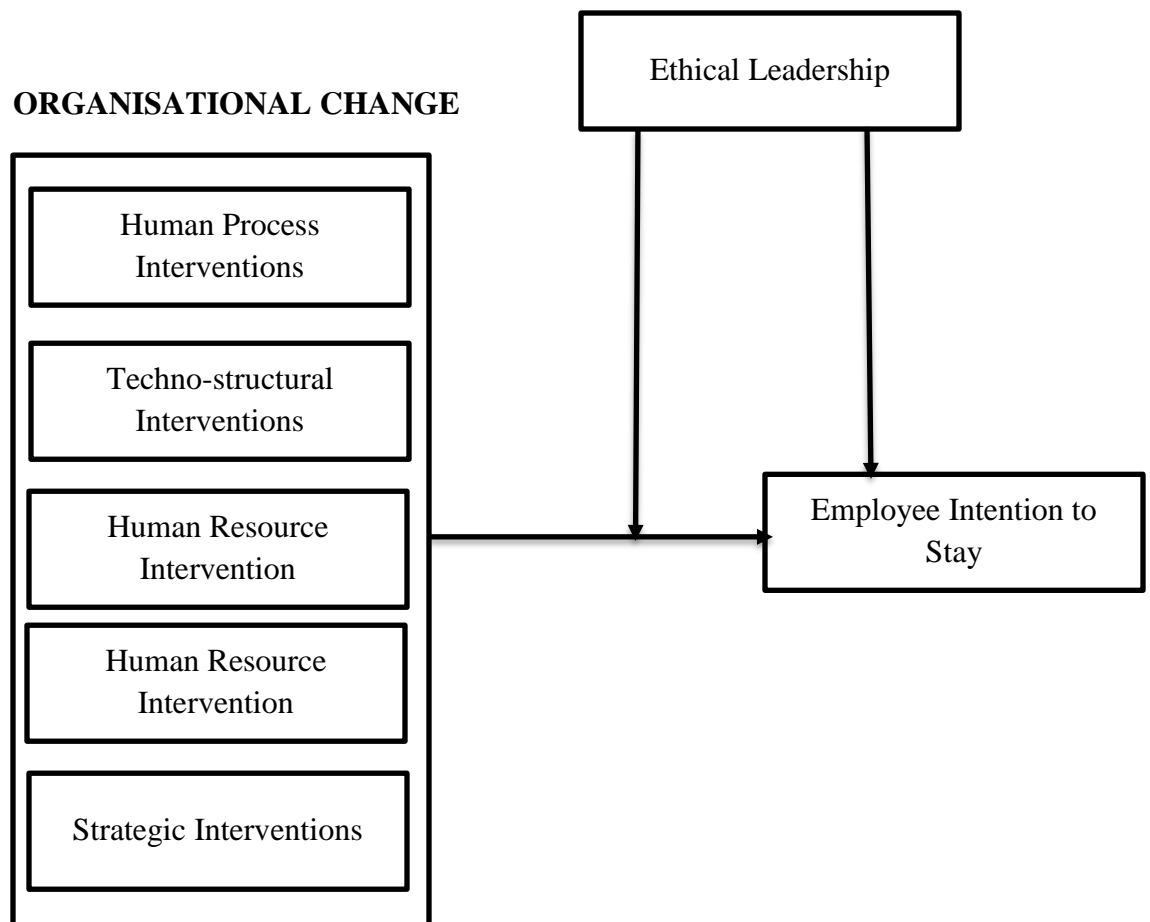


Figure 1: Conceptual framework

Source: Author's Construct (2022)

The study proposes that organisational change's influence on employee intention to stay (retention) through the moderating role of the ethical leader. The study also suggests that the ethical leadership has a positive influence on employee intention to stay based on the assertion of prior scholars. Considering the ethical leadership as people oriented, it can be considered as the basis of employee retention because of leaders' genuine concern for their followers with care, respect, and support toward them and leaders' efforts to reinforce morality through reward and punishment (Brown & Trevino, 2006; Fehr et al., 2015).

Chapter Summary

The chapter reviewed extant literature on theoretical, conceptual, and empirical issues relating to the study under discussion. The general purpose of this literature review is to explore relevant studies, theories and models associated with the topic under study. The chapter starts by discussing the various theoretical models underpinning the study. The following theories were explored under the theoretical framework: Social Exchange Theory (SET), Path-Goal theory and Social Learning Theory. This was followed by the conceptual background of the study. With regard to the conceptual background, the underlisted concepts that were to be examined included: Organisational Change; Employee intention to stay, and ethical leadership, the relationship between Organisational Change and Employee intention to stay. The literature review went on to examine the literature on the relationship between Organisational Change and ethical leadership and the influence of ethical leadership on intention to stay. Finally, there were discussions

on the empirical studies on the subject matter. The chapter concluded with the Conceptual Framework as well as the summary of the chapter.

CHAPTER THREE

RESEARCH METHODS

Introduction

This chapter presents the case research as our main research method and is further sub-divided into the study setting, research design, and research approach, measurement of variables, population, sample and sampling procedure. It also considers the research instruments, data collection procedure as well as data processing and analysis. The last section of the chapter highlights the ethical considerations of the study.

Research Philosophy

The selection of the positivist philosophy for the study was informed by the fact that the positivist approach favors quantitative research design and therefore advances the mathematical rigor of the study which could provide more useful findings and explanations. Furthermore, positivism allows researchers to move away from unobservable beliefs and desires and to focus on objective facts. As Friedman (1953) states, the design of positivism and the quantitative approach to research is to provide a system of generalization that can be used to make correct predictions about the consequences of events.

This study employs the positivist approach as the researcher takes the stance that knowledge is objective and can be obtained deductively through empirical research based on theories or hypotheses (Creswell, 2014). Positivism is employed due to the fact that its objectivity and systematic way of gathering and measuring data in determining whether leadership influences the relationship between

organisational change and employee intention to quit. The philosophy is also appropriate for social research like one understudy as it takes into accounts the social aspects. Moreover, this philosophy is considered to be apt for this study as it involves the systematic collection of observables, measurable data, the statistical analysis of the data and the development of a statistical model (Creswell, 2014). The aim is to empirically examine the relationship among variables that are measurable and that have accepted validated measurement instruments.

Research Approach

Quantitative research approach was adopted. It relies on the principle of verifiability making it possible to establish the cause-and-effect relationship. The quantitative research method can take the form of a deductive approach. This technique adopts numerical and statistical procedures in analyzing and processing information gathered, while corroboration between the variables and experimenting with the theories to draw a valid conclusion (Creswell, 2009).

Study Area

Berekum Municipal District is a former district that was located in Brong-Ahafo Region (now currently in Bono Region), Ghana. Originally created as an ordinary district assembly on 10 March 1989 when it was known as Berekum District, which was created from the former Berekum-Jaman District Council. Later it was elevated to municipal district assembly status on 29 February 2008 to become Berekum Municipal District. However, on 15 March 2018, it was split off into two new districts: Berekum East Municipal District (capital: Berekum) and Berekum West District (capital: Jinijini).

The Government of Ghana has operated the decentralized system of development since 1988 with the district assembly, as the planning authority. The district and Municipal Assemblies are expected to initiate and coordinate the processes of planning, programming, budgeting and implementation of district plans, programmes and projects. The District and Municipal Assemblies and the various organs are expected to carry out medium- and long-term planning including integration of population policies and issues, as they pertain to the needs of particular districts and communities. Berekum Municipal Assembly is one of the twenty-two administrative districts of the Brong Ahafo Region. It was established by Legislative Instrument (LI) 1874 of 1988. Berekum serves as both the traditional and administrative capital of Berekum Municipality. The town is strategically located where roads from Sunyani, Dormaa, Jaman and Seikwa meet.

The assembly, by law is the highest administrative and political body in the Municipality. The highest decision-making body of the Assembly is the General Assembly which comprises Assembly members. The political and administrative head is the Municipal Chief Executive who is ably assisted by the Municipal Coordinating Director. There are Eight Zonal Councils in the Municipality which exercise delegated functions of the Assembly. Two constituencies namely Berekum East and West make up the Municipality. There are five sub-committees of the assembly who deliberate on specific issues and recommends to the executive committee to present to the general assembly for adoption and implementation.

Research Design

The researcher adopted descriptive-analytical design, and the objective is to gather exhaustive and factual data which outlines a prevailing phenomenon. The study had a broader purpose of explore OC and Employee Intention to quit, which allows for the gathering of opinions, beliefs, or perceptions about a current issue from a large group of people (Lodico, Spaulding, & Voegtle, 2006). The main thrust of survey design was to collect appropriate data which work as a base for getting results and drawing conclusion. The research design was therefore suitable for the study because data was collected through questionnaire, to answer the research questions concerning OC and ITQ.

Measures

Organisational Change

The independent variable, Organisational Change will be adapted from the measurement instrument by Cummings and Worley (2014) who identified four major types of organizational change processes which are: Human process interventions, Techno-structural interventions, Human resource management interventions, and Strategic interventions.

Employee Intention to Stay

The dependent variable; employee intention to quit was adapted from the measurement instrument developed by Meyer et al. (1993). This measure used in the present study consists of two items: “How often do you feel like quitting your job in this organization?”, and “How likely is it that you will actually leave your organization within the next year?” The response options to the first item ranged

from 1) almost never to 7) almost every day, while the options to the second item ranged from 1) very unlikely to 7) very likely. The responses to the items were coded such that high scores reflected stronger intentions to leave the organization.

Ethical Leadership

The control variable – leadership. An 8-item scale, adapted from Brown et al. (2005), was used to measure ethical leadership on 5-point Likert scale ranging from 1 – Strongly Disagree to 5 – Strongly Agree. Items were based on employees' experience as what they feel about their leaders and up to what extent their leaders care and involve them in the decision-making process. The value of Cronbach's Alpha reports high internal consistency of the scale ($\alpha = 0.901$).

Population

According to Sekaran (2003), a study population is the study object and consists of individual groups, institutions, human products and events or the conditions to which they are exposed. Thus, the *study population* is the subset of the *population* with the condition or characteristics of interest defined by the eligibility criteria. Although it is usually not practically and economically feasible to involve all members of the population in a research project due to mainly cost, time constraints and population size, it was felt that it would be important to involve all eligible employees of the institution who were senior members and had voluntarily consented to participation in the study. In essence, the group of participants actually studied is selected from the *study population*.

In this study, the population covered all senior employees at Berekum Municipality, Bono region, who were considered to be approximately 900. The

frame of the available population was identified through personnel records of the individual provided by the Division of Human Resource of the Municipality.

Sample Size and Sampling Procedure

The sampling frame was assembly staff. A sample of two hundred and sixty-nine (269) was calculated from the population of 900 based on Krejcie and Morgan (1970) table. Simple random sampling technique was used to draw the sample from the population. Targeted respondents were provided with briefing by the researchers in the form of personal discussions. It is expected that all of the respondents have given the response correctly and honestly up to their understanding of the questionnaire and briefing.

Data Collection Instrument

The selection criteria for selecting participants in the study was determined by the requirement of the potential participant to have voluntarily consented to participation in the study and must have done one performance appraisal at the municipality. A census method was used to select all assembly staff of the municipality.

The instrument used for data collection was a self-administered questionnaire. Questionnaire is a set of questions with a definite purpose designed for a target group of people to be administered by themselves within a particular time frame. According to Plano (2010), questionnaire guarantees high efficiency in data collection and high generalizability of results over the more intensive research designs. However, Creswell & Plano (2011) emphasise that questionnaire lacks flexibility in that once a questionnaire has been designed and distributed out it becomes difficult to change the categories of data collected. Questionnaire was

selected for this kind of study, because it is a self-reported measure which guarantees confidentiality and therefore it is more likely to elicit truthful response with regard to the information required from the respondents.

The questionnaire was composed in a brief and appropriate language to avoid ambiguity and to attract respondent's interest. The questionnaire consisted of different types of questions. Information about the demographic data of the participants is gathered from the multiple-choice questions (closed), which just required that the right answers be ticked by the respondents. There were also open-ended questions that required the respondents to reply in their own words and give freedom of opinions. Open ended questions also allowed the researcher to explore ideas that would not otherwise be heard (Creswell & Plano, 2011). The main part of the questionnaire, which concerns the objectives of the thesis, consisted of Likert-scale questions. These questions help to ascertain how strongly the respondents agreed with a particular statement. Purposive sampling technique was used to distribute questionnaires. A 4-point Likert Scale questions, with 1 = strongly disagree; 2 = disagree; 3 = agree; 4 = strongly agree on OC and EIS.

Pre-Testing

Pre-testing is a method of validating the survey instrument and its measurements, (Rothgeb 2008). Pallant (2016) argues that it is important for researcher to undertake pre-tests prior to the real survey. This process helps to guarantee that guidelines, questionnaire items and scale items are clear and unambiguous to prospective respondents so as to facilitate the giving of appropriate responses. In essence, it helps to fine-tune the survey instrument. Converse and

Presser (1986) states that pre-test is analytical examination of the survey instrument and helps in establishing if the survey will function appropriately as a valid and reliable social science research tool. They further opine that making sure respondents and researchers understand the survey in the same way is very important in survey design, and pretesting is one of the ways to accomplish this.

Pre-testing was undertaken with fifteen (15) staff in another Municipality of Bechem. The sample size was considered adequate because it satisfies Saunders et al.'s (2016) minimum criteria of 10 for pre-testing studies by students. The choice of Dormaa Municipality was informed by the fact they both exhibit the same features within the same region. The pre-testing enabled the researcher to fine-tune some of the questionnaire items.

Validity and Reliability

In research, the two main issues of interest when examining a research instrument are reliability and validity. Validity is the extent to which a research instrument measures what it is supposed to measure, instead of something else (Taber, 2013). On the other hand, reliability is the extent to which a research instrument can be expected to give the same measured result when the measurements are repeated (Taber, 2013).

Cronbach's alpha value is used to measure the level of the reliability of an instrument (Saunders & Lewis, 2012). Accordingly, Cronbach's alpha coefficients for variables were produced to validate and endorse the reliability of the instrument (Pallant, 2016). Generally, Cronbach's alpha coefficient of 0.70 or above are considered suitable (Taber, 2017), though alpha value of 0.5 are also approved

(Boohene, Agyapong & Asomaning, 2012). The pre-test results on the reliability of the instrument are provided in Table 1. All the items exhibited the acceptable level of reliability per the benchmark of Taber (2017) and Boohene et al (2012).

Table 1: Questionnaire items and their reliability coefficients

Variable	Questionnaire Items	Sample	Cronbach's Alpha
Organisational Change	6	15	0.854
Ethical Leadership	5	15	0.781
Strategic Intervention	5	15	0.788
Human resource interventions	5	15	0.754
Employee Intention to Stay	5	15	0.817
Human process interventions	5	15	0.733
Techno structural interventions	5	15	0.823

Source: Field survey (2022)

Data Collection Procedure

There are a number of ways by which questionnaire can be administered like the use of the Internet, via the post office or through hand delivery (Sekaran & Bougie, 2016). In the case of this study, due to improper working of the post of office as well as the internet, the hand delivery and collection of the questionnaire method were employed as it put the burden of delivering and collecting the filled questionnaire on the researcher instead of unduly bothering the respondents. By using this approach, it suggests that the researcher visited the place of the selected

Municipality and delivered the questionnaire personally to the respondents and picked them at an agreed time.

The researcher visited the offices of the respondents during the normal working hours. The researcher took letters of introduction from both her supervisor and the head of Department of Management and applied to the Institutional Review Board of University of Cape Coast (UCCIRB). When approval was given after going through the requirements of UCCIRB, the researcher used an introductory letter from Head of Department of Management to seek the consent of the Directorate of Human Resource of the selected Municipality where the study were conducted. The individual respondents who were senior members of the selected Municipality were also given a letter from the researcher, inviting them to participate in the study. The letter further clarified the purpose and highlighted the significance of the study. It also informed the respondents of the voluntary and anonymous nature of the study. The researcher administered the questionnaires upon the approval and the consent of the potential respondents in the selected Municipalities. Based on the agreement of the respondents, the filled questionnaires were collected within one week.

Response Rate

In this study, out of the 269 the researcher was able to make contact with by way of administering the questionnaire, the researcher was able to get back 255 completely filled questionnaires leaving only 14 not returned as shown in table 2.

Table 2: Response Rate

Questionnaire	Sample size	Percentage (%)
Returned	255	92.3
Non-Returned	14	7.7
Total	269	100

Source: Field data (2022)

From the table 2, it can be deduced that the 180 returned questionnaires represented 92.3 % response rate while 7.7% was not responded. Though there is no simple answer as to what constitute appropriate response rate (Morton et al., 2012), 60% or more should be the target of a researcher (Fincham, 2008). This assertion is consistent with Mugenda and Mugenda (2008) who opined that a response rate of 50% is adequate for analysis and reporting. Thus, a rate of (60%) is good and a response rate of (70%) and over is excellent. The high response rate was attributed to the fact that the researcher had personal contacts in the study area that facilitated in the data collection process. Besides, the researcher made a lot of efforts to make several follow-ups calls to clarify queries with the intention to ensure the high response rate.

Data Analysis

The study used Statistical Package for Services Solution (SPSS) version 24 and Smart PLS version 3 were employed for the analysis of the data. SPSS was used for the descriptive analyses, which involved the use of frequencies and percentages to establish some of the characteristics of the respondents. Structural Equation Modelling using SmartPLS was employed to test the hypotheses of this study.

Structural Equation Modelling (SEM) was used to as a tool that is used for testing the overall fit of the model, including the structural model simultaneously (Gefen et al. 2000). SEM is a popular multivariate technique that is used in evaluating the overall linkage between components and the linkage that exists between a component and its corresponding measures (Gunzler et al., 2013). SEM is a very powerful multivariate technique (Gunzler et al., 2013), and it belongs to a “family of statistical models that seek to explain the relationship among multiple variables (Hair, Black, Babin & Anderson 2010).

Two main approaches are commonly used in SEM: a component-based approach being a partial least square (PLS-SEM), and a co-variance-based approach (CB-SEM) (Fornell and Bookstein 1982; Marcoulides and Saunders 2009; Wetzels et al. 2009). The two methods differ by their underlying statistical assumptions, which are fit analysis models. This research utilises the partial least square approach to test/predict the theoretical model derived from the literature, and it is not geared towards the identification of the model that would fit best (Sosik et al. 2009). There are two steps in assessing the data, the first being the assessment of the measurement model that involves internal consistency, indicator reliability, convergent validity, and the discriminant validity of the measurement model for the various constructs. The second step is the assessment of the effect of and independent variable on the dependent variable via the structural model. Overall, SEM consists of measurement model and structural model. Confirmatory Factor Analysis (CFA) is used to test and validate the measurement model, while path

analysis is used to display the relationships that exist among study constructs. test the structural model.

Jeon (2015) provides a litany of benefits of SEM has over other models such as regression that informed the researcher to adopt it for the current study: SEM uses latent variables which permits many indicators to capture constructs validly and reliably. In addition, compared to regression, SEM makes the causal equation model between latent variables clearer. Furthermore, with SEM, one or more independent variables can be regressed on one or more dependent variable. Finally, SEM permits a researcher to show the direct effect, indirect effect, and total effect since several exogenous variables and endogenous variables can be assessed concurrently (Hair, Black, Babin & Anderson 2010).

Due to the benefits associated with SEM as vouched for by Jeon (2015), SEM was employed to validate the variables in this study in line with the objectives set out for the study, this study used PLS-SEM to test the various hypotheses.

Mediation Procedure in SEM

Structural equation modelling is the recommended technique for mediation analysis by most researchers (Baron & Kenny, 1986; Frazier et al., 2004; Hoyle & Smith, 1994). One reason that accounts for their choice is in regression, the mediator and the dependent variable are not reliable and lessen relationships in multiple regression, but in SEM, the moderating and the dependent variables may be detached from their measurement errors.

Hair et al (2017) states that when a third variable or construct intervenes between two other related constructs, mediation effect is said to have occurred. In

a mediation model, the independent (exogeneous) variable cannot influence the dependent (endogenous) variable directly, and instead does so by means of a third ‘middle’ variable. The mediator variable thus governs the nature of the relationship between two constructs.

In this study, leadership mediated on the relationship between organisational change (exogenous) and employee intention to quit (endogenous). The effect of the mediator which was tested in this study is in accordance with the methodical mediator analysis process in PLS-SEM provided by Hair et al. (2017).

Nitzl, Roldan and Cepeda (2016) propose that it is not necessary to conduct separate tests for direct and indirect paths when using PLS-SEM. A significant indirect effect satisfy the condition for establishing a mediation effect. Therefore, mediation process starts by testing the indirect effect, that is, through the intervening variable to assess the significance. According to Hair et al (2017) there are two different types of mediation, full and partial mediation in literature. Partial mediation is further grouped into complementary and competitive partial mediation (Hair et al., 2017).

Assessment of Measurement Models

Two main criteria which are validity and reliability have to be satisfied in measurement model before the structural model can be evaluated. In this study, validity was accomplished by determining convergent validity and discriminant validity of the model, whilst reliability of the constructs was achieved by assessing internal consistency reliability and composite reliability.

Internal Consistency Reliability

It is a form of reliability used to assess if the results across items within the same test are consistent (Hajjar, 2018). It checks if the questionnaire items measuring a construct have similar scores, in other words if the items are highly correlated (Drolet & Morrison, 2001). Values of between 0.6 to 0.7 are deemed sufficient for exploratory research and within the range of 0.7 to 0.9 acceptable in advanced research (Nunally & Bernstein, 1994). In this study the values were between 0.6 to 0.9 and thus deemed acceptable.

Convergent Validity

It is the extent to which a number of questionnaire items used to measure the same concept agree (MacKinnon, 2008). Construct validity means that a test which measures a particular construct is actually measures that construct. Convergent validity takes two items that are supposed to measure the same construct and shows that they are related. It is determined through Average Variance Extracted (AVE) and factor loadings. An AVE value of 0.50 or higher indicates that a convergent validity is satisfied. (Benitez, Henseler, Castillo & Schubert, 2020; Fornell & Larcker, 1981)

Discriminant Validity

Discriminant validity confirms that two constructs that are not expected to be related are truly, unrelated. Discriminant validity means that a construct is distinct and represents a concept not denoted by another construct in the model (MacKinnon, 2008). Discriminant validity can be evaluated by assessing the cross loadings among constructs, Fornell-Larcker criterion, and Heterotrait-Monotrait

Ratio of correlation (HTMT) (Hair et al., 2013). A HTMT ratio of below 0.850 means a latent construct has discriminant validity (Henseler, Ringle & Sarstedt, 2015). HTMT ratio is used to measure the discriminant validity.

Assessment of the Structural Model

After satisfying prerequisites of measurement model analysis have to proceed the evaluation of the structural model. The first step for the assessment of the PLS-SEM is the coefficient of multiple determinations (R^2) for each endogenous construct. A coefficient of determination (R^2) of 0.75 is significant (Hair et al., 2014). The second step is to assess the regression coefficients among the validated latent variable. Regression coefficient of 0.05 is deemed significant (Bradley & Tibshirani, 1993). Thirdly, it is essential to measure the effect of individual endogenous variables on the exogenous variable. This is achieved by assessing the effect size, f^2 is used to measure the impact. In general, f^2 values of 0.02, 0.15, and 0.35, represent small, medium, and large effects of the exogenous latent variable, respectively (Cohen, 1988). The last assessment is the ability of the model to predict, and this determined by the Stone-Geisser's Q^2 statistic (Stone, 1974). For a certain endogenous construct, predictive relevance of 0.35 is considered large (Hair et al., 2016).

The Structural Model of the Study

The section describes the structure of the model of this study as illustrated in figure 2

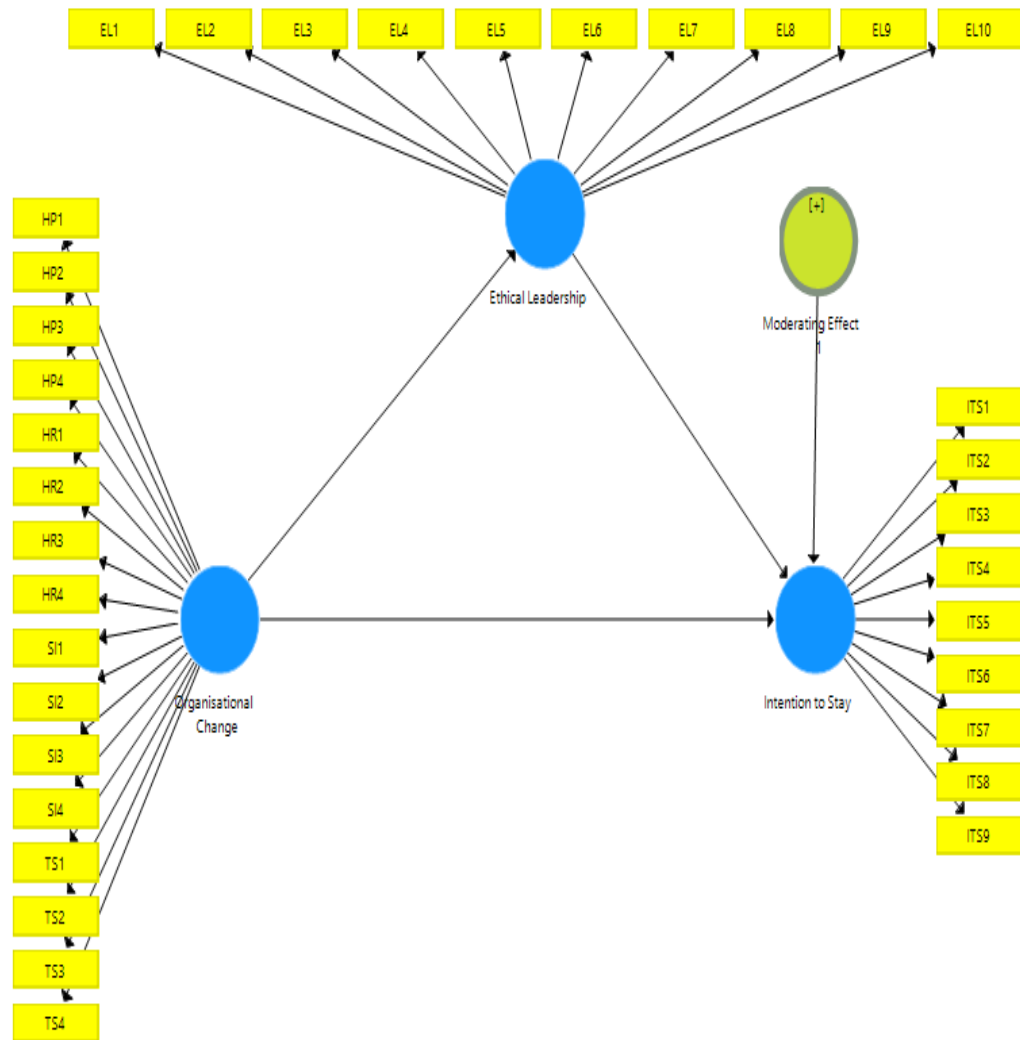


Figure 2: Structural model

Source: Smart PLS (2022)

It indicates the exogenous and the endogenous variables with the various indicators. There is one exogenous variable (four dimensions) and two endogenous variables in this study. The exogenous variable is organizational change (OC), however, measured in terms of Human Process Intervention (HP), Techno-structural Intervention (TS), Human Resource Intervention (HR), and Strategic Intervention (SI). The endogenous are; Ethical Leadership (EL), and Employee Intention to Stay (EIS).

The latent variable Human Process Intervention was measured by four indicators (HP1, PH2, HP3 and HP4). Again, Techno-structural Intervention was measured by four indicators (*TH1*, TI2, TI3, and TI 4). Human Resource Intervention was also measured by four indicators (HRI1, HRI2, HRI3 and HRI4). Strategic Intervention has four indicators (SI1, SI2, SI3, and SI4). The latent variable intention to stay was measured as composite by nine indicators (EIS1, EIS2, EIS3, EIS4, EIS5, EIS6, EIS7, EIS8 and EIS9). The moderating variable, ethical leadership, was considered as a composite variable.

Ethical Consideration

Ethics in research is entails with what is right and what is not right to do when conducting research (Neuman, 2014) and forms an integral part of any research study in particular when human beings are involved (Freed-Taylor, 1994). To guarantee that the study does not contravene acceptable ethical values, the research was guided the UCC's ethical guidelines. Consequently, the researcher sought approval and ethical clearance from the Institutional Review Board of University of Cape Coast. Permission was also obtained from the organization within which the respondents to the questionnaire work. Saunders, Lewis and Thornhill (2007) suggest that researchers should respondents' consent, state the objectives of the research and assurance that the research is guided by ethics. Accordingly, the questionnaire included a cover letter requesting the assent of the respondents. They were also informed that that the study was for academic purposes only and assured that their responses would be treated with anonymity and confidentiality.

Although a researcher has the right to search for new knowledge, this cannot be done at the expense of those being studied (Neuman, 2014). Thus, in terms of the current research study, the rights of the respondents of the research were respected at all times and they were told about their right to withdraw from the survey if they felt uncomfortable responding to the questions on the questionnaire. Thus, respondents were made aware that their participation in the research study was purely voluntary. On the basis of the afore-discussed issues, the researcher can vouch that he did fulfill the ethical guidelines proposed Bless and Higson-Smith (2000) on data collection which are: voluntary participation, privacy, freedom, anonymity and confidentiality.

Chapter summary

The goal of this chapter has been to discuss selected research design and methodology that were followed by the author. The chapter began by giving an outline of the scientific beliefs and paradigms informing the study by articulating how the researcher went about the study and the logic behind each method used. This was followed by the process to test the hypothesis developed in the study. Overall, the study covered the research philosophy, research design, the study population, sampling and sampling procedures adopted for the study. Others were the instruments used, procedures that were followed during the data collection, data analysis and how the data were managed. Additionally, the chapter provided data on the reliability of the measurement scales used and ethical considerations adopted in the study.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the research findings from the study which sought to examine the relationship organizational change and employee intention to stay and the moderating effect of ethical leadership on the relationship between organisational change and employee intention to stay. A detailed analysis using the statistical techniques discussed in chapter 3 was undertaken to test the hypothesis and to systematically provide answers to the following questions.

1. what influence does organisational change have on employee intention to stay?
2. what is the relationship between ethical leadership and employee intention to stay?
3. what is the moderating effect of ethical leadership on the relationship between organisational change and employee intention to stay?

In line with the purpose of the study, the chapter is divided into two main parts. The first part presents and discusses the profile of the respondents used for the study. The second part assesses the measurement and structural models for the study and tests the following hypotheses.

H1a: Human process interventions are positively related to employee intention to stay

H1b: Techno structural interventions are positively related to employee intention to stay

H1c: Human resource interventions are positively related to employee intention to stay

H1d: Strategic interventions are positively related to employee intention to stay

H2: Ethical Leadership has a positive effect on Employee Intention to stay

H3a: Ethical Leadership mediates the nexus of Human process interventions and Employee Intention to stay

H3b: Ethical Leadership mediates the nexus of Techno structural interventions and Employee Intention to stay

H3c: Ethical Leadership mediates the nexus of Human resource interventions and Employee Intention to stay

H3d: Ethical Leadership mediates the nexus of Strategic interventions and Employee Intention to stay

Specifically, issues pertaining to indicator loadings, CR (Composite reliability), AVE (Average variance extracted) and DV (Discriminant validity) were considered for the measurement models. The direct effect and the indirect effect were also tested.

Demographic Profile of Respondents

This section provides information on the background characteristics of respondents which are summarised in Table 3. In this study, Table 3 presents demographic statistics on the frequencies and percentages of responses on sex, age, academic qualifications and years of worked.

Table 3: Demographic Profile of the respondents

Variables	Options	Frequency	Percent
Gender	Female	110	43.1
	Male	145	56.9
	Total	255	100
Age	21-30	23	9
	31-40	98	38.4
	41-50	64	25.1
	51 years and above	70	27.5
	Total	255	100.0
Level of Education	1 st Degree	30	11.8
	2 nd Degree	83	32.5
	PhD Degree	97	38
		45	17.6
	Professionals		
	Totals	255	100

Years of Work	1-5 years	45	17.6
	6-10 years	120	47.1
	11-15	50	19.6
	16 years and above	40	15.7
Total		255	100.0

Source: Field Data, 2022

As presented in Table 3, the workforce at the selected public universities in Ghana is male dominated. Majority of the respondents 145 (56.9%) were males with 110 (43.1%) of the respondents being females. This implies that a more males are employed in the service which is not surprising considering the gender inequality in terms of higher educational levels' differentials between male and female and subsequent differences in gender employment levels in the country. From the Annual Report of Ghana Statistical Service, (2014), it can be noted that generally, labour force participation rate of females remains lower than that of males although females constitute over half of the entire population. In addition, the unemployment rate is estimated to be higher among women than men, whilst at the same time the share of females in wage employment is also lower than that of males.

In terms of the age distribution of the respondents, it was realised that 98 (38.4%) of the respondents are between the age of 31 and 40 years. This gives a good impression that a large number of the respondents are in their prime age and that the university can be considered to have had a lot of potentials in terms of

innovative behaviours in the future. Moreover, the result indicates that 70 (27.5%) were 51 years and above, implying that in the service, that quite a number of employees are endowed with experience which could be a benefit to the tertiary institutions in the context of development. Besides, 64 (25.1%) of the respondents was between ages of 41-50. However, the least age group was those between the ages 21 and 30 years representing 23 (9%). This could mean that within the public universities in Ghana, the young and inexperienced few staff will have the potential to benefit from the experiences of the matured ones.

In respect to the level of education, it can be noted that majority of the respondents representing 97 (38%) were PhD holders, while respondents with second degree were 83 (32.5%). The third highest educational level group was Professionals representing 45 (17.65%). However, the smallest percentage group was those with first degree representing 30 (11.8%).

With regards to how long each respondent has worked in the university, it was found that almost half 120 (47.1%) of the respondents fell within 6 to 10 years, while 50 (19.6%) had worked for years between 11 and 15. Those who have worked between 1 and 5 years were 45 (17.6%), whereas 40 (15.7%) respondents have worked within the years of 16 and above. This means that those who have worked longer in the institutions were not largely represented.

The Findings of the Main Study Objectives

This section presents results and analysis based on the key research objectives of this study. The Smart PLS was employed for structural equation modelling based on the hypotheses of this study and was used in analysing the data.

The results and analysis are presented chronologically based on the stated objectives of this study.

Influence of organizational change on Employees' intention to stay

This section sought to examine the first objective of the study, thus, the influence of organizational change on employee intention to stay. The analysis of the objective was contingent upon the acceptable criteria in the measurement and structural models. As captured in the ensuing figure and tables, the measurement model (indicator loadings, IL; internal consistency, convergent validity, CV; and discriminant validity, DV) was first evaluated followed by the structural model (coefficient of determination, R^2 ; significance, p ; predictive relevance, Q^2 ; effect size, f^2).

Measurement Model

The measurement model comprising indicator loadings (IL), internal consistency, convergent validity (CV), and discriminant validity (DV) was first evaluated.

Indicator Loadings

Commencing with the indicator acceptability on the Constructs, the results on Figure 3 revealed that loadings were well within the recommended criteria of 0.60 and above.

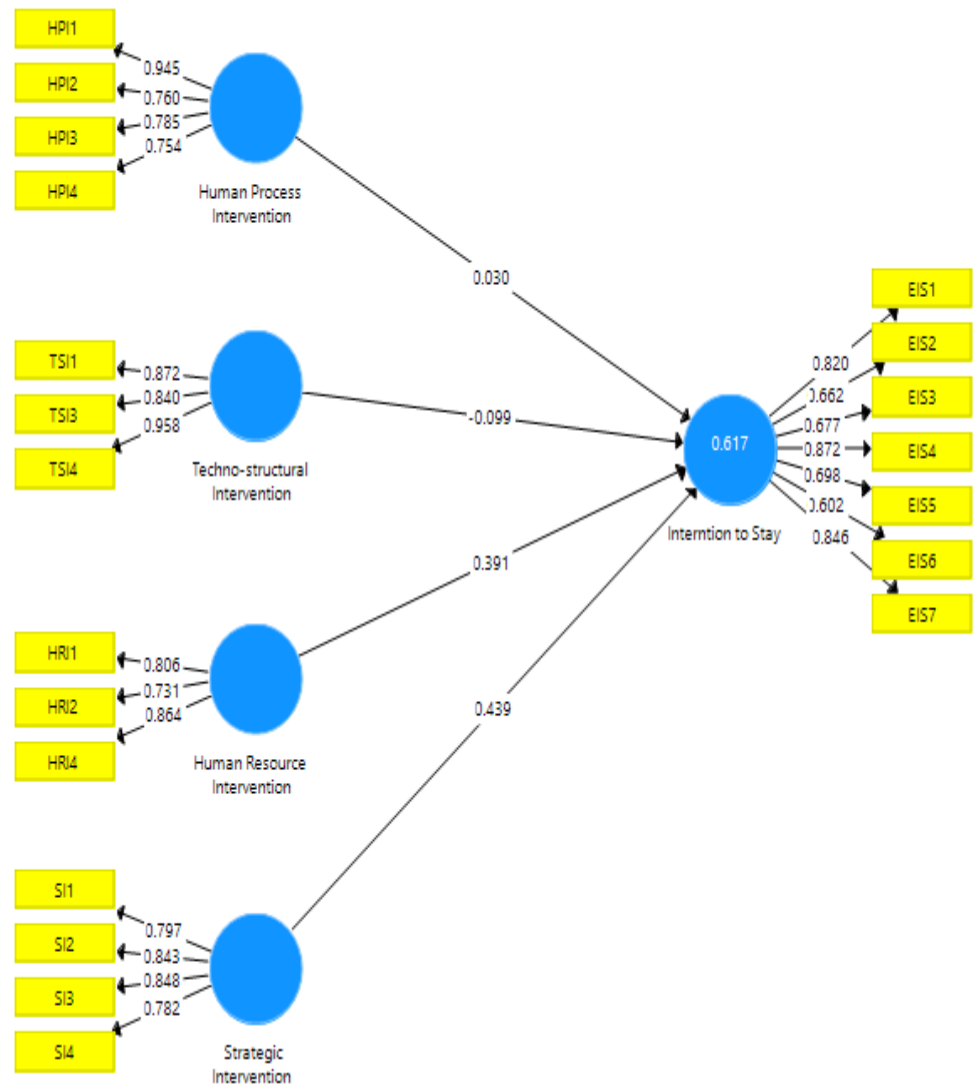


Figure 3: Indicator Loadings Assessment for objective one

Source: Field Data (2022)

From Figure 3, the construct organizational change was measured by four variables; human process intervention (HPI), techno-structural intervention (TSI), human resource intervention (HRI) and strategic intervention (SI). Loadings for human resource intervention (HPI) were between 0.754 – 0.945, techno-structural intervention (TSI) were between 0.840 – 0.958, human resource intervention (HRI) were between 0.731 – 0.864, and strategic intervention (SI) were between 0.782 – 0.848.

were between 0.731 – 0.864, and strategic intervention (SI) were between 0.782 – 0.848 while those of employee intention to stay (EIS) were between 0.602 – 0.872. As a rule of thumb prescribed by Hair et al. (2019), the indicators shown in the figure were retained. The remaining items for TSI (TSI2), HRI (HRI3), and EIS (EIS7, EIS8, EIS9) were deleted from the model because they failed to meet the threshold or affected overall reliability.

Internal Consistency Reliability, Convergent Validity and Discriminant Validity

The assessment of internal consistency reliability of the constructs was done using the CA, rho_A and CR while convergent validity was done using the AVE. The study's DV, which measures the extent to which constructs or variables are distinguished from each other, was assessed using the Heterotrait- Monotrait Ratio (HTMT). Table 4 reports on the summary of the results of the PLS output.

Table 4: Construct Reliability, Validity and Discriminant Validity

	Cronbach's Alpha (CA)	rho_A	Composite Reliability (CR)	CV-Average Extracted (AVE)	Variance
HPI	0.839	0.729	0.887	0.664	
TSI	0.899	0.963	0.921	0.795	
HRI	0.720	0.731	0.843	0.643	
SI	0.835	0.837	0.890	0.669	
EIS	0.866	0.882	0.896	0.556	

Source: Field Data (2022)

Although, CR is seen as the best measure of internal consistency, a cursory check at the values of all the other measures shown that the constructs' internal consistency reliability was achieved. Again, the constructs convergent validity was satisfactory because values of AVE were well higher than the minimum 50 percent threshold. In respect of the DV, the table confirmed that HPI, TSI, HRI, SI and EIS were five distinct constructs as revealed also by the HTMT ratio of < 0.85 cut-off point.

Table 5: Heterotrait - Monotrait Ratio (HTMT)

	HPI	TSI	HRI	SI	EIS
HPI					
TSI	0.640				
HRI	0.194	0.142			
SI	0.214	0.116	0.494		
EIS	0.101	0.076	0.567	0.650	

Source: Field survey (2022)

Structural Model

The next table evaluated the structural model and from which inferences were made into the objective of the study. The structural model primarily helped the researcher to draw conclusions on how organizational change influences employees' intention to stay in the municipality, Ghana, particularly, in the Metropolitan Assemblies. The results of the coefficients (R), R², significance, P, Q² and f² were presented in Table 6.

Table 6: Structural model results for hypotheses 1a, 1b, 1c, and 1d

	Beta	T	R ²	Adjusted	Q ²	P-Value	f ²
	(R)	Statistics		R ²			
EIS			0.617	0.600	0.314		
HPI	0.030	3.399				0.001	0.114
TSI	-0.099	5.342				0.020	0.088
HRI	0.391	3.674				0.000	0.282
SI	0.439	4.325				0.000	0.153

Notes: R² of 0.25, 0.5 and 0.75 is considered as weak, moderate and substantial respectively; Q² of 0.02, 0.15 and 0.35 is considered as small, medium and large respectively; f² of 0.02, 0.15 and 0.35 is seen as small, medium and large respectively

The first objective sought to assess the influence organisational change has on employee intention to stay. The objective was tested as part of the entire model, representing the relationship between organisational change and employees' intentions to stay. Thus, the first formulated hypothesis thus reads:

H1a: Human process interventions are positively related to employee intention to stay

Referring from Table 6, it can be concluded that organisational change has a large (0.617) coefficient of determination on employees' intentions to stay, accounting for 61.7 percent of the variation in employees' intentions to quit. With respect to predictive relevance, the results show a moderate predictive relevance of the model on the endogenous variable (0.314). This shows that the exogenous variable does well to predict the endogenous variable. The results of the effect size

show that organisational change had a moderate effect size on the endogenous variable (employees' intentions to stay).

Based on the path estimation, the results of the PLS-SEM showed that human process intervention had a significant positive effect of employees' intentions to stay ($\beta = 0.030$, $p < 0.05$; Table 9, Figure 3). The path coefficient was in the same direction as hypothesized; hence the hypothesis that human process intervention was related to employees' intentions to quit is supported.

H1b: Techno structural interventions are positively related to employee intention to stay

The second hypothesis was formulated to determine whether there is a relationship between techno structural interventions and employee intention to stay. Based on the path estimation, the results of the PLS-SEM showed that techno-structural intervention had a significant effect on employees' intentions to quit ($\beta = -0.099$, $p < 0.05$; Table 6, Figure 3). The result thence supports the hypothesis that techno-structural intervention has a significant effect on employee intentions to stay. The results are therefore in the direction related to what was hypothesised.

H1c: Human resource interventions are positively related to employee intention to stay

The third hypothesis of this study sought to test the effect of human resource interventions are positively related to employee intention to stay. The study estimated the path between human resource intervention and employees' intentions to stay. The results as shown in Figure 3 and Table 6, indicated a path coefficient of 0.391 and a p-value of 0.000. The path coefficient was in the direction, hence

the hypothesis that human resource intervention was related to employees' intentions to stay is accepted, and also significant to employee intention to stay.

H1d: Strategic interventions are positively related to employee intention to stay

The final hypothesis of the first objective sought to assess the influence of strategic intervention on employees' intentions to stay. Based on the path estimation, the results of the PLS-SEM showed that strategic intervention had no significant effect on employees' intentions to quit ($\beta = 0.439$, $p < 0.05$; Table 6, Figure 3). Based on the path estimation, the study supports the hypothesis that strategic intervention is related employees' intentions to stay.

A summary of the decisions with respect to objective one is presented in Table 7.

Table 7: Summary of objective 1

Hypothesis	Beta	t-value	P-value	Decision
HPI-EIS	0.030	3.399	0.001	Supported
TSI-EIS	-0.099	5.342	0.020	Supported
HRI-EIS	0.391	3.674	0.000	Supported
SI-EIS	0.439	4.325	0.000	Supported

Source: Field survey (2022)

Discussions

The study examined how individual perceptions of organisational change affects employees' intention to stay in the Berekum Municipality. Although previous research has investigated the relationship between organisational change and employee intention to stay (e.g. Rafferty & Griffin, 2006), to my knowledge, this is the first study to examine organisational change as a direct (rather than

indirect) antecedent of employee intention to stay. Study findings hereby concurred with the Osunsan et al., (2019) who explored the effect of all the organizational changes such as structural, strategic and technological on employee retention leading to higher performance among selected commercial banks in Bujumbura, Burundi. The study drew the conclusion that organizational change had a significant effect on employee retention; structural change, strategic and technological changes significantly affected employee performance due to employee intention to stay.

Specifically, strategic interventions were found to have a major impact on employee intention to stay as strategies have trickle-down effect. Strategies are made at the top level and mostly implemented from the top but have impact at group and individual levels as well. Consequently, every time strategic change interventions are announced, employees start revamping their CV's. Findings concur with previous studies of Riot and de la Burgade (2012); and Stensaker et al. (2014). Human process interventions also increase employee intention to stay in the municipal. Thus, human process is fundamentally related to group functioning, group norms and rules that are followed in group settings. If the organization wants to change these settings, it is important that employees are engaged and taken in to confidence. Upon the failure of effective actions employee turnover intention increases. Similar results have been reported in studies (Li & Zhou, 2013; Willcocks, 2011).

Also, Techno structural interventions also create fears and doubts in mind of employees. Hierarchy plays a very important and influential role on how

employees operate. When interventions are brought that change the chain of command and span of control, employees' intention to switch organization increases. Worch et al. (2012) found similar results and said that involving employees in the techno structural interventions can reduce employee turnover intention. However, human resource intervention was found to have no impact on employee intention to stay. Study findings does nor concur with the findings of Rahman & Nas (2013), who suggested that whenever organizations want to introduce any change intervention that alter the human resource policies, employee turnover intention increases. This can be due to the fact that human resource policies provide the very basis on which employees interact with organizations. It can be said that issues related to employees' promotion, development, training and demotion depend on the HR policies of organizations.

Objective two

The second objective of the study sought to analyse the influence of ethical leadership on employees' intention to stay in the municipality. Based on the evaluation of the measurement model, the results show that item loadings, CA, rho_A, CR, AVE and HTMT ratio all met the rule of thumb for assessing indicator reliability, internal consistency, convergent validity and discriminant validity respectively. The summary of the model was demonstrated partly in Figure 4 and Table 8.

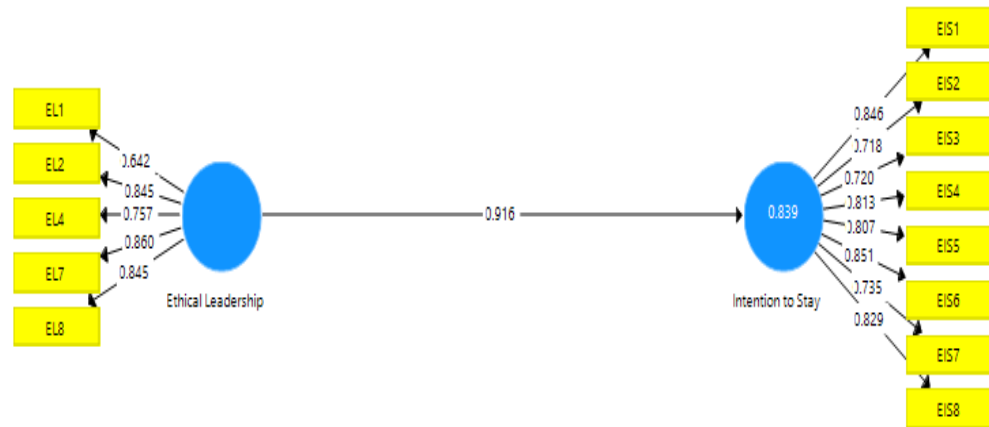


Figure 4: Item loadings Assessment for Objective Two

Source: Field Data (2022)

Figure 4 demonstrated that the indicators that were maintained have met the thresholds for achieving indicator reliability. Specifically, loadings for ethical leadership (EL) ranged from 0.642 – 0.845 whereas loading for employee intention to stay (EIS) were from 0.718 – 0.851.

Table 8: Construct Reliability, Validity and Discriminant Validity

	Cronbach's	rho_A	Composite	CV-Average
	Alpha (CA)		Reliability (CR)	Variance Extracted (AVE)
EIS	0.914	0.918	0.930	0.627
EL	0.850	0.863	0.894	0.631
Heterotrait-Monotrait Ratio (HTMT)				
		1		2
EIS				
EL		0.519		

Source: Field Data (2022)

Moreover, Table 9 shows that the Constructs' internal consistencies, convergent validity were achieved. The HTMT score also confirms that EL and EIS were completely distinct from each other. The next level of evaluation was the structural model, thus, assessing the objective of the study through the EL predictive power, R^2 , Q^2 and f^2 .

Table 9: Structural model results for hypothesis two

	Beta	T	R^2	Adjusted	Q^2	P-Value	f^2
	(R)	Statistics		R^2			
EL->EIS	0.916	66.702	0.839	0.838	0.512	0.000	0.525

Source: Field survey (2022)

From Table 9, it is observed that the correlation between EL and EIS was substantial and significant at 5 percent significant level, 2-tailed ($R=0.916$; $t=66.702$; $p=0.000$; $p<0.05$). Based on this score it could be deduced that EIS will improve significantly at a value of 0.916 any time there is a unit increase in the EL of within the municipality. In the same fashion, it can be asserted that a unit fall in the EL scores will cause a corresponding decrease in employees' intention to stay by 0.916. Similarly, the table show that EL contributed 51.2 percent (R^2 adjusted) of variations in the intention to stay of the employees given that all other factors affecting OCB are controlled for or are held constant. Thus, other factors that make up the remaining 49.8 percent of variation in EIS were not captured in study and were treated as errors. The implications of the results of the Q^2 and f^2 prove that EL statistically has a moderate and large predictive relevance and effect on the R and R^2 values of EIS within the municipality.

Discussion

Study finding corroborates with the findings of Benevene et al. (2018) and Musenze, (2018) who conducted a study on the effect of ethical leadership (EL) on volunteers' satisfaction, affective organizational commitment and intention to stay in the same organization. EL was found to be positively associated both with volunteers'/staff intention of staying in both cases. In addition, this study has not just recognised ethical leadership as a mechanism by which organisational change is connected with employees' intention to stay but also presented social learning theory (Bandura, 1986), with other theories, path goal and social exchange as a descriptive model to explain when and how ethical leadership affects employees' job-related behaviours and outcomes. Also, by applying the SEM-PLS, this research denotes a significant effort to link ethical leadership in association between leaders and employees to elucidate the connections among change and their intention to stay in the organization.

Objective three: Moderating effect of Ethical leadership on Organisational Change and Employees' Intention to Stay

This section sought to analyse the final objective designed to achieve the overall purpose of the study. The final objective examined the moderating effect of ethical leadership in the relationship between organizational change and employee intention to stay within the municipality. Thus, the study hypothesised that ethical leadership moderates the nexus between organizational change and employee intentions to stay. The inclusion of ethical leadership in the nexus was again driven by the quest to determine how it could change the direction and strength of the

Organisational change – employee intention to stay link. Prior to the analysis, the measurement model was evaluated based on the recommended standards of indicator reliability, internal consistency, convergent validity and discriminant validity.

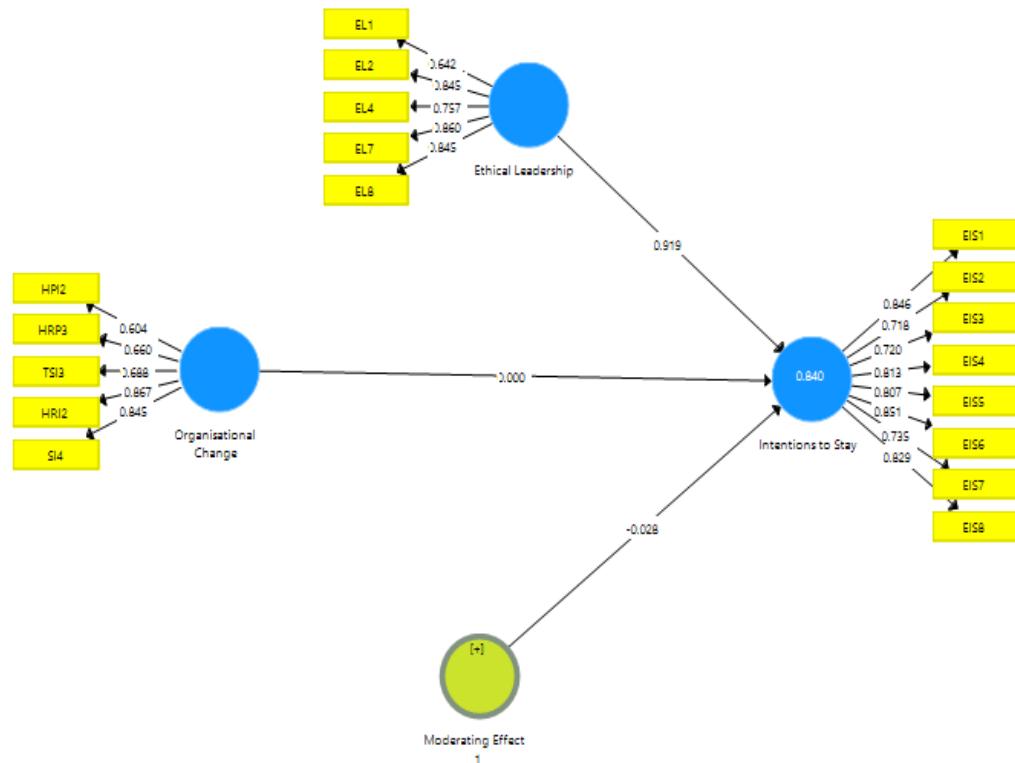


Figure 5: Item loadings Assessment for Objective Three

Source: Field Data (2022)

Loadings on the indicators of the organizational change and employee intentions to stay constructs as depicted in Figure 5 show that the items retained for each of the constructs were good and appropriate for the measurement model.

Table 10: Construct Reliability, Validity and Discriminant Validity

	Cronbach's	rho_A	Composite	CV-Average
	Alpha (CA)		Reliability	Variance
			(CR)	Extracted (AVE)
EL	0.850	0.863	0.894	0.631
OC*EL	1.000	1.000	1.000	1.000
EIS	0.914	0.918	0.930	0.627
OC	0.804	0.817	0.856	0.548
Heterotrait-Monotrait Ratio (HTMT)				
	1	2	3	4
EL				
OC*EL	0.116			
EIS	0.111	0.065		
OC	0.023	0.110	0.535	

Note: EL- Ethical leadership

Source: Field Data (2022)

Also, the CA, rho_A and CR which serve as measure of internal consistency reliability of the constructs were acceptable in the study. A close observation of the values of CA reveal that the score was well above the 0.70 threshold. Same was seen of the rho_A and CR, all of which, the scores loaded above the cut-off points (>0.708: Table 10). It was noted further that the 50 percent minimum score recommended for AVE for the achievement of convergent validity or mutual relationships between the constructs was met. This is because, the AVEs of servant leadership, EIS and length of time spent with leader were well above 0.50 threshold

(Table 10). The model showed that issues of discriminant validity were not recorded (HTMT<0.85: Table 10). After assessing the measurement model, the way was opened for the researcher to adopt the structural model for analysing the objective of the study. Results were summarised in Table 11.

Table 11: Structural Model Results of Objective Three

	Beta (R)	T	R ²	Adjusted Q ²	P-Value	f ²
		Statistics		R ²		
EIS	0.840	66.702	0.839	0.838	0.512	0.525
EL->EIS	0.919	2.181			0.000	0.016
OC*EL->EIS	0.000	0.585			0.261	
OC->EIS	-0.029	13.671			0.304	

Source: Field survey (2022)

The results in Table 11 showed that, first, organizational change has a significant negative ($R=-0.029$; $t=13.671$; $p=0.000$) link with EIS holding the interacting term or moderator ethical leadership constant, which, connotes also that the effect of the relationship per the effect size ($f^2=0.379$) statistic was large. Also, ethical leadership demonstrated a significant positive nexus with EIS ($R=0.919$; $t=2.181$; $p=0.000$), suggesting that a unit increase in the ethical leadership will lead to a 0.919 increase in the EIS of the subordinates in the organisation with small effect or impact ($f^2=0.016$). In a similar vein, when the ethical leadership is increased, it will lead to increase in the EIS of the employees by same scores. However, the results of the moderation in the structural model revealed a non-significant (close to zero) relationship between organizational change and EIS

($R=0.000$; $t=0.003$; $p=0.997$: Table 11) when ethical leadership of employers interacted with organizational change construct. As portrayed also by the f^2 (0.000: Table 11), it stands to buttress the point that length of time spent with servant leaders does not play a role in contributing to the R^2 value and Q^2 values in the model or have any effect on the strength and direction of the ethical leadership and EIS relationship. This leads to the conclusion in the study that ethical leadership does moderate the nexus between organizational change and EIS of employees in the Municipality. Therefore, hypothesis three was supported and accepted.

Discussions

Previous studies have highlighted the significance of leadership regarding employees' job performance and turnover intention. (Kark & Van Dijk, 2007). However, prior research has not examined how leadership, specifically, ethical leadership may mitigate the vast implications of change in organizations in predicting employee intention to stay. In this regard, research on organizational change also has not connected with the insights from ethical leadership research. Through social learning, ethical leaders indeed encourage employees to maintain ethical behavior in the work place (Khan, Mahmood & Shoaib, 2022). Moreover, as part of social exchange and reciprocity processes, ethical leaders treat employees in a fair, respectful, and trustworthy manner which triggers a sense of loyalty in employees (Khan & Jan, 2015). Indeed, study results show that ethical leadership moderates the relationship between organisational change and employee intention to stay.

Consistent with social learning and social exchange theories, our findings suggest that while employees evaluate their image as a result of shock to the system (frequent change), ethical leaders can influence the outcome of employees (intention to stay). This is the case when employees perceive the leader as credible and attractive thereby role modeling his or her behavior by learning from rewards and punishment, and the value such leader places on them. This finding thereby addresses Brown and Trevino's (2006) call for underlying processes that may help explain how ethical leaders influence the outcome of employees by illustrating its role in the relationship between change in organizations and turnover intentions.

Leaders who are seen as ethical frequent change actually arouse employees' feelings of self-worth and esteem. Hence, leaders have a particularly important role in encouraging employees to experience frequent change not as a negative event but as an opportunity for personal growth and learning. Notably, employees care for being treated in a fair and ethical manner from which they derive meaning and a need to belong to the organization. As such, ethical leaders enable employees' high level of self-esteem, which translates into the decision to less likely leave the organization.

Chapter Summary

This chapter centred on the main research objective which reflects on the influence of organizational change on employee intention to stay through the moderating role of ethical leadership in Berekum Municipality in the Bono Region, Ghana. Based on this main research objective, three specific objectives were discussed this chapter. However, the first section discussed the demographic

features of the respondents, while the second section, addressed the main specific research questions and formulated hypotheses relating to the study. The measurement models used for the study were the indicator loadings, internal consistency reliability, Convergent validity and the Discriminant validity. So far the results have indicated that the organisational change had a moderate and significant effect on employees' intentions to quit, and ethical leaders play a significant role in the decreasing employee intention to quit through the implementation of frequent changes in the organization.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter presented a summary of the findings that emerged from three specific objectives. The chapter further drew conclusions from the findings, and made recommendations on how best ethical leadership can decrease employee intention to quit through the implementation of changes in Berekum municipal. Finally, suggestions for future research were done.

Summary of the Study

The study set out to examine the influence of Organisational Change on Employee Intention to stay through the Moderating Role of Ethical Leadership in Berekum Municipality in the Bono Region, Ghana. There were three main specific objectives, which the study aimed to achieve and these included to:

1. examine the influence of organisational change on employee intention to stay;
2. examine the role of ethical leadership in employee intention to stay;
3. analyse the moderating effect of ethical leadership on the relationship between organisational change and employee intention to stay

The study employed the explanatory research design to meet the methodological underpinning of the research philosophy. Out of a sample size of 195 selected employees of the council, 180 of them comprising a response rate of 92.3% successfully participated and responded to the questionnaire. The study employed a 7-Likert typed questionnaire to gather data from the respondents. To

analyse the specific objectives of the study, descriptive (means and standards) and inferential statistics (regression) was adopted for analysis in the study.

Key Findings

Objective One

Having determined how the change interventions impact employee intention to stay in the municipal, this study findings can help the municipal and other organisations to effectively implement change, thus, by developing change interventions and understanding their connection with employee turnover intention. Change agents can make use of it to develop change interventions that impact employee turnover intention and know how to deal with them.

Objective Two

Findings revealed that ethical leaders have an important role in encouraging employees to experience frequent change not as a negative event but as an opportunity for personal growth and learning. Ethical leaders play the role as change agents, and should realise that employees care for being treated in a fair and ethical manner from which they derive meaning and a need to belong to the organization. As such, ethical leaders increase employees' level of self-esteem, which translates into the decision to less likely leave the organization.

Objective Three

Findings revealed that the ethical leadership impact employee behavior and outcomes such as performance and commitment. Ethical leaders consider themselves as trustworthy role models and important source of knowledge. Their leadership help to establish a mutual understanding of acceptable behaviours

among employees, and to enhance their learning, which in turn fosters their work-related outcomes. The theories discussed in Chapter two support how ethical leaders use their influence employees' behavior by offering employees the basis for learning their behaviours which are essential to exhibit well on job.

Conclusion

The study showed that results obtained from a single-source field study extend our understanding on how organisational change influences employee intention to stay through the moderating role of ethical leadership by integrating social learning, social exchange, and path goal theories. With regard to the first objective, the study findings revealed that organisational change had a moderate and positive significance on employee intention to stay. All hypotheses in this regard were supported except for human resource intervention. The study revealed that it had no significant effect on employee intention to stay. With respect to the second objective, study findings showed that ethical leadership was positively and significantly related to employee intention to stay. Thus, ethical leaders played a particularly important role in reducing employees' intention to quit the municipal. Hypothesis in this regard was supported.

Lastly, study findings showed how ethical leadership reduced employee intention to quit through the change in the municipal. Findings established a positive and significant relationship between organisational change and employee intention to stay through the moderating role of ethical leadership. It was demonstrated that ethical leadership behavior through social learning and social exchange is essential to mitigate organisational change – employee intention to stay

relationship. In addition, ethical leaders create an environment in which employees feel they belong, which in turn reduces their turnover intentions during impactful and frequent changes in the municipal. Thus, organizations can leverage on the influence of ethical leaders to retain valuable human capital during change efforts.

Recommendations

Based on the outcome of the study from the discussion of findings, the study recommends to Berekum municipality as follows:

From the first research objective, it was recommended that, leaders should actively create and maintain a workplace environment that emphasizes ethical practices. This can be achieved by consistently communicating the importance of ethical behavior, addressing ethical issues openly, and serving as role models through ethical decision-making and interactions. Additionally, clear policies should be established and enforced to promote fairness and equity for all employees. Encouraging responsibility and accountability among employees can further build trust and foster a sense of belonging. Leaders who uphold these values are better positioned to meet employee expectations, enhance organizational trust, and strengthen the company's reputation.

From the second research objective, it was also recommended that, management should also integrate ethical qualities alongside technical skills during recruitment processes. This involves conducting comprehensive background and reference checks to assess candidates' ethical behavior and incorporating integrity tests and situational judgment assessments during hiring. Furthermore, mandatory ethics training programs should be designed and implemented for all employees to

promote understanding and adherence to organizational values. To reinforce ethical behavior, companies should establish a robust reward system for ethical conduct and consistently address unethical actions with appropriate disciplinary measures.

Finally, workplace values and norms should be aligned with ethical principles by adopting a systematic approach, such as Total Quality Management (TQM) for ethics. This approach includes identifying and addressing the root causes of unethical behavior through regular assessments and feedback mechanisms. Ethical considerations should be integrated into all operational processes and decision-making frameworks, while ongoing monitoring and evaluation systems are established to ensure compliance with ethical standards. By embedding ethics into the organizational culture, companies can enhance employee satisfaction, improve overall performance, and maintain a strong ethical reputation.

Suggestions for Further Studies

Future studies may control for similar leadership styles (for example, transformational leadership) or examine whether other mechanisms play a role in this process. Although, the study examined the important role ethical leadership plays in employee intention to stay, future research is needed to examine what characteristics would encourage employees to perceive leaders as ethical during change processes. Further study could take it a step further by testing whether ethical leadership is beneficial for organizations that are implementing change. Yet, the next step will be to examine in more detail which behaviors leaders can adopt in order to be perceived as ethical in such a change process.

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APPENDICE: QUESTIONNAIRE
UNIVERSITY OF CAPE COAST
SCHOOL OF BUSINESS
DEPARTMENT OF MANAGEMENT

Dear Respondent,

I am a student of University of Cape Coast, offering Master of Commerce (Management) programme at the School of Business, Department of Management. This questionnaire is designed to ascertain information for my research work on the topic: **“ORGANISATIONAL CHANGE AND EMPLOYEE INTENTION TO STAY THROUGH THE MODERATING ROLE OF ETHICAL LEADERSHIP: A CASE STUDY FROM BEREKUM MUNICIPALITY IN THE BONO REGION, GHANA”**. This research is in partial fulfillment of the requirement for the award of a Master of Commerce Degree in Management at the University of Cape Coast. All the answers you provide will be treated with the utmost confidentiality and for academic purpose only. Please feel free to answer the questions as candid as possible”.

Thank you

Mavis Dwumah-Tawiah

RESEARCH INSTRUMENT**UNIVERSITY OF CAPE COAST****DEPARTMENT OF MANAGEMENT****SECTION A: DEMOGRAPHICS**

The following biographical information is requested in order for meaningful analysis and comparisons of group results to be made. Tick the appropriate response as it applies to you.

1. Gender

☐ Male☐ Female

2. Age

☐ Less than 30☐ 31 - 40☐ 41 - 50☐ []

Above 50

3. Educational Experience

☐ Certificate☐ Diploma☐ Advanced Diploma☐ First

Degree

☐ Second degree☐ Professional

Others (specify)

4. Position

☐ Junior☐ Senior☐ Top management

5. Years of experience

☐ 0 - 5☐ 6 - 10☐ 11-15☐ Above

16years

SECTION B: ORGANISATIONAL CHANGE (OC)

Below are statements that describe how you may think about yourself right now.

Use the following scale to indicate your level of agreement or disagreement with each statement by ticking the appropriate check box. (SD = strongly disagree, D = disagree, A = agree, SA = strongly agree)

<i>Dimensions of OC</i>	SD	D	A	SA
HUMAN PROCESS INTERVENTIONS				
1. We place a strong emphasis on learning and information sharing				
2. We hold meetings across all department levels that focus on identifying and critically assessing new opportunities.				
3. We communicate an enduring, shared purpose that is well understood by all employees				
4. We select, hire, evaluate, and reward our employees based, in part, on their ability to thrive on change				
5. We create a climate of trust, honesty, and transparency				

TECHNO STRUCTURAL INTERVENTIONS	SD	D	A	SA
6. We create teams with maximum diversity to encourage innovation and creativity				
7. We focus on developing deep expertise about how to implement organizational change.				
8. We use a common, schoolwide framework for thinking and communicating about change.				
9. We appoint a committed change sponsor for each organizational change.				
10. We provide responsive and proactive training and education in support of specific organizational changes.				
HUMAN RESOURCE INTERVENTIONS	SD	D	A	SA
11. We provide change coaching and consulting services to our people and departments.				

12. We tolerate mistakes in the interest of learning.				
13. We support people who take risks and apply innovative ideas.				
14. We encourage people to think dynamically and systematically so that strategies can change quickly.				
15. We develop, reward, and promote department heads and administrators who enable change.				
STRATEGIC INTERVENTIONS	SD	D	A	SA
16. We factor future scenarios into today's decisions.				
17. We create systems and processes for sharing knowledge, information, and learning across boundaries.				
18. We work hard to enhance the organization's credibility				
19. We provide key change projects with enough resources to get highly visible, public successes.				

20. We thoroughly examine the future, changing demographics, competitors, and organizational opportunities.				
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SECTION C: EMPLOYEE INTENTION TO STAY

Use the following scale to indicate your level of agreement or disagreement with each statement by ticking the appropriate check box. (SD = strongly disagree, D = disagree, A = agree, SA = strongly agree)

	SD	D	A	SA
1. I often think about quitting my present job.				
2. I will probably look for a new job in the next year.				
3. As soon as possible, I will leave the organization				
4. If I could choose again, I would choose to work for the current organization.				

SECTION D: ETHICAL LEADERSHIP

Use the following scale to indicate your level of agreement or disagreement with each statement by ticking the appropriate check box. (SD = strongly disagree, D = disagree, A = agree, SA = strongly agree)

	SD	D	A	SA
1. I establish trust in my relationships with others				
2. I follow procedures and rules				
3. I speak out against unfair practices				
4. I am concerned when individuals or groups have advantages compared to others				
5. I try to make people aware that some situations disproportionately privilege some groups				
6. I promote dialogue about contentious issues				
7. I investigate to resolve ethical dilemma				
8. I sanction mistakes in proportion to their seriousness				

THANK YOU