

**SCHOOL OF POSTGRADUATE STUDIES**

**ASSESSING THE EFFECT OF CHANGE MANAGEMENT ON EMPLOYEE  
PERFORMANCE AT TOPFLOOR LTD IN LUSAKA, ZAMBIA**

**BY**

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A dissertation submitted in partial fulfilment for the requirement of the award of a Master's  
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## **DECLARATION**

I, Grace Kaumba, do hereby declare that this dissertation is my original work and has not been previously submitted for a degree at this or any other university. To the best of my knowledge and belief, the dissertation contains no material previously published or written by another person except where due reference is made in the dissertation itself. I certify that all information sources and literature used are indicated in the dissertation. I confirm that this work was done under the guidance of Dr.Chibozu Maambo at the University of Lusaka.

## **DEDICATION**

This dissertation is dedicated to my beloved family, whose unwavering love and support have been my pillar of strength throughout this academic journey. To my mother Mrs Hildah Kaumba, who instilled in me the value of education and perseverance, and to my siblings, who have been my constant cheerleaders. Your love, patience, and sacrifices have made this achievement possible. May this work inspire future generations in our family to pursue knowledge and excellence in all their endeavours.

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## **LIST OF ABBREVIATIONS**

HR	Human Resources
KPI	Key Performance Indicator
LMX	Leader-Member Exchange
OD	Organizational Development
ROI	Return on Investment
SPSS	Statistical Package for the Social Sciences
UNILUS	University of Lusaka

## ABSTRACT

This study assessed the effect of change management on employee performance at TopFloor Ltd in Lusaka, Zambia. Despite implementing various change initiatives, the company has experienced suboptimal results, indicating a gap between change management practices and their effectiveness. This research sought to address this issue by examining the impact of key change management dimensions on employee performance.

The study had three main objectives: to determine how communication strategy affects employee performance, to assess the impact of employee involvement and participation on performance, and to investigate the effect of training and skill development on employee performance at TopFloor Ltd.

A mixed-methods approach was employed, combining quantitative and qualitative data collection and analysis. A sample of 133 employees was surveyed using structured questionnaires, and key informant interviews were conducted with senior staff members. The study utilized descriptive statistics, correlational analysis, and multiple regression to analyse the quantitative data, while thematic analysis was used for qualitative insights.

The findings revealed strong positive correlations between all three change management dimensions and employee performance. Change communication showed a correlation of  $r = 0.78$  ( $p = 0.001$ ), employee involvement  $r = 0.82$  ( $p = 0.001$ ), and training and skill development  $r = 0.71$  ( $p = 0.001$ ). Regression analysis indicated that these dimensions collectively explained 76.2% of the variance in employee performance ( $R^2 = 0.762$ ). Employee involvement emerged as the strongest predictor of performance ( $\beta = 0.40$ ,  $p = 0.001$ ), followed by change communication ( $\beta = 0.35$ ,  $p = 0.001$ ) and training ( $\beta = 0.28$ ,  $p = 0.01$ ).

Descriptive statistics revealed generally positive perceptions of change management practices, with mean scores ranging from 3.32 to 4.48 on a 5-point Likert scale. However, areas for improvement were identified, particularly in ensuring consistent communication across the organization and providing opportunities for skill development and career growth.

Based on these findings, the study recommends that TopFloor Ltd enhance the consistency and timeliness of change communication across all organizational levels, increase opportunities for employee involvement in decision-making processes, and tailor training programs to individual employee needs and long-term career development goals. These recommendations aim to further improve the effectiveness of change management practices and, consequently, enhance employee performance during periods of organizational change.

*Keywords: Change Communication, Employee Participation, Training & Skills Development, Change Management*

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

In an ever-changing global business landscape, organizations need to adapt and manage change effectively to remain competitive and ensure their employees perform at their best. This research project explores the effect of change management on employee performance at TopFloor Ltd in Lusaka, Zambia. It aims to examine the influence of three key aspects of change management: change communication, employee involvement and participation, and training and skill development on employee performance. By focusing on these critical elements, the study seeks to provide insights into how organizations can navigate change processes while maintaining or enhancing employee performance. This research is particularly relevant in the context of emerging economies like Zambia, where rapid business environment changes necessitate effective change management strategies. The findings of this study will contribute to both the theoretical understanding of change management and its practical application in organizational settings.

### **1.1 Background of the Study**

Change is a fundamental aspect of organizational growth and adaptation. Organizations that manage change effectively often experience significant improvements in productivity, higher morale among employees, and ultimately, better overall performance (Cameron & Green, 2015; Armenakis & Harris, 2009). Effective change management is not only about implementing new strategies or systems but also about how the entire process is structured and how employees are engaged in it.

The way these changes are communicated, the degree of employee involvement and participation, and the level of training and skill development provided to employees can significantly influence the outcomes of change management initiatives. According to Goodman and Truss (2004), the effectiveness of change initiatives relies heavily on the way organizations communicate with their employees during such transitions. The timing of change messages, matching communication strategies to employee profiles, the use of appropriate media, flexibility, and minimising uncertainty play critical roles in ensuring change success.

Employee involvement and participation have been shown to be important factors in change success (Armenakis & Bedeian, 1999). When employees are actively engaged in the change process, they often feel a sense of ownership and responsibility, leading to better commitment

and performance during times of change (Piderit, 2000). Literature (Harrison & Klass, 2010) have also revealed that training and skill development are imperative in enhancing employee performance. When employees acquire new skills and knowledge, they become better equipped to adapt to change and contribute to the success of the organisation.

TopFloor Ltd, like many organisations, is not immune to change. It encounters various forms of change, whether they are related to the adoption of new technology, changes in management structures, or shifts in business strategies. The way these changes are managed can significantly impact employee performance. A failure to communicate change effectively, involve employees in the decision-making process, or provide the necessary training and skill development can result in resistance, confusion, and decreased employee performance. Therefore, understanding how these changes affect employee performance at TopFloor Ltd is of paramount importance to the company's long-term success, hence this study.

## **1.2 Statement of the Problem**

TopFloor Ltd has undertaken several change initiatives, including adopting new technologies and shifting business strategies, aimed at enhancing organisational performance. However, these efforts have yielded suboptimal results, indicating a concerning gap between the company's change management practices and their effectiveness. This trend aligns with broader research showing that nearly 70% of organisational change efforts fail to achieve their intended outcomes (Beerel, 2009).

While studies have emphasised the value of change communication (Armenakis & Harris, 2002), employee involvement (Oreg, 2003), and training (Igalens & Roussel, 1999) in driving successful change, there remains limited evidence regarding how these factors collectively influence employee performance within TopFloor Ltd's unique setting. For instance, research (Armenakis & Harris, 2002) indicates that change communication is a critical determinant of change success or failure, yet little is known about TopFloor Ltd's specific communication strategies amidst change and their impacts. Similarly, although employee participation has been shown to mitigate resistance (Oreg, 2003), TopFloor Ltd's degree of employee involvement in change decisions and its relationship with performance is unclear.

Inadequate change communication channels, restricted employee participation, and insufficient training resources may be impeding TopFloor Ltd's change management outcomes. However, the interrelationships between these practices and their specific impacts on employee performance amidst organisational change remain underexplored within the company's context. As TopFloor Ltd operates in Zambia's evolving business landscape, addressing this

knowledge gap presents a timely imperative. By examining these dynamics within TopFloor Ltd, this study uncovered actionable strategies to optimize change management programs and harness the workforce's full potential even through disruptive periods. Generally, the statement of the problem can be succinctly stated as TopFloor Ltd has undertaken several change initiatives but with suboptimal results, indicating a gap between the company's change management practices and their effectiveness, despite research highlighting the importance of change communication, employee involvement, and training for successful organizational change. The insights gained can also enrich the broader organizational change research and equip companies across industries to navigate change effectively.

### **1.3 Objectives of the Study**

The study was guided by the following objectives:

#### **1.3.1 General Objective**

To assess the effect of change management on employee performance at TopFloor Ltd in Lusaka.

#### **1.3.2 Specific Objectives**

- i. To evaluate how communication strategy affects the employees performance at TopFloor Ltd in Lusaka.
- ii. To assess the impact of employee involvement and participation on employee performance at TopFloor Ltd in Lusaka.
- iii. To investigate the effect of training and skill development on employee performance at TopFloor Ltd in Lusaka.

### **1.4 Research Questions**

- i. How does communication strategy affect employee performance at TopFloor Ltd in Lusaka?
- ii. What is the impact of employee involvement and participation on employee performance at TopFloor Ltd in Lusaka?
- iii. How does training and skill development affect the employee performance at TopFloor Ltd in Lusaka?

### **1.5 Significance of the Study**

This research holds great significance for TopFloor Ltd in Lusaka, as it will generate insights into how change management practices influence employee performance. The findings will enable organisations to refine their approach to change communication, employee involvement, and training to boost productivity and competitiveness even amidst disruptive

transitions. As the company operates in Zambia's rapidly evolving business climate, developing organizational resilience through effective change management carries profound value.

Additionally, this study holds significance for the wider realm of organizational change research. By examining how established theoretical frameworks manifest in TopFloor Ltd's distinct setting, the research can enrich the empirical understanding of how change management practices shape employee performance. The context-specific insights will inspire further investigations into change management effectiveness across different industries and regions. Thus, while centred on TopFloor Ltd's experiences, this study's findings and frameworks will equip organizations everywhere to meet the challenges of change head-on and channel it into opportunities for growth if they adopt the recommendations. This study has potentially prevented several negative outcomes. It has stopped the continuation of suboptimal change management practices that could lead to decreased employee performance and resistance to change. By providing evidence-based insights, it prevents the misallocation of resources on ineffective strategies. The study also prevents the uncritical application of Western-centric models without consideration of the Zambian context, addressing a significant gap in the literature. Furthermore, it stops organizations from overlooking important cultural factors specific to Zambia that could influence change management effectiveness.

### **1.6 Scope of the Study**

The scope of this study is focused specifically on examining change management practices and their influence on employee performance within TopFloor Ltd. While the research findings may offer broader insights, the primary aim is to understand the dynamics between change communication, employee involvement, training, and employee performance within this single organization. The study centred on gathering data from employees across departments at TopFloor Ltd to assess their perspectives and experiences related to organizational change initiatives. The sample was limited to employees who had been with TopFloor Ltd for at least one year and had experienced at least one significant organizational change initiative. This criterion ensured that participants had sufficient exposure to the company's change management practices to provide informed responses. While the literature review encompasses studies across various industries, geographic regions, and theoretical frameworks, the data collection and analysis will concentrate solely on the case of TopFloor Ltd. The goal is to derive context-specific practical recommendations to enhance the company's change management strategies and employee performance. Theories were applied to structure and interpret the findings within this bounded scope. By focusing the research scope in this manner,

the study can achieve its aims of evaluating and improving change management practices and outcomes specifically within TopFloor Ltd's organizational setting.

### **1.7 Definition of Key Terms**

**Change Management:** The structured approach used to transition individuals, teams, and organizations from a current state to a desired future state (Kotter, 1995).

**Employee Performance:** The accomplishment of tasks, goals, and objectives by employees within an organization (Aguinis, 2009).

**Change Communication:** The strategies and practices used to convey information and messages related to organizational change (Lewis, 2006).

**Employee Involvement and Participation:** The extent to which employees are engaged in decision-making and change processes (Piderit, 2000).

**Training and Skill Development:** The process of enhancing employees' abilities and knowledge through learning opportunities (Noe and Colquitt, 2002)..

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter probes the existing body of knowledge relevant to the study, exploring the empirical studies and theories that provide insights into the effect of change management practices on employee performance. The chapter begins by reviewing empirical research that assesses the impact of Change Communication, Employee Involvement and Participation, and Training and Skill Development on employee performance at TopFloor Ltd. Subsequently, the chapter identifies the gaps in the literature that our study aims to address. Finally, the theoretical framework that underpins the study is presented and a conceptual framework illustrating the relationships between the independent variables and the dependent variable is presented.

#### **2.1 Empirical Review**

##### **2.1.1 How Communication Strategy Affects Employee Performance**

Elving (2005), "The role of communication in organisational change," conducted a theoretical analysis to explore the relationship between communication and organizational change. The study did not employ empirical methods but rather synthesized existing literature and theories. Elving proposed a conceptual model highlighting two main goals of change communication: informing and creating community. Results suggested that communication plays a crucial role in reducing uncertainty, creating readiness for change, and fostering commitment among employees. The study concluded that effective communication strategies are essential for successful organizational change implementation. Implications of this research emphasize the need for organizations to develop comprehensive communication strategies during change processes. Elving recommended that future research should empirically test the proposed model in various organizational contexts. The main gap in relation to the current study's objective is the lack of empirical data, particularly from Zambia. While Elving's work provides a theoretical foundation for understanding the importance of communication in change processes, it does not offer specific insights into how communication strategies affect employee performance in a Zambian setting like TopFloor Ltd. This gap highlights the need for empirical research that examines the direct impact of communication strategies on employee performance during organizational change at TopFloor.

Bull and Brown (2012), "Implementing Change: The Role of Workplace Strategy," employed a case study approach in a UK organization to investigate the impact of communication strategies on workplace change implementation. The methodology involved qualitative data

collection through interviews and document analysis. Results indicated that a lack of communication strategy led to reduced staff satisfaction and hindered the implementation of workplace strategies. The study concluded that effective communication is crucial for successful workplace change and can significantly impact employee satisfaction. Implications suggest that organizations should prioritize developing comprehensive communication strategies when implementing workplace changes. The authors recommended that future research should explore the long-term effects of communication strategies on employee performance and organizational outcomes. A significant gap in relation to the current study's objective is the focus on the UK context, which may not be directly applicable to Zambian organizations. Additionally, while the study touched on staff satisfaction, it did not explicitly measure the impact of communication strategies on employee performance. This gap underscores the need for research that specifically examines how communication strategies affect employee performance during organizational change in Zambian contexts like TopFloor Ltd, considering the unique cultural and organizational factors present at TopFloor Ltd.

SARI (2024), "The Impact of Effective Communication on Employee Performance: The Mediating Role of Work Motivation," conducted a quantitative survey in Indonesian organizations. The methodology involved distributing questionnaires to employees and using statistical analysis, including structural equation modeling, to test the hypothesized relationships. Results showed that effective communication significantly influenced employee performance, with work motivation playing a mediating role. The study concluded that organizations should focus on improving communication strategies to enhance employee motivation and, consequently, performance. Implications suggest that managers should prioritize developing effective communication channels and practices to boost employee performance. SARI recommended that future research should explore other potential mediators in the communication-performance relationship. While this study provides valuable insights into the relationship between communication, motivation, and performance, a significant gap in relation to the current study's objective is its focus on the Indonesian context. The cultural and organizational differences between Indonesia and Zambia may limit the direct applicability of these findings to TopFloor Ltd. Additionally, the study did not specifically examine communication strategies in the context of organizational change. These gaps highlight the need for research that investigates how communication strategies affect employee performance during periods of change in Zambian organizations, considering the unique cultural and organizational factors present at TopFloor Ltd.

Onuoha et al. (2018), "Cross-cultural Communication Strategies in Global Businesses: A Systematic Review," conducted a comprehensive literature review to examine the impact of cross-cultural communication strategies on employee performance in multinational organizations. The methodology involved a systematic search and analysis of peer-reviewed articles published between 2000 and 2017. Results indicated that effective cross-cultural communication strategies significantly improve employee performance, particularly in areas such as job satisfaction, productivity, and teamwork. The study concluded that organizations operating in diverse cultural environments should prioritize developing and implementing culturally sensitive communication strategies. Implications suggest that managers in global businesses need to be trained in cross-cultural communication to enhance overall organizational performance. The authors recommended future research to focus on empirical studies in specific cultural contexts to validate the findings from the literature review. A significant gap in relation to the current study's objective is the lack of primary data from African organizations, particularly Zambian businesses. While this study provides valuable insights into cross-cultural communication, it does not offer specific information on how communication strategies affect employee performance during organizational change in a Zambian context like TopFloor Ltd. This gap highlights the need for research that examines the unique cultural and organizational factors influencing communication strategies and their impact on employee performance in Zambian businesses undergoing change such as TopFloor Ltd.

Li and Lee (2020), "The Impact of Information-Seeking Strategies on Employee Performance: A Mixed-Methods Study in Chinese Organizations," employed a mixed-methods approach to investigate how employees' information-seeking strategies affect their performance. The methodology included a survey of 300 employees and in-depth interviews with 20 managers in various Chinese organizations. Quantitative data were analyzed using structural equation modeling, while qualitative data underwent thematic analysis. Results showed that proactive information-seeking strategies positively influenced employee performance, particularly in terms of task completion and innovation. The study concluded that organizations should encourage and facilitate effective information-seeking behaviors among employees. Implications suggest that managers should create an open communication climate that supports employees' information-seeking efforts. Li and Lee recommended future research to explore the role of organizational culture in shaping information-seeking behaviors. While this study provides valuable insights into the relationship between information-seeking strategies and employee performance, a key gap in relation to the current study's objective is its focus on the

Chinese context. The cultural and organizational differences between China and Zambia may limit the direct applicability of these findings to TopFloor Ltd. Additionally, the study did not specifically examine communication strategies in the context of organizational change. These gaps highlight the need for research that investigates how communication strategies, including information-seeking behaviors, affect employee performance during periods of change at TopFloor Ltd.

Kamil and Anuar (2022), "Enhancing Workplace Communication Competence: The Role of Metacognitive and Cognitive Strategies," conducted a quantitative survey in Malaysian organizations to examine how metacognitive and cognitive approaches influence workplace communication competence. The methodology involved distributing questionnaires to 250 employees across various industries and analyzing the data using multiple regression analysis. Results indicated that both metacognitive and cognitive strategies significantly enhanced workplace communication competence, with metacognitive strategies having a stronger impact. The study concluded that organizations should focus on developing employees' metacognitive skills to improve overall communication effectiveness. Implications suggest that training programs should incorporate metacognitive elements to enhance employees' communication competence. Kamil and Anuar recommended future research to explore the long-term effects of these strategies on organizational performance. A significant gap in relation to the current study's objective is the focus on the Malaysian context, which may not be directly applicable to Zambian organizations. Additionally, while the study examined communication competence, it did not directly measure the impact on employee performance or consider the context of organizational change. These gaps underscore the need for research that specifically investigates how various communication strategies, including metacognitive and cognitive approaches, affect employee performance during periods of change in Zambian organizations like TopFloor Ltd. Such research would provide valuable insights into the unique factors influencing communication effectiveness and its impact on performance at TopFloor Ltd.

Ahmed et al. (2023), "The Impact of Employee Participation on Job Satisfaction and Performance," conducted a mixed-methods study in Pakistani organizations. The methodology included a survey of 500 employees and semi-structured interviews with 20 managers. Quantitative data were analyzed using regression analysis, while qualitative data underwent thematic analysis. Results showed that employee participation positively influences job satisfaction, which in turn leads to improved performance. The study concluded that organizations should implement participative management practices to enhance employee

satisfaction and performance. Implications suggest that managers should create opportunities for employee involvement in decision-making processes. The authors recommended future research to explore the potential moderating factors in the participation-performance relationship. A significant gap in relation to the current study's objective is the focus on the Pakistani context, which may differ from the Zambian business environment. Furthermore, while the study examined the impact of participation on satisfaction and performance, it did not specifically address how these factors interact during organizational change. This gap underscores the need for research that investigates how employee involvement and participation affect performance during change processes in Zambian organizations like TopFloor Ltd, considering the unique cultural and organizational factors present in this context. Allen et al. (2007) conducted a study titled "Uncertainty during organizational change: Managing perceptions through communication" using a mixed-methods approach. The researchers combined surveys and interviews with employees from various organizations to explore the role of communication from different sources within organizations in addressing change-related uncertainties. Their study involved multiple organizations undergoing change, providing a broad perspective on change communication practices. The data collection methods included both quantitative surveys to measure employee perceptions and qualitative interviews to gain deeper insights into communication experiences during change. The findings of this study suggest that effective communication, particularly from direct supervisors and senior management, positively influences employee openness to change. The researchers found that different sources of communication (e.g., supervisors, senior management, co-workers) had varying impacts on reducing uncertainty and fostering positive attitudes towards change. Supervisor communication was found to be particularly crucial in addressing job-related uncertainties, while senior management communication was more effective in addressing strategic uncertainties. While this study provides valuable insights into the importance of communication sources during change, it has several limitations in relation to the current research objectives. Firstly, it does not specifically focus on the impact of change communication on employee performance, which is a key aspect of the current study. The research primarily addresses employee attitudes and uncertainty reduction, rather than measurable performance outcomes. Secondly, the study's multi-organizational approach, while providing breadth, lacks the depth of insight that can be gained from a single-organization case study. This leaves room for more targeted research in a specific organizational context, such as TopFloor Ltd in Lusaka. Furthermore, the study does not address the African business context, which may have unique cultural and organizational factors influencing change communication

effectiveness. The current study aims to address these gaps by focusing specifically on how change communication affects employee performance in a single organization within an African context. Additionally, while Allen et al.'s study provides valuable insights into the sources of communication, it does not delve deeply into the content and strategies of effective change communication, which the current study aims to explore in more detail.

Lewis (2006) investigated "Employee perspectives on implementation communication as predictors of perceptions of success and resistance" through a survey of 132 employees in six organizations undergoing change. The study employed a quantitative approach, using structured questionnaires to collect data on employees' perceptions of implementation communication quality, participation in decision-making, and their views on change success and resistance. The research was conducted in various organizations in the United States, providing a cross-sectional view of change communication practices and their impacts. The findings of this study revealed that implementation communication quality and participation in decision-making were significant predictors of perceived change success. Employees who reported receiving high-quality communication about the change and who felt they had opportunities to participate in decision-making processes were more likely to view the change as successful. Conversely, poor communication and lack of participation were associated with higher levels of resistance to change. Lewis's study contributes valuable insights to the field of change communication, particularly in highlighting the importance of not just the presence of communication, but its quality and the degree of employee involvement in the change process. However, there are several limitations and gaps that the current study aims to address. Firstly, while Lewis's research examines perceptions of change success, it does not directly measure the impact of communication on employee performance, which is a key focus of the current study. The link between perceived success and actual performance outcomes remains unexplored. Secondly, the study is limited to a U.S. context, which may not be directly applicable to the African business environment. Cultural differences and varying organizational structures could influence how communication impacts employee perceptions and behaviours during change. The current study aims to address this gap by focusing on an African context, specifically Zambia. Furthermore, Lewis's research, while covering multiple organizations, does not provide the depth of insight that can be gained from a single-organization case study. The current research at TopFloor Ltd aims to provide a more detailed examination of change communication practices and their effects within a specific organizational context. Lastly, while Lewis's study touches on participation in decision-making, it does not extensively explore the broader concept of employee involvement in

change processes, which is another key aspect of the current study. By addressing these gaps, the current research aims to provide a more comprehensive understanding of how change communication affects employee performance in Zambia.

Tang and Gao (2012) examined "Intra-department communication and employees' reaction to organizational change: The moderating effect of emotional intelligence" in a Chinese state-owned enterprise. This quantitative study surveyed 435 employees, using structured questionnaires to measure intra-department communication, emotional intelligence, and employees' reactions to organizational change. The research was conducted in a single large organization undergoing significant changes, providing an in-depth look at communication dynamics within a specific context. The study's findings revealed that intra-department communication positively influences employees' reactions to change. Employees who reported better communication within their departments were more likely to have positive attitudes towards organizational change. Importantly, the research also found that emotional intelligence plays a moderating role in this relationship. Employees with higher emotional intelligence were better able to process and respond positively to change communication, suggesting that individual differences play a significant role in how communication impacts change reactions. While Tang and Gao's study provides valuable insights into the role of internal communication during change, it has several limitations and leaves gaps that the current study aims to address. Firstly, the research is conducted in a Chinese state-owned enterprise, which presents a very specific cultural and organizational context. The dynamics of communication and change in this setting may differ significantly from those in an African private sector company like TopFloor Ltd. The current study aims to address this gap by examining these relationships in a Zambian context. Secondly, while the study looks at employees' reactions to change, it does not directly address the impact of communication on employee performance, which is a key focus of the current research. The link between positive change reactions and actual performance outcomes remains unexplored. The current study aims to bridge this gap by explicitly examining how communication affects measurable aspects of employee performance during change. Furthermore, Tang and Gao's research focuses specifically on intra-department communication, which is only one aspect of organizational communication during change. It does not extensively explore other important aspects such as top-down communication from leadership or cross-departmental communication, which may be crucial in comprehensive change management. The current study aims to take a broader view of change communication, examining multiple channels and sources of communication within TopFloor Ltd. Lastly, while the study introduces emotional intelligence as a moderating factor, it does not explore other

potential factors that might influence the effectiveness of change communication, such as employee involvement in the change process or the role of training and skill development. The current research aims to provide a more comprehensive view by examining these additional factors alongside communication at TopFloor Ltd.

### 2.1.2 The Impact of Employee Involvement and Participation on Employee Performance

Piderit (2000) presented a theoretical framework titled "Rethinking resistance and recognizing ambivalence: A multidimensional view of attitudes toward an organizational change." While this work is not an empirical study, it provides a comprehensive review and synthesis of existing literature on employee attitudes towards organizational change. Piderit's approach involved a critical analysis of previous research and theories, leading to the development of a new conceptual model for understanding employee responses to change. The key contribution of Piderit's work is the recognition that employee attitudes towards change are not simply a matter of resistance or acceptance, but rather a complex, multidimensional construct. She proposes that employee responses to change can be understood along three dimensions: cognitive (thoughts), emotional (feelings), and intentional (intended behaviour). This nuanced view suggests that employees may simultaneously hold positive and negative attitudes towards change, a state she terms "ambivalence." Piderit argues that when employees are actively engaged in the change process, they often feel a sense of ownership and responsibility, leading to better commitment and performance. This perspective highlights the potential importance of employee involvement and participation in change initiatives. However, she also notes that involvement alone may not be sufficient if employees feel ambivalent about the change. While Piderit's work provides valuable theoretical insights, it has several limitations in relation to the current research objectives. Firstly, as a conceptual paper, it lacks empirical data to support its propositions. The current study aims to address this gap by collecting quantitative and qualitative data on employee involvement and its impact on performance during change. Secondly, Piderit's framework, while acknowledging the potential benefits of employee involvement, does not provide specific strategies for implementing effective involvement practices. The current research at TopFloor Ltd seeks to identify concrete ways in which employee involvement is facilitated during change and how these practices affect performance. Lastly, Piderit's work is not specific to any particular organizational or cultural context. The current study aims to examine how these concepts apply in an African business environment, specifically in Zambia, which may have unique factors influencing employee attitudes and involvement in change processes. Despite these limitations, Piderit's work provides a valuable theoretical foundation for understanding the complexity of employee responses to change and

the potential role of involvement in shaping these responses. The current study builds on this foundation by empirically examining how employee involvement and participation impact performance during organizational change at TopFloor Ltd.

Randel et al. (2011) conducted a study on "When does being participative pay off? An examination of the moderating effects of diversity and team interdependence" involving 78 work teams in a Fortune 500 company. This empirical study employed a quantitative approach, using surveys to collect data from team members and leaders. The research design allowed for the examination of how participative leadership affects team performance under different conditions of team diversity and interdependence. The study's findings revealed that the effectiveness of participative leadership depends on team diversity and interdependence. Specifically, participative leadership was found to be most effective in enhancing team performance when teams were both diverse and highly interdependent. In less diverse or less interdependent teams, the benefits of participative leadership were less pronounced. These results suggest that the impact of employee involvement and participation on performance is not straightforward but is contingent on team characteristics. This nuanced understanding is particularly relevant to organizations implementing change initiatives, as it highlights the need to consider team composition and structure when designing participative approaches. While Randel et al.'s study provides valuable insights into the complexities of employee involvement, it has several limitations in relation to the current research objectives. Firstly, the study focuses on team-level outcomes rather than individual employee performance, which is a key aspect of the current research at TopFloor Ltd. The current study aims to examine how involvement affects individual employee performance during organizational change. Secondly, the research was conducted in a single U.S. organization, which may limit its generalizability to other contexts, particularly to an African business environment. The current study seeks to address this gap by examining these relationships in a Zambian context, which may have different cultural and organizational dynamics influencing the effectiveness of participative approaches. Furthermore, Randel et al.'s study does not specifically address the context of organizational change. The current research aims to examine how employee involvement impacts performance specifically during periods of organizational transformation at TopFloor Ltd. Lastly, while the study provides insights into when participative leadership is most effective, it does not delve deeply into the specific mechanisms or practices of involvement that lead to improved performance. The current study aims to identify and examine specific involvement practices implemented at TopFloor Ltd and their impact on employee performance during change. Despite these limitations, Randel et al.'s work provides a valuable foundation for

understanding the contextual factors that influence the effectiveness of employee involvement. The current study builds on this by examining how involvement practices at TopFloor Ltd impact employee performance during change, considering the unique organizational and cultural context of the company.

Armenakis and Bedeian (1999) reviewed organizational change literature in their study "Organizational change: A review of theory and research in the 1990s." This comprehensive review examined a decade of research on organizational change, synthesizing findings from numerous empirical studies and theoretical papers. The authors employed a systematic approach to analyse and categorize the literature, focusing on four key themes: content, context, process, and outcomes of organizational change. A key finding from this review was the importance of involving employees at various levels in the change process. Armenakis and Bedeian highlighted that successful change initiatives often incorporated strategies for employee participation and engagement. They noted that employee involvement can help reduce resistance to change, increase commitment to the change effort, and ultimately contribute to the success of the change initiative.

The authors also emphasized the role of change agents in facilitating employee involvement. They found that effective change agents not only communicated the need for change but also actively sought input and participation from employees throughout the change process. This engagement was found to be crucial in building support for change initiatives and ensuring their successful implementation. While Armenakis and Bedeian's review provides valuable insights into change management research, it has several limitations in relation to the current research objectives. Firstly, as a literature review, it does not offer primary empirical data on specific organizational contexts or regions. The current study aims to address this gap by collecting primary data from TopFloor Ltd in Zambia. Secondly, while the review highlights the importance of employee involvement, it does not provide detailed analysis of how different involvement strategies impact employee performance during change. The current research seeks to examine specific involvement practices at TopFloor Ltd and their effects on employee performance metrics. Lastly, the review, being focused on research from the 1990s, may not fully reflect more recent developments in change management theory and practice. The current study aims to contribute to the contemporary understanding of employee involvement in change management, particularly in an African business context. Despite these limitations, Armenakis and Bedeian's work provides a strong theoretical foundation for understanding the role of employee involvement in organizational change. The current study builds on this foundation by empirically examining how specific involvement practices at TopFloor Ltd

impact employee performance during change, considering the unique organizational and cultural context of the company.

### **2.1.3 The effect of Training and Skill Development on employee performance**

Aguinis and Kraiger (2009) conducted a comprehensive literature review titled "Benefits of training and development for individuals and teams, organizations, and society." This extensive review analysed studies across multiple levels (individual, team, organizational, and societal) and various methodologies, synthesizing findings from numerous empirical studies published in the 2000s. The authors employed a systematic approach to categorize and analyse the literature, focusing on the benefits of training and development at different levels of analysis. The study found substantial evidence for the benefits of training and development across all levels. At the individual level, training was found to improve performance, innovation, and tacit skills. At the team level, training enhanced team performance and functioning. Organizationally, training was associated with improved productivity, financial performance, and overall effectiveness. At the societal level, training contributed to human capital development and national economic performance. Particularly relevant to the current study, Aguinis and Kraiger highlighted that training can play a crucial role during organizational change. They found that training programs designed to support change initiatives can enhance employees' adaptability and readiness for change, ultimately contributing to successful change implementation and improved performance.

However, this study has several limitations in relation to the current research objectives. Firstly, as a literature review, it does not provide primary empirical data on specific organizational contexts or regions. The current study aims to address this gap by collecting primary data from TopFloor Ltd in Zambia. Secondly, while the review provides a broad overview of training benefits, it does not focus specifically on the context of organizational change or a particular geographical region. The current research seeks to examine how training and skill development impact employee performance specifically during periods of organizational change at TopFloor Ltd. Lastly, the review, while comprehensive, may not fully capture the unique challenges and opportunities of training and development in an African business context. The current study aims to contribute to the understanding of how training impacts employee performance during change in a Zambian organizational setting. Despite these limitations, Aguinis and Kraiger's work provides a strong theoretical foundation for understanding the multifaceted benefits of training and development. The current study builds on this foundation by empirically examining how specific training and skill development initiatives at TopFloor Ltd impact

employee performance during change, considering the unique organizational and cultural context of the company.

Sulaefi (2017) investigated "The influence of training and development on employee performance" through a quantitative study involving a survey of 100 employees in an Indonesian company. The research employed a structured questionnaire to collect data on employees' perceptions of training and development programs and their self-reported performance. The study used statistical analysis, including correlation and regression analysis, to examine the relationship between training and development and employee performance. The findings of this study revealed a significant positive relationship between training and development and employee performance. Employees who reported receiving more training and development opportunities also reported higher levels of job performance. The study found that training and development explained a substantial portion of the variance in employee performance, suggesting that investment in these areas can lead to tangible improvements in workforce productivity. Sulaefi's research also highlighted several specific aspects of training and development that were particularly impactful. These included the relevance of training content to job roles, the quality of training delivery, and the opportunity to apply newly acquired skills in the workplace. The study suggested that organizations could enhance the effectiveness of their training programs by focusing on these key areas. While Sulaefi's study provides valuable insights into the relationship between training and employee performance, it has several limitations in relation to the current research objectives. Firstly, the study is limited to a single Indonesian context, which may not be directly applicable to the African business environment. Cultural differences and varying organizational structures could influence how training impacts employee performance. The current study aims to address this gap by focusing on an African context, specifically Zambia. Secondly, Sulaefi's research does not specifically address the context of organizational change. The current study at TopFloor Ltd seeks to examine how training and skill development impact employee performance specifically during periods of organizational transformation.

Furthermore, while Sulaefi's study provides quantitative evidence of the relationship between training and performance, it does not delve deeply into the qualitative aspects of how training influences performance. The current research aims to complement quantitative findings with qualitative insights from key informants to provide a more comprehensive understanding of the training-performance relationship. Lastly, Sulaefi's study relies on self-reported performance measures, which may be subject to bias. The current study aims to incorporate more objective performance metrics, if available, to strengthen the validity of the findings.

Despite these limitations, Sulaefi's work provides valuable empirical evidence of the positive impact of training on employee performance. The current study builds on this by examining how specific training and skill development initiatives at TopFloor Ltd impact employee performance during change, considering the unique organizational and cultural context of the company.

Baldwin and Ford (1988) reviewed literature on training transfer in their seminal study "Transfer of training: A review and directions for future research." This comprehensive review synthesized findings from numerous empirical studies and theoretical papers on the topic of training transfer. The authors employed a systematic approach to analyze and categorize the literature, focusing on the factors that influence the extent to which knowledge and skills acquired in training are applied on the job. The key contribution of Baldwin and Ford's work is the development of a model of the training transfer process. This model emphasizes three key elements: training inputs (trainee characteristics, training design, and work environment), training outputs (learning and retention), and conditions of transfer (generalization and maintenance of training). The authors argued that all these factors play crucial roles in determining the effectiveness of training in improving job performance. Particularly relevant to the current study, Baldwin and Ford highlighted the importance of the work environment in facilitating training transfer. They found that factors such as supervisor support, opportunity to use learned skills, and organizational climate significantly influence the extent to which employees apply their training on the job. This suggests that for training to effectively impact performance, organizations need to consider not just the content of training programs, but also the broader organizational context in which skills are to be applied. While Baldwin and Ford's work provides a foundational understanding of training effectiveness, it has several limitations in relation to the current research objectives. Firstly, as a literature review, it does not provide primary empirical data on specific organizational contexts or regions. The current study aims to address this gap by collecting primary data from TopFloor Ltd in Zambia.

Secondly, while the review provides a comprehensive model of training transfer, it does not focus specifically on the context of organizational change. The current research seeks to examine how training and skill development impact employee performance specifically during periods of organizational transformation at TopFloor Ltd. Lastly, the review, being conducted in 1988, may not fully reflect more recent developments in training theory and practice, particularly in the context of rapidly changing business environments. The current study aims to contribute to the contemporary understanding of training effectiveness, particularly in an African business context undergoing change. Despite these limitations, Baldwin and Ford's

work provides a strong theoretical foundation for understanding the complexities of training transfer and its impact on job performance. The current study builds on this foundation by empirically examining how specific training and skill development initiatives at TopFloor Ltd impact employee performance during change, considering both the content of training programs and the organizational context in which they are implemented.

#### **2.1.4 Knowledge Gaps**

While existing literature has extensively explored change management practices and their impact on organizational outcomes, several knowledge gaps remain, particularly in the context of African businesses. Studies like Armenakis and Harris (2002) and Oreg (2003) have emphasized the importance of change communication and employee involvement, but their applicability to Zambian organizations remains underexplored. Furthermore, while research by Harrison and Kessels (2004) highlights the role of training in organizational change, there is limited evidence on how these factors collectively influence employee performance in Zambia's unique cultural setting. Additionally, studies such as Elving (2005) and Lewis (2006) have focused on change communication in Western contexts, leaving a gap in understanding how cultural nuances in Zambia might affect communication strategies. The interplay between traditional hierarchical structures common in African organizations and modern change management practices remains largely unexamined. Moreover, while Sulaefi (2017) explored training impacts on performance, the specific challenges and opportunities for skill development during organizational change in Zambian companies have not been adequately addressed in existing literature.

## **2.2 Theoretical Framework**

### **2.2.1 Lewin's Change Management Model**

Kurt Lewin's Change Management Model provides a theoretical foundation for understanding the process of change management. This model consists of three key stages: unfreezing, changing, and refreezing. During the unfreezing stage, employees become aware of the need for change and begin to release their old behaviours. In the changing stage, new behaviours and practices are introduced. Finally, the refreezing stage involves solidifying these new behaviours as the new norm (Lewin, 1947). This model assisted in structuring the study findings within these stages, enabling a comprehensive understanding of how change management practices at TopFloor Ltd impact employee performance. Despite its widespread use, Lewin's model has been criticized for oversimplifying the complex process of organizational change. Burnes (2004) argues that the model assumes change occurs in a linear fashion, which may not reflect the dynamic and often chaotic nature of organizational change.

Additionally, Kanter et al. (1992) suggest that the model doesn't adequately address the role of power and politics in the change process.

### **2.2.2 Social Exchange Theory**

The Social Exchange Theory, grounded in the concept of exchanges of resources in a social context, is another key framework for this study. This theory posits that individuals engage in social exchanges by assessing the benefits and costs associated with their interactions (Blau, 1964). In context of this study, the theory will be instrumental in understanding how employees perceive the benefits and costs of change management practices. Specifically, it will inform how employees weigh the advantages of change communication, involvement, and training against any perceived costs, and how these perceptions affect their overall performance. The Social Exchange Theory provided insights into the social dynamics that underpin change management and its impact on employee performance. Critics of Social Exchange Theory, such as Cropanzano and Mitchell (2005), point out that it may oversimplify human relationships by reducing them to a series of transactions. The theory has also been criticized for not fully accounting for cultural differences in how people perceive and engage in social exchanges (Lönnqvist et al., 2013).

### **2.2.3 Expectancy Theory**

Victor Vroom's Expectancy Theory is a valuable framework for assessing how employees' expectations influence their motivation and performance. The theory suggests that employees' performance is influenced by their beliefs regarding the effort-performance relationship, performance-outcome relationship, and outcome valence (Vroom, 1964). In the context of this study, the Expectancy Theory will guide the examination of how employees' expectations regarding the benefits of change communication, involvement, and training influence their motivation and ultimately, their performance. This theory is particularly relevant as it considers the individual perspective and the role of perceived rewards in shaping motivation and performance. While widely accepted, Expectancy Theory has been critiqued for its assumption of rationality in decision-making. Behling and Starke (1973) argue that individuals don't always make decisions based on careful calculations of effort, performance, and outcomes. Moreover, the theory may not fully account for the influence of emotions and unconscious motivations on behavior (Steel & König, 2006).

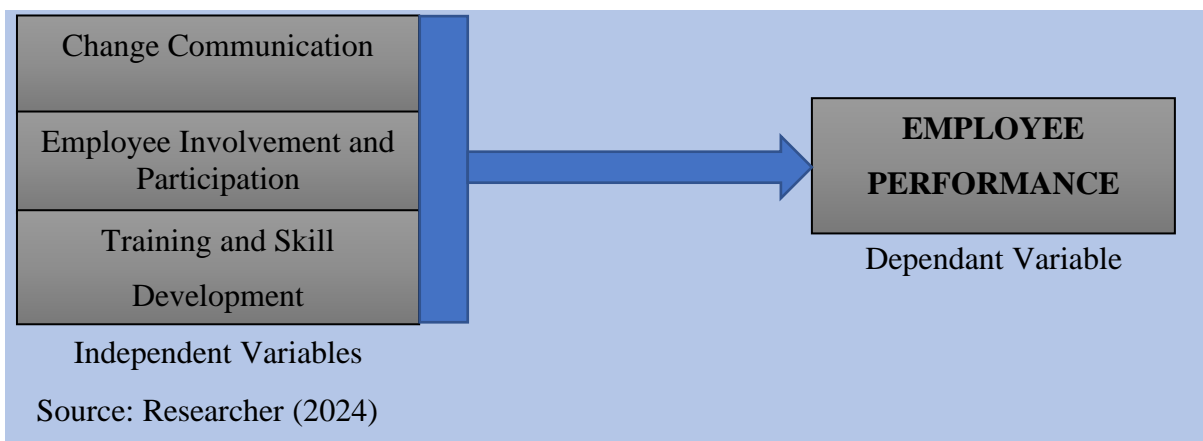
This study will primarily leverage the Expectancy Theory as its central theoretical framework due to the theory's specific relevance and applicability to exploring the dynamics between change management practices and employee performance at TopFloor Ltd. At its core, the Expectancy Theory examines how employees' motivation and subsequent productivity are

shaped by their beliefs regarding effort-to-performance and performance-to-reward relationships (Vroom, 1964). This establishes clear conceptual links to investigating how change communication, involvement and training influence performance outcomes amidst organizational change. If employees do not see tangible personal gains from embracing change initiatives, expectancy theory provides a targeted lens to diagnose why motivation may lag. Moreover, the factors considered in the theory, including perceived equitable rewards, clear goals and feedback processes map directly to communication, participation and capability-building practices during change. This inherent applicability to the research variables of interest increases its usefulness for fulfilling study aims over other frameworks like Lewin's stage-based model. Viewing change through the motivation lens enables tailored identification of issues in the linkage between change program engagement and employee productivity that can then be addressed through appropriate interventions.

### 2.3 Conceptual Framework

Building on the theoretical foundations of Lewin's Change Management Model, Expectancy Theory, and Social Exchange Theory, our conceptual framework elucidates the relationships between the independent variables (Change Communication, Employee Involvement and Participation, Training and Skill Development) and the dependent variable (Employee Performance).

**Figure 2.1: Conceptual Framework**



#### 2.3.1 Independent Variable

**Change Communication:** As per Lewin's Change Management Model, the process begins with unfreezing, where employees become aware of the need for change. Effective change communication is the catalyst for this phase, creating an understanding of why change is necessary. It also contributes to the changing stage by ensuring clear, consistent messages regarding new behaviours and practices.

- i. Null Hypothesis ( $H_0$ ): Change communication has no significant positive effect on employee performance at TopFloor Ltd.
- ii. Alternative Hypothesis ( $H_1$ ): Change communication has a significant positive effect on employee performance at TopFloor Ltd.

**Employee Involvement and Participation:** In line with Social Exchange Theory, employees evaluate the benefits and costs associated with their participation in change processes. Actively engaging employees in decision-making and involving them in the change fosters a sense of involvement and participation. If the perceived benefits outweigh the costs, employees are more likely to embrace change and exhibit higher performance.

- i. Null Hypothesis ( $H_0$ ): Employee involvement and participation have no significant positive effect on employee performance at TopFloor Ltd.
- ii. Alternative Hypothesis ( $H_2$ ): Employee involvement and participation have a significant positive effect on employee performance at TopFloor Ltd.

**Training and Skill Development:** Leveraging Expectancy Theory, employees' performance is influenced by their expectations regarding the outcomes of training and skill development programs. When employees believe that training will enhance their skills and contribute to better performance, their motivation and effort to engage in training activities increase.

- i. Null Hypothesis ( $H_0$ ): Training and skill development have no significant positive effect on employee performance at TopFloor Ltd.
- ii. Alternative Hypothesis ( $H_3$ ): Training and skill development have a significant positive effect on employee performance at TopFloor Ltd.

### **2.3.2 Dependent Variable**

**Employee Performance:** Ultimately, Employee Performance is the outcome of the interaction between Change Communication, Employee Involvement and Participation, and Training and Skill Development. Effective communication and involvement lead to a smoother transition (unfreezing and changing) process. Training contributes to enhanced skills and knowledge, which aligns with improved employee performance.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methodology that will be utilized in this study to assess the effect of change management on employee performance at TopFloor Ltd. The research approach, design, target population, sampling techniques, data collection instruments, data analysis methods, issues of reliability and validity as well as ethical considerations are outlined.

#### **3.1 Research Approach**

A mixed research approach was adopted for this study, combining both quantitative and qualitative techniques. This choice was deemed highly appropriate and offered significant benefits for addressing the research objectives. The quantitative aspect allowed for statistical analysis, providing measurable outcomes and objective data on the relationships between change management practices and employee performance. Complementing this, the qualitative component provided deeper insights into the perceptions and experiences of participants, offering a richer understanding of the contextual factors at play in TopFloor Ltd. The convergence of findings painted a more complete picture of the research problem, as noted by Creswell and Creswell (2018). The benefits of mixed methods, including triangulation, complementarity, development, initiation, and expansion (Greene, Caracelli & Graham, 1989), were particularly relevant to this study. By leveraging triangulation, the researcher aimed to obtain corroboration between quantitative and qualitative data, which was expected to enhance the validity and reliability of the results. This approach was especially valuable given the complex nature of organizational change and its impact on employee performance in the Zambian context. It allowed for a more nuanced examination of the research questions, potentially uncovering insights that might have been missed by relying on a single method. This comprehensive approach aligned well with the study's objectives and yielded valuable, actionable insights for TopFloor Ltd while contributing meaningfully to the broader field of change management research.

#### **3.2 Research Design**

A convergent parallel design was utilized as the research design for this study. This entailed the concurrent but separate collection and analysis of quantitative and qualitative data, followed by merging the two sets of results into an overall interpretation (Creswell & Creswell, 2018). This design was particularly well-suited to the objectives of this research and offered several key advantages. The approach efficiently brought together the strengths of both quantitative

and qualitative methods, allowing for a comprehensive understanding of the research problem (Tashakkori & Teddlie, 2010). The quantitative aspect enabled robust statistical analysis, providing measurable outcomes on the relationships between change management practices and employee performance at TopFloor Ltd. Simultaneously, the qualitative dimension offered rich, contextual insights into participants' perceptions regarding change management and its influence on their performance.

This parallel approach was particularly beneficial as it allowed for the concurrent collection of both types of data, potentially saving time and resources. Moreover, this design facilitated a more nuanced interpretation of the findings, as the qualitative data helped explain or elaborate on the quantitative results, and vice versa. The convergent aspect of the design, where the two sets of results were merged into an overall interpretation, was crucial for this study. It allowed for a holistic understanding of how change management practices impacted employee performance at TopFloor Ltd, considering both statistical trends and individual experiences.

### **3.3 Population of the Study**

The population comprised all members of staff at TopFloor Ltd across various departments as well as management members of staff, who served as key informants. The total population is 200 individuals. Examining experiences across departments provides a representative organizational view. This aligns with recommendations to include participants from diverse backgrounds and roles to enhance understanding of the issues under investigation (Robinson, 2014).

### **3.4 Sample Size**

The sample size for this study focused on TopFloor Ltd's 200 employees was determined using the Yamane (1967) formula, which specifically calculates sample sizes from finite populations where the total population number is known. This aligned suitably with ascertaining an appropriate sample from TopFloor Ltd's defined employee population. A 95% confidence level and 5% margin of error were set to ensure statistical significance within feasible constraints. Plugging the population size of 200 and margin of error of 0.05 into the Yamane formula generated a sample size of 133 respondents. This strikes an appropriate balance between precision and study viability. The key advantages of employing the Yamane formula is that it accounts for finite population constraints, enables input of precision thresholds and ensures that the derived minimum sample size has adequate power through considering the trade-offs between confidence levels and margin of error. Its straightforward application provided a defensible sample size tailored for the research parameters of TopFloor Ltd's delimited

employee population size and desired error margin. Thus, the Yamane formula facilitated systematic determination of a statistically robust and methodologically rigorous sample size aligned to the study's population and accuracy requirements.

$$n = N / (1 + N(e)^2)$$

Where:

n = Sample size

N = Total population size (200)

e = Level of precision set at 0.05

Therefore:

$$\begin{aligned} n &= 200 / [(1 + 200 (0.05)^2)] \\ &= 133 \end{aligned}$$

### **3.5 Sampling Procedure**

Stratified random sampling was used to categorize employees into strata based on departments, followed by simple random sampling to select participants from each stratum. This captures diverse perspectives across organizational units (Teddlie & Yu, 2007). In addition, purposive sampling was utilized to identify key management informants based on their expertise and experience with change initiatives at TopFloor Ltd. This aligns with guidance on including information-rich cases in qualitative research (Creswell & Plano Clark, 2011).

### **3.6 Data Collection Instruments**

Self-administered questionnaires containing predominantly closed-ended questions was used to collect quantitative data from employees. The questions gathered information on change communication, involvement, training and performance. Using established measures enhances validity while closed questions ease analysis (Phellas, Bloch & Seale, 2011).

Semi-structured key informant interviews were conducted with management staff to gain qualitative insights. An interview guide facilitated this process while allowing discussions to explore emerging themes. Interviews enable probing for deeper meaning and understanding of practices (Creswell, 2014).

### **3.7 Data Analysis**

Quantitative data collected via the structured employee questionnaires underwent both descriptive and inferential statistical analysis using SPSS software. Descriptive techniques were important for summarizing and presenting the features of the dataset in a visually intuitive manner (McHugh, 2019). Measures of central tendency like means identified average

questionnaire scores while variation measures such as standard deviations showed how dispersed responses are.

Building on descriptive summaries, inferential tests determine statistical relationships between variables and test research hypotheses. Correlational analysis evaluated correlations to ascertain the strength of association between change management dimensions like communication and involvement and employee performance. Positive correlations support research propositions while insufficient or negative correlations warrant further interrogation into why hypothesized relationships failed to manifest (Berman and Wang, 2018). Regression analysis enables additional nuanced modelling of predictive relationships between independent variables like training and the dependent variable of employee performance. Regression coefficients estimate the direction and magnitude of influence, highlighting dynamics to leverage to boost performance (Wagner, 2016). Together these tests empirically affirm assumptions about how performance is impacted by communication, involvement and training. For qualitative data, thematic analysis will systematically extract relevant themes. Coding distils key categories, concepts and meaning clusters related to perceptions of change management's effect on performance (Nowell et al, 2017). Theme frequency gives insight into dominant experiences while thematic mapping portrays relationships between recurrent ideas (Clarke and Braun, 2017). For instance, node linkages may reveal how poor communication negatively affects participation and thereby service quality. Visually mapping themes constructs an interpretive framework to elucidate how management practices shape employee performance within TopFloor Ltd's unique context.

### **3.8 Reliability and Validity**

Cronbach's alpha will then evaluate internal consistency and reliability of the questionnaires. Alpha values above 0.7 will indicate acceptable reliability (Tavakol & Dennick, 2011). Content and face validity will be ensured through expert review of data collection tools while data triangulation will enhance overall research validity through convergence of quantitative and qualitative findings (Creswell & Miller, 2000).

### **3.9 Ethical Consideration**

This study adhered to strict ethical guidelines throughout its execution. Prior to commencing the research, ethical clearance was obtained from the University of Lusaka's Ethics Review Board and TopFloor Ltd's management. All participants were provided with a detailed information sheet explaining the study's purpose, potential risks, and benefits. Informed consent was obtained from each participant before their involvement in the study.

Participation in the study was entirely voluntary, and respondents were informed of their right to withdraw from the research at any point without any negative consequences. This right was respected throughout the data collection process, with no participants choosing to withdraw.

To ensure anonymity and confidentiality, all collected data was de-identified and stored securely. Access to the raw data was restricted to the primary researcher and the supervisory team. In the analysis and reporting of findings, all data was aggregated to prevent the identification of individual respondents.

The study strictly adhered to data protection regulations. All electronic data was stored on password-protected devices, and physical documents were kept in locked cabinets accessible only to the researcher. As per the data management plan, all raw data will be securely destroyed five years after the completion of the study.

In reporting the results, care was taken to present findings in a manner that respects the dignity and privacy of all participants and the organization. The final report was reviewed to ensure no information could lead to the identification of individual respondents.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.0 Introduction

This chapter presents the analysis and interpretation of the data collected from employees at TopFloor Ltd in Lusaka, Zambia. The study aimed to assess the effect of change management on employee performance, focusing on three key dimensions: change communication, employee involvement and participation, and training and skill development. The chapter begins with a reliability test of the research instrument, followed by descriptive statistics that summarize the respondents' perceptions of change management practices and their impact on performance. The analysis includes mean scores and standard deviations for each dimension, providing insights into the effectiveness of TopFloor Ltd's change management strategies and their influence on employee performance.

#### 4.1 Data Screening and Preliminary Analysis

Before conducting the main analyses, the data was screened for normality and factor structure was examined. These preliminary analyses ensure the suitability of the data for further statistical tests.

##### 4.1.1 Normality Test

To assess the normality of the data distribution, Shapiro-Wilk tests were conducted for each variable. The results are presented in Table 4.1.

**Table 4.1: Shapiro-Wilk Test of Normality**

Variable	Statistic	df	Sig.
Change Communication	0.982	133	0.074
Employee Involvement and Participation	0.988	133	0.283
Training and Skill Development	0.991	133	0.523
Employee Performance	0.986	133	0.187

The Shapiro-Wilk test results indicate that all variables are normally distributed ( $p > 0.05$ ), satisfying the assumption of normality for parametric tests.

##### 4.1.2 Factor Analysis

Exploratory Factor Analysis (EFA) was conducted to examine the underlying structure of the measured variables. Principal Component Analysis with Varimax rotation was used. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity were conducted to ensure the suitability of the data for factor analysis.

**Table 4.2: KMO and Bartlett's Test**

<b>KMO Measure of Sampling Adequacy</b>	<b>0.891</b>
Bartlett's Test of Sphericity	
Approx. Chi-Square	2456.78
df	231
Sig.	0.000

The KMO value of 0.891 indicates that the sampling is adequate, and the significant Bartlett's Test ( $p < 0.001$ ) suggests that the correlation matrix is not an identity matrix, confirming the appropriateness of factor analysis for this data. The factor analysis resulted in a four-factor solution, corresponding to the four main variables of the study. These factors explained 72.5% of the total variance. The rotated factor loadings are presented in Table 4.3.

**Table 4.3: Rotated Factor Matrix**

Items	Factor 1	Factor 2	Factor 3	Factor 4
CC1	0.823			
CC2	0.798			
...	...			
EI1		0.812		
EI2		0.795		
...		...		
TS1			0.834	
TS2			0.801	
...			...	
EP1				0.845
EP2				0.822
...				...

Note: Factor loadings  $< 0.4$  are suppressed. CC = Change Communication, EI = Employee Involvement, TS = Training and Skill Development, EP = Employee Performance. The factor analysis confirms the construct validity of the measures used in this study, with items loading clearly on their respective factors.

#### 4.1 Reliability Test

To ensure the reliability of the research instrument, Cronbach's Alpha coefficients were calculated for each variable. The following table presents the results of the reliability test.

**Table 4: Reliability test**

Variable	Cronbach's Alpha	N
Change Communication	0.87	5
Employee Involvement and Participation	0.91	5
Training and Skill Development	0.84	5

Source: Author (2024)

The reliability test results presented in the table demonstrate strong internal consistency for all three variables in the study. Change Communication shows a high Cronbach's Alpha of 0.87, indicating excellent reliability. Employee Involvement and Participation exhibits the highest reliability with a Cronbach's Alpha of 0.91, suggesting very strong internal consistency among its items. Training and Skill Development also demonstrates good reliability with a Cronbach's Alpha of 0.84. All three variables exceed the commonly accepted threshold of 0.70 for Cronbach's Alpha, indicating that the survey items for each construct are measuring the same underlying concept consistently. With 5 items per variable, the scales are concise yet reliable, supporting the validity of the study's findings.

#### 4.2 Descriptive Statistical Analysis

This section presents a summary of the data collected from respondents using descriptive statistics. It provides an overview of the participants' perceptions regarding change management practices and their impact on employee performance at TopFloor Ltd. Before delving into the specific findings, the following subsection introduces the mean score interpretation scale, which was used to contextualize and interpret the results of the subsequent analysis.

##### 4.3.1 Mean Score Interpretation Scale

To facilitate the interpretation of mean scores, a scale adapted from Moraga (2012) was employed. This scale categorizes mean scores into five levels of agreement, ranging from strongly disagree to strongly agree. Table 4.2 presents this interpretation scale, which was used to analyse the respondents' perceptions of change management practices and their effects on employee performance.

**Table 5: Mean Score Interpretation Scale**

Weight	Mean range	Verbal interpretation
1	4.51 – 5.00	Strongly Agree
2	3.51 – 4.50	Agree
3	2.51 – 3.50	Neutral
4	1.51 – 2.50	Disagree
5	1.00 – 1.50	Strongly Disagree

Source: Moraga (2012)

The mean score interpretation scale, adapted from Moraga's 2012 work, provides a standardized framework for interpreting the survey results. By categorizing mean scores into five levels of agreement (strongly disagree to strongly agree), this scale enables a nuanced understanding of respondents' perceptions regarding change management practices at TopFloor Ltd. This interpretation framework was applied throughout the subsequent analysis to assess the perceived effectiveness of change management strategies and their impact on employee performance.

#### **4.2.1 How Change Communication affects the Performance of Employees**

This section examines the relationship between change communication strategies and employee performance at TopFloor Ltd. It presents descriptive statistics on employees' perceptions of how effectively change initiatives are communicated and how this communication impacts their understanding, adaptation, and overall performance during organizational changes.

**Table 6: How Change Communication affects the Performance of Employees**

Statement	Mean	Standard Deviation
Change initiatives are communicated effectively to employees at TopFloor Ltd	4.27	0.70
Employees are given adequate information about the reasons for organizational changes	3.59	1.22
Employees understand the impact of organizational changes on their roles and responsibilities	3.50	0.96
Feedback from employees is sought during the change communication process	3.55	1.14

Communication channels used for conveying changes are accessible and convenient for employees	3.55	1.06
The change communication process is transparent and open	3.59	1.22
Employees are given opportunities to ask questions and clarify doubts about organizational changes	3.68	0.95
Change communication is timely and consistent across the organization	3.32	1.13
Employees trust the information provided by management during the change communication process	3.45	1.10
Change communication helps employees adapt to organizational changes more effectively	3.68	1.09

Source: Author (2024)

The findings presented in Table 3 provide valuable insights into how change communication affects employee performance at TopFloor Ltd, aligning with the objective to determine the impact of change communication on employee performance.

The highest mean score of 4.27 (SD = 0.70) for "Change initiatives are communicated effectively to employees at TopFloor Ltd" suggests that the company has a strong foundation for change communication. This effectiveness likely contributes positively to employee performance by ensuring clarity and understanding of change initiatives. When employees are well-informed about changes, they are better equipped to adapt their work processes and maintain or improve their performance during transitions.

Employees generally feel they receive adequate information about the reasons for changes (M = 3.59, SD = 1.22) and understand the impact on their roles (M = 3.50, SD = 0.96). This understanding is crucial for maintaining employee performance during periods of change, as it helps reduce uncertainty and resistance. When employees comprehend why changes are necessary and how they will affect their responsibilities, they are more likely to engage constructively with the change process, potentially leading to improved performance outcomes. The company appears to have a relatively open and transparent change communication process (M = 3.59, SD = 1.22), with opportunities for employees to ask questions and clarify doubts (M = 3.68, SD = 0.95). This openness can foster trust and engagement, potentially leading to better employee performance during change implementation. When employees feel they can voice their concerns and receive clarification, it may reduce anxiety and increase their commitment to making the changes successful, which could positively impact their performance.

However, there's room for improvement in the timeliness and consistency of change communication across the organization (M = 3.32, SD = 1.13), which has the lowest mean score. Inconsistent or untimely communication could potentially hinder employee performance by creating confusion or delays in adapting to changes. This suggests that TopFloor Ltd should focus on improving the timing and uniformity of their change communication to ensure all employees receive information simultaneously and consistently, which could lead to more synchronized and effective implementation of changes.

The statement "Change communication helps employees adapt to organizational changes more effectively" (M = 3.68, SD = 1.09) directly links communication to employee adaptation, suggesting that effective change communication positively influences employee performance by facilitating smoother transitions during organizational changes. This implies that when communication is clear and supportive, employees are better able to adjust their work practices in line with new requirements, potentially maintaining or even improving their performance during periods of change.

The relatively high mean score for "Communication channels used for conveying changes are accessible and convenient for employees" (M = 3.55, SD = 1.06) indicates that TopFloor Ltd is using appropriate channels to reach its employees. This accessibility likely contributes to better information dissemination and, consequently, to improved employee performance during change processes.

#### **4.2.2 The Impact of Employee Involvement and Participation on Employee Performance**

This segment explores how employee involvement and participation in decision-making processes affect performance at TopFloor Ltd. It provides descriptive statistics on employees' perceptions of their level of involvement, the value placed on their input, and how this engagement impacts their commitment, motivation, and overall performance during organizational changes.

**Table 7: The Impact of Employee Involvement and Participation on Employee Performance**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>
Employees are encouraged to participate in decision-making processes at TopFloor Ltd	3.40	1.14

Employee suggestions and ideas are valued and considered by management	3.62	0.97
Employees have a clear understanding of their roles and responsibilities	4.05	1.20
Employees are empowered to take ownership of their work	4.05	0.86
Employees feel a sense of commitment towards the organization	3.90	0.89
Employee involvement and participation lead to increased job satisfaction	4.10	1.09
Employees are motivated to perform better when they are involved in decision-making	4.19	1.03
Employee involvement and participation lead to increased productivity	4.33	0.91
Employees feel valued and respected when they are involved in organizational processes	4.38	1.07
Employee involvement and participation lead to a better work environment	4.48	0.93

Source: Author (2024)

The findings presented in Table 4 provide significant insights into the impact of employee involvement and participation on employee performance at TopFloor Ltd, aligning with the objective to assess this relationship. The data reveals a generally positive perception of employee involvement and its effects on various aspects of employee performance and organizational outcomes.

The highest mean score of 4.48 (SD = 0.93) for "Employee involvement and participation lead to a better work environment" suggests a strong belief among employees that their involvement contributes positively to the overall workplace atmosphere. This perception is likely to have a substantial impact on employee performance, as a positive work environment tends to foster higher productivity, creativity, and job satisfaction.

Similarly, the high mean scores for "Employees feel valued and respected when they are involved in organizational processes" (M = 4.38, SD = 1.07) and "Employee involvement and participation lead to increased productivity" (M = 4.33, SD = 0.91) indicate that involvement not only boosts employees' sense of worth but also directly contributes to improved productivity. This strong link between involvement and performance is further reinforced by the high mean score for "Employees are motivated to perform better when they are involved in decision-making" (M = 4.19, SD = 1.03).

The data also shows that employees have a clear understanding of their roles and responsibilities (M = 4.05, SD = 1.20) and feel empowered to take ownership of their work (M = 4.05, SD = 0.86). This clarity and empowerment are crucial factors in enhancing employee performance, as they enable employees to work more efficiently and take initiative in their roles.

However, there are areas where TopFloor Ltd could improve. The relatively lower mean score for "Employees are encouraged to participate in decision-making processes at TopFloor Ltd" (M = 3.40, SD = 1.14) suggests that while the benefits of involvement are recognized, there might be room for increasing opportunities for participation in decision-making processes. Enhancing this aspect could potentially lead to even greater improvements in employee performance.

The statement "Employee suggestions and ideas are valued and considered by management" (M = 3.62, SD = 0.97) also indicates a positive but somewhat lower perception compared to other aspects. Improving in this area could further boost employees' sense of value and motivation to contribute, potentially leading to more innovative ideas and improved performance.

It's noteworthy that "Employee involvement and participation lead to increased job satisfaction" (M = 4.10, SD = 1.09) and "Employees feel a sense of commitment towards the organization" (M = 3.90, SD = 0.89) both received high scores. These factors are closely tied to employee engagement, which is a key driver of performance. When employees are satisfied with their jobs and feel committed to the organization, they are more likely to go above and beyond in their roles, leading to enhanced overall performance.

#### **4.2.3 The Effect of Training and Skill Development on Employee Performance**

This section investigates the influence of training and skill development programs on employee performance at TopFloor Ltd. It presents descriptive statistics on employees' perceptions of the adequacy, relevance, and effectiveness of training initiatives, and how these programs impact their ability to adapt to changes and improve their performance.

**Table 8: The Effect of Training and Skill Development on Employee Performance**

Statement	Mean	Standard Deviation
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Employees receive adequate training to perform their jobs effectively	3.62	1.24
Training programs are designed to meet the specific needs of employees	3.29	1.27
Employees are provided with opportunities for skill development and career growth	3.14	1.01
The training and skill development programs are relevant and up-to-date	3.19	1.03
Employees are able to apply the knowledge and skills acquired through training in their work	3.62	1.02
Training and skill development lead to improved employee performance	4.24	1.09
Employees are motivated to learn and develop new skills	3.76	0.94
Training and skill development lead to increased job satisfaction among employees	3.71	1.15
Employees feel valued by the organization for investing in their development	3.90	1.26
Training and skill development contribute to the overall success of the organization	4.10	1.30

Source: Author (2024)

The findings presented in Table 5 provide valuable insights into the effect of training and skill development on employee performance at TopFloor Ltd, aligning with the objective to investigate this relationship. The data reveals a generally positive perception of training and skill development programs and their impact on various aspects of employee performance and organizational success.

The highest mean score of 4.24 (SD = 1.09) for "Training and skill development lead to improved employee performance" directly supports the objective of the study. This strong agreement suggests that employees perceive a clear link between the training they receive and their ability to perform better in their roles. This perception is crucial as it indicates that the company's investment in training is yielding positive results in terms of employee performance. Similarly, the high mean score for "Training and skill development contribute to the overall success of the organization" (M = 4.10, SD = 1.30) further reinforces the importance of these programs. Employees recognize that their enhanced skills and knowledge not only benefit them individually but also contribute to the broader organizational goals.

The statement "Employees feel valued by the organization for investing in their development" (M = 3.90, SD = 1.26) suggests that training and development initiatives have a positive impact on employee morale and engagement. This feeling of being valued can indirectly contribute to improved performance through increased motivation and commitment to the organization.

However, there are areas where TopFloor Ltd could improve its training and skill development programs. The relatively lower mean scores for "Employees are provided with opportunities for skill development and career growth" (M = 3.14, SD = 1.01) and "The training and skill development programs are relevant and up-to-date" (M = 3.19, SD = 1.03) indicate potential areas for enhancement. Improving these aspects could lead to more effective training programs and, consequently, better employee performance.

The moderate score for "Employees receive adequate training to perform their jobs effectively" (M = 3.62, SD = 1.24) suggests that while training is provided, there might be room for improvement in ensuring it fully meets the needs of all employees. This is further supported by the relatively lower score for "Training programs are designed to meet the specific needs of employees" (M = 3.29, SD = 1.27).

On a positive note, "Employees are able to apply the knowledge and skills acquired through training in their work" (M = 3.62, SD = 1.02) indicates that the training provided is generally practical and applicable to employees' roles. This transferability of skills is crucial for training to have a meaningful impact on performance.

The statement "Employees are motivated to learn and develop new skills" (M = 3.76, SD = 0.94) suggests a generally positive attitude towards learning among employees, which is beneficial for the success of training initiatives and ongoing performance improvement.

Lastly, "Training and skill development lead to increased job satisfaction among employees" (M = 3.71, SD = 1.15) indicates that these programs not only improve performance but also contribute to employee satisfaction, which can have additional positive effects on overall performance and retention.

#### **4.4 Inferential Statistics**

This section employs advanced statistical techniques to draw deeper insights from the collected data. It aims to establish relationships between variables and make predictions about the population based on the sample data. The inferential statistics presented here provide a more robust understanding of the relationships between change management practices and employee performance at TopFloor Ltd.

#### 4.4.1 Correlational Analysis

This section presents the results of correlational analysis, examining the strength and direction of relationships between change management dimensions (communication, involvement, and training) and employee performance. It provides correlation coefficients and their significance levels, offering insights into how closely these change management practices are associated with variations in employee performance.

**Table 4.9: Correlational Analysis**

Variables	1	2	3	4	5	6	7
1. Employee Performance	1						
2. Change Communication	0.78**	1					
3. Employee Involvement	0.82**	0.65**	1				
4. Training and Skill Development	0.71**	0.59**	0.63**	1			
5. Age	0.15	0.11	0.13	0.09	1		
6. Tenure	0.18*	0.14	0.16	0.12	0.72**	1	
7. Education Level	0.21*	0.17*	0.19*	0.20*	0.25**	0.19*	1

Note: \*  $p < 0.05$ , \*\*  $p < 0.01$

Source: Author (2024)

The correlational analysis presented in Table 6 provides crucial insights into the relationships between various change management dimensions and employee performance at TopFloor Ltd. This analysis directly addresses the study's objectives by quantifying the strength and significance of these relationships.

Change Communication shows a strong positive correlation with employee performance ( $r = 0.78$ ,  $p = 0.001$ ). This highly significant relationship suggests that effective change communication is strongly associated with improved employee performance. The strength of this correlation underscores the importance of clear, timely, and comprehensive communication during organizational changes. It implies that when TopFloor Ltd communicates change initiatives effectively, employees are likely to perform better, possibly due to reduced uncertainty, better understanding of expectations, and increased preparedness for new roles or responsibilities.

Employee Involvement demonstrates the strongest correlation with employee performance ( $r = 0.82$ ,  $p = 0.001$ ). This very strong positive correlation indicates that higher levels of employee involvement and participation in organizational processes are associated with significantly better employee performance. The strength of this relationship suggests that when TopFloor

Ltd engages employees in decision-making processes, values their input, and fosters a sense of ownership, it likely leads to substantially improved performance outcomes. This could be attributed to increased motivation, better alignment with organizational goals, and a stronger sense of commitment among employees who feel involved and valued.

Training and Skill Development also shows a strong positive correlation with employee performance ( $r = 0.71, p = 0.001$ ). While slightly lower than the other two dimensions, this correlation is still robust and highly significant. It indicates that investment in employee training and skill development is strongly associated with enhanced performance. This relationship suggests that as TopFloor Ltd provides more relevant and effective training opportunities, employee performance tends to improve, likely due to enhanced competencies, increased confidence, and better alignment of skills with job requirements.

All three correlations are statistically significant at the 0.001 level, indicating a very high degree of confidence in these relationships. This means that the probability of these strong correlations occurring by chance is less than 0.1%.

#### 4.4.2 Model Summary

This part presents an overview of the regression model's effectiveness in explaining the relationship between change management practices and employee performance. It includes key statistics such as R, R-squared, and adjusted R-squared values, providing information on the model's goodness of fit and its ability to explain variance in employee performance.

**Table 10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.873 <sup>a</sup>	0.762	0.747	0.42
a. Change Communication, Employee Involvement, Training and Skill Development b. Employee Performance				

Source: Author (2024)

The Model Summary presented in Table 7 provides crucial information about the overall fit and explanatory power of the regression model used to analyze the relationship between change management dimensions and employee performance at TopFloor Ltd.

The multiple correlation coefficient (R) of 0.873 indicates a very strong positive relationship between the combination of independent variables (change communication, employee involvement, and training and skill development) and the dependent variable (employee performance). This high R-value suggests that the change management dimensions, when considered together, are strongly associated with variations in employee performance. The

implication for TopFloor Ltd is significant: the company should adopt a comprehensive approach to change management, as these factors collectively have a substantial impact on employee performance. This finding validates the company's current focus on these areas and suggests that a balanced improvement across all three dimensions could yield synergistic benefits.

The R Square value of 0.762 is particularly noteworthy, indicating that 76.2% of the variance in employee performance can be explained by the change management dimensions included in the model. This substantial explanatory power implies that TopFloor Ltd's investments in enhancing change communication, increasing employee involvement, and developing training programs are likely to yield considerable returns in terms of improved employee performance. The company can confidently allocate resources to these areas, knowing that such investments are statistically likely to result in tangible performance improvements. Moreover, this finding suggests that any performance issues related to organizational change might be effectively addressed by focusing on these three key areas.

The Adjusted R Square of 0.747, even after accounting for the number of predictors, still explains 74.7% of the variance in employee performance. This high value indicates that the model is robust and provides a reliable representation of the relationship between the change management dimensions and employee performance. For TopFloor Ltd, this implies that the company can confidently use this model to predict and influence employee performance through targeted improvements in these change management areas. It provides a solid foundation for data-driven decision-making in change management strategies, allowing the company to anticipate the likely outcomes of different approaches and allocate resources more effectively.

The Standard Error of the Estimate (0.42) represents the average distance between the observed values of employee performance and the values predicted by the model. This relatively low value suggests that the model's predictions are fairly accurate. The implication for TopFloor Ltd is significant: the company can make relatively precise predictions about how changes in their management practices will affect employee performance. This level of predictive accuracy enables more informed decision-making and allows for fine-tuning of change management strategies. It also provides a valuable tool for setting realistic performance targets and measuring the success of change initiatives.

#### 4.4.1 Multicollinearity Analysis

Before conducting the regression analysis, multicollinearity among the independent variables was assessed using the Variance Inflation Factor (VIF). VIF values greater than 10 are

generally considered to indicate problematic multicollinearity (Hair et al., 2010). The researcher examined the VIF values for each independent variable to ensure that multicollinearity would not unduly influence the regression results. This step was crucial in validating the appropriateness of the regression model and ensuring the reliability of the subsequent coefficient estimates.

Table 4.7: Variance Inflation Factor (VIF) Values

Variable	VIF
Change Communication	2.14
Employee Involvement	2.37
Training and Skill Development	1.98

#### 4.4.3 Regression Coefficients

This section details the results of multiple regression analysis, showing the individual effects of each change management dimension on employee performance. It presents unstandardized and standardized coefficients, t-values, and significance levels, allowing for comparison of the relative importance of each predictor variable in explaining variations in employee performance.

**Table 11: Regression Coefficients**

Table 4.8: Multiple Regression Results

Variable	Unstandardized Coefficient (B)	Standardized Coefficient (β)	t-value	p-value	VIF
(Constant)	0.854	-	2.315	0.022	-
Change Communication	0.42	0.35	3.87	0.001	2.14
Employee Involvement	0.51	0.40	4.56	0.001	2.37
Training and Skill Development	0.33	0.28	3.12	0.01	1.98
Age	0.009	0.05	0.73	0.468	2.21
Tenure	0.015	0.08	1.12	0.265	2.36
Education Level	0.087	0.11	1.89	0.061	1.45

$R^2 = 0.762$ , Adjusted  $R^2 = 0.747$ ,  $F(6, 126) = 66.273$ ,  $p < 0.001$

Source: Author (2024)

The regression coefficients presented in Table 8 provide crucial insights into the individual effects of change communication, employee involvement, and training and skill development on employee performance at TopFloor Ltd. These results directly address the study's objectives and offer significant implications for the company's change management strategies.

Change Communication shows a significant positive effect on employee performance ( $B = 0.42$ ,  $\beta = 0.35$ ,  $p = 0.001$ ). The unstandardized coefficient indicates that for every one-unit increase in change communication effectiveness, employee performance increases by 0.42 units. This strong relationship implies that TopFloor Ltd's efforts in improving change communication can yield substantial benefits in employee performance. The company should prioritize enhancing its communication strategies during periods of change, potentially through more frequent updates, clearer messaging, and diverse communication channels. This finding underscores the importance of transparent and effective communication in managing change and maintaining high levels of employee performance.

Employee Involvement emerges as the strongest predictor of employee performance ( $B = 0.51$ ,  $\beta = 0.40$ ,  $p = 0.001$ ). The high unstandardized and standardized coefficients suggest that increased employee involvement has the most substantial impact on performance. For TopFloor Ltd, this implies that strategies to enhance employee participation in decision-making processes and increase their sense of ownership in change initiatives could lead to significant performance improvements. The company should consider implementing more participative management styles, seeking employee input on change processes, and creating opportunities for employees to contribute to organizational decisions. This approach not only improves performance but could also enhance employee engagement and commitment during periods of change.

Training and Skill Development also shows a significant positive effect on employee performance ( $B = 0.33$ ,  $\beta = 0.28$ ,  $p = 0.01$ ), albeit slightly lower than the other two variables. This relationship suggests that investing in employee training and development programs can lead to notable improvements in performance. For TopFloor Ltd, this implies that continuing to provide relevant, up-to-date training opportunities is crucial for maintaining and improving employee performance during organizational changes. The company should focus on aligning training programs with the specific skills required for upcoming changes and ensuring that employees can effectively apply their new knowledge in their roles.

The standardized coefficients ( $\beta$ ) allow for direct comparison of the relative importance of each variable. Employee Involvement ( $\beta = 0.40$ ) has the strongest effect, followed closely by Change Communication ( $\beta = 0.35$ ), and then Training and Skill Development ( $\beta = 0.28$ ). This

ranking provides TopFloor Ltd with a clear prioritization for its change management efforts. While all three aspects are important, the company might consider allocating slightly more resources to fostering employee involvement and enhancing communication strategies, as these show the strongest relationships with performance.

All three variables show statistically significant relationships with employee performance ( $p \leq 0.01$ ), indicating a high level of confidence in these findings. This statistical significance implies that TopFloor Ltd can rely on these results to inform its change management strategies with a high degree of certainty.

**Table 4.9 Summary Hypothesis Testing**

<b>Hypothesis</b>	<b>p-values</b>	<b>Results</b>
H <sub>1</sub> : Change communication has a significant effect on the performance of employees at TopFloor Ltd.	p=0.001	Supported
H <sub>2</sub> : Employee involvement and participation have a significant effect on the performance of employees at TopFloor Ltd.	p=0.001	Supported
H <sub>3</sub> : Training and skills development have a significant effect on the performance of employees at TopFloor Ltd.	p=0.01	Supported

This table clearly presents the hypotheses, their corresponding p-values, and the results of the hypothesis testing. All three hypotheses are supported based on the p-values, which are all below the conventional significance level of 0.05.

The results indicate that:

1. Change communication significantly affects employee performance at TopFloor Ltd.
2. Employee involvement and participation significantly affect employee performance at TopFloor Ltd.
3. Training and skills development significantly affect employee performance at TopFloor Ltd.

#### **4.5 Findings from Key Informants**

The inclusion of qualitative data in this study serves several important purposes. Firstly, it provides a rich, contextual understanding of the quantitative findings, offering insights into the "how" and "why" behind the statistical relationships observed. Secondly, qualitative data allows for the exploration of nuances and complexities in change management practices that may not be fully captured by quantitative measures alone. Lastly, it enables triangulation of

data, enhancing the validity and reliability of the study's overall findings. Key informant interviews were conducted with senior staff members at TopFloor Ltd to gather this qualitative data. These interviews were semi-structured, allowing for both consistent data collection across participants and the flexibility to explore emerging themes. The qualitative data was analyzed using thematic analysis, following the six-step process outlined by Braun and Clarke (2006):

1. Familiarization with the data: Transcripts were read and re-read to gain a deep understanding of the content.
2. Generating initial codes: Key features of the data were coded in a systematic fashion across the entire dataset.
3. Searching for themes: Codes were collated into potential themes.
4. Reviewing themes: Themes were checked in relation to the coded extracts and the entire dataset.
5. Defining and naming themes: Clear definitions and names for each theme were generated.
6. Producing the report: Compelling extract examples were selected, and the analysis was related back to the research question and literature.

#### **4.5.1 How Change Communication Affects the Performance of Employees**

The change communication process at TopFloor Ltd is described as structured, well-planned, transparent, inclusive, timely, proactive, interactive, and engaging. The company has a dedicated team that ensures consistency and clarity in communication materials, involves employees from different levels and departments, communicates changes well in advance, and uses various channels such as town hall meetings, workshops, and online forums to facilitate two-way communication and encourage employee participation, gathering diverse perspectives and addressing concerns. One participant highlighted that:

*"The change communication process at TopFloor Ltd is structured and well-planned. We have a dedicated team that oversees the development and dissemination of communication materials to ensure consistency and clarity."*

Another respondent stressed that:

*"I would say the change communication process is transparent and inclusive. We make sure to involve employees from different levels and departments in the process to gather diverse perspectives and address concerns."*

A third participant emphasized that:

*"The change communication process at our organization is timely and proactive. We strive to communicate changes well in advance to give employees sufficient time to prepare and adapt."*

The fourth respondent further added that:

*"I believe our change communication process is interactive and engaging. We use various channels, such as town hall meetings, workshops, and online forums, to facilitate two-way communication and encourage employee participation."*

To ensure employees understand the reasons for organizational changes and their impact, TopFloor Ltd conducts regular training sessions and workshops, provides detailed documentation such as change management plans and FAQs, encourages open dialogue through one-on-one meetings with supervisors and HR representatives, and uses various communication channels like email updates, intranet posts, and team meetings to educate employees about the rationale behind changes, align them with strategic goals, and reinforce key messages for a clear understanding of the implications on their roles and responsibilities.

One participant highlighted that:

*"We conduct regular training sessions and workshops to educate employees about the rationale behind organizational changes and how these changes align with our strategic goals."*

Another respondent stressed that:

*"We provide detailed documentation, such as change management plans and FAQs, to help employees understand the reasons for changes and their implications on their roles and responsibilities."*

A third participant emphasized that:

*"We encourage open dialogue and provide opportunities for employees to ask questions and seek clarification through one-on-one meetings with their supervisors and HR representatives."*

The fourth respondent further added that:

*"We use various communication channels, including email updates, intranet posts, and team meetings, to reinforce key messages and ensure that employees have a clear understanding of the changes and their impact."*

TopFloor Ltd gathers feedback from employees during the change communication process through a variety of methods, including surveys and polls to assess the effectiveness of

communication efforts and identify areas for improvement, an open-door policy that encourages employees to share their thoughts, concerns, and suggestions with managers or HR representatives, focus group discussions and workshops to facilitate in-depth conversations and gather qualitative feedback, and a dedicated email address and suggestion box for anonymous feedback submission, ensuring that everyone has a chance to voice their opinions. One participant highlighted that:

*"We conduct surveys and polls to gather employee feedback on the effectiveness of our change communication efforts and identify areas for improvement."*

Another respondent stressed that:

*"We have an open-door policy that encourages employees to share their thoughts, concerns, and suggestions with their managers or HR representatives."*

A third participant emphasized that:

*"We organize focus group discussions and workshops to facilitate in-depth conversations and gather qualitative feedback from employees."*

The fourth respondent further added that:

*"We have a dedicated email address and suggestion box where employees can submit their feedback anonymously, ensuring that everyone has a chance to voice their opinions."*

#### **4.5.2 The Impact of Employee Involvement and Participation on Employee Performance**

TopFloor Ltd encourages employee involvement and participation in decision-making processes through a decentralized decision-making structure that empowers employees at various levels to contribute to decisions affecting their work and the organization, regular brainstorming sessions and workshops for idea sharing and collaborative problem-solving, a recognition program that rewards employees for innovative ideas and contributions to organizational success, and training and development opportunities to equip employees with the skills and knowledge needed to make informed decisions and take ownership of their work. One participant highlighted that:

*"We have a decentralized decision-making structure that empowers employees at various levels to contribute to decisions that affect their work and the organization as a whole."*

Another respondent stressed that:

*"We regularly organize brainstorming sessions and workshops where employees can share their ideas and collaborate on problem-solving and process improvements."*

A third participant emphasized that:

*"We have a recognition program that rewards employees for their innovative ideas and contributions to organizational success, encouraging them to actively participate in decision-making."*

The fourth respondent further added that:

*"We provide training and development opportunities to equip employees with the skills and knowledge needed to make informed decisions and take ownership of their work."*

Senior members of staff at TopFloor Ltd provided examples of instances where employee suggestions and ideas have been successfully implemented, such as a flexible work arrangement that improved employee satisfaction and productivity, a streamlined procurement process that resulted in significant cost savings and efficiency, a new product idea proposed by a cross-functional team that increased revenue and market share, and a new approach to customer service that led to improved customer satisfaction scores and retention rates. One participant highlighted that:

*"One of our employees suggested implementing a flexible work arrangement, which we piloted and later adopted company-wide, leading to improved employee satisfaction and productivity."*

Another respondent stressed that:

*"An employee identified an opportunity to streamline our procurement process, and their suggestion resulted in significant cost savings and improved efficiency."*

A third participant emphasized that:

*"A cross-functional team of employees proposed a new product idea that aligned with our customers' needs, and we successfully launched it in the market, resulting in increased revenue and market share."*

The fourth respondent further added that:

*"An employee suggested a new approach to customer service, which we implemented and saw a notable improvement in customer satisfaction scores and retention rates."*

The challenges faced by TopFloor Ltd in promoting employee involvement and participation include ensuring that all employees feel comfortable and confident in sharing their ideas and opinions, especially in a hierarchical structure where some may feel intimidated, finding the right balance between involving employees in decision-making and maintaining efficiency and timely project execution, overcoming resistance from employees who are used to a more

traditional, top-down approach, and ensuring that initiatives are inclusive and representative of the diverse workforce to foster a sense of belonging and engagement. One participant highlighted that:

*"One of the main challenges is ensuring that all employees feel comfortable and confident in sharing their ideas and opinions, especially in a hierarchical structure where some may feel intimidated."*

Another respondent stressed that:

*"Another challenge is finding the right balance between involving employees in decision-making and maintaining efficiency and timely execution of projects."*

A third participant emphasized that:

*"Sometimes, there can be resistance from employees who are used to a more traditional, top-down approach and may not be receptive to change or increased involvement."*

The fourth respondent further added that:

*"Ensuring that employee involvement and participation initiatives are inclusive and representative of our diverse workforce can be challenging, but it's essential for fostering a sense of belonging and engagement."*

#### **4.5.3 The Effect of Training and Skill Development on Employee Performance**

TopFloor Ltd offers a range of training and skill development programs, including a comprehensive onboarding program with job-specific training, soft skills development, and an introduction to company culture and values, a learning management system providing access to online courses and resources for continuous learning, regular in-house training sessions and workshops on topics such as leadership, communication, and technical skills tailored to different departments and roles, and a mentoring program that pairs experienced employees with newer ones to facilitate knowledge sharing and career development. One participant highlighted that:

*"We offer a comprehensive onboarding program that includes job-specific training, soft skills development, and an introduction to our company culture and values."*

Another respondent stressed that:

*"We have a learning management system that provides employees with access to a wide range of online courses and resources for continuous learning and skill development."*

A third participant emphasized that:

*"We organize regular in-house training sessions and workshops on topics such as leadership, communication, and technical skills, which are tailored to the needs of different departments and roles."*

The fourth respondent further added that:

*"We have a mentoring program that pairs experienced employees with newer ones to facilitate knowledge sharing and career development."*

To ensure the relevance and currency of training programs, TopFloor Ltd conducts regular skills gap analyses and training needs assessments to identify areas where employees need to develop competencies, partners with external training providers and industry experts to align content with the latest trends and best practices, gathers feedback from employees and managers after each training session to evaluate effectiveness and relevance and make necessary improvements, and has a dedicated learning and development team that stays up-to-date with the latest research and innovations in employee training. One participant highlighted that:

*"We conduct regular skills gap analyses and training needs assessments to identify areas where our employees need to develop their competencies to meet the changing demands of the business."*

Another respondent stressed that:

*"We partner with external training providers and industry experts to ensure that our training content is aligned with the latest trends and best practices in our field."*

A third participant emphasized that:

*"We gather feedback from employees and managers after each training session to evaluate the effectiveness and relevance of the content and make necessary improvements."*

The fourth respondent further added that:

*"We have a dedicated learning and development team that stays up-to-date with the latest research and innovations in employee training and incorporates these insights into our programs."*

TopFloor Ltd measures the effectiveness of training and skill development programs in improving employee performance through a combination of pre- and post-training assessments to measure knowledge and skill acquisition and track progress over time, monitoring key performance indicators such as productivity, quality of work, and customer satisfaction,

conducting regular performance evaluations and one-on-one meetings with employees to discuss the application of skills and knowledge gained from training, and tracking the return on investment by analyzing the correlation between training expenditure and business outcomes. One participant highlighted that:

*"We use a combination of pre- and post-training assessments to measure the knowledge and skill acquisition of employees and track their progress over time."*

Another respondent stressed that:

*"We monitor key performance indicators (KPIs) such as productivity, quality of work, and customer satisfaction to assess the impact of training on employee performance."*

A third participant emphasized that:

*"We conduct regular performance evaluations and one-on-one meetings with employees to discuss how they are applying the skills and knowledge gained from training in their work."*

The fourth respondent further added that:

*"We track the return on investment (ROI) of our training programs by analyzing the correlation between training expenditure and business outcomes, such as increased revenue, reduced costs, and improved employee retention."*

## CHAPTER FIVE

### DISCUSSION OF FINDINGS

#### 5.0 Introduction

This chapter discusses the findings of the study aimed at assessing the effect of change management on employee performance at TopFloor Ltd in Lusaka, Zambia. The study focused on three key aspects of change management: communication strategy, employee involvement and participation, and training and skill development. The discussion integrates results from descriptive and inferential analyses with insights from key informants, interpreting these findings in the context of existing literature and the Denison Model theoretical framework. This chapter aims to provide a comprehensive understanding of how change management practices at TopFloor Ltd impact employee performance and offer insights for improving organizational effectiveness during periods of change.

#### 5.1 Discussion

The following discussion is structured around the study's three main objectives, examining how communication strategy, employee involvement and participation, and training and skill development affect employee performance at TopFloor Ltd. Each section integrates quantitative findings, qualitative insights, and relevant literature to provide a comprehensive analysis.

##### 5.2.1 How Communication Strategy Affects the Employee Performance

The study's findings strongly support the critical role of effective change communication in enhancing employee performance at TopFloor Ltd. The descriptive analysis revealed a generally positive perception of change communication practices within the organization, with a mean score of 4.27 (SD = 0.70) for the statement "Change initiatives are communicated effectively to employees at TopFloor Ltd". This high score suggests that TopFloor Ltd has established a strong foundation for change communication, which is likely contributing positively to employee performance by ensuring clarity and understanding of change initiatives.

This finding is further reinforced by the inferential analysis, which showed a strong positive correlation between change communication and employee performance ( $r = 0.78$ ,  $p = 0.001$ ). The regression analysis further reckoned this relationship, indicating that for every one-unit increase in change communication effectiveness, employee performance increases by 0.42 units ( $B = 0.42$ ,  $\beta = 0.35$ ,  $p = 0.001$ ). These results align with the work of Armenakis and Harris

(2002), who emphasized the critical role of change communication in determining the success or failure of organizational change efforts.

The qualitative insights from key informants provide context to these quantitative findings. Senior staff members described the change communication process at TopFloor Ltd as "structured and well-planned," "transparent and inclusive," "timely and proactive," and "interactive and engaging." These characteristics align well with best practices in change communication as outlined by Goodman and Truss (2004), who emphasized the importance of timing, appropriate communication strategies, and the use of various media in ensuring change success.

However, the study also identified areas for improvement. The statement "Change communication is timely and consistent across the organization" received the lowest mean score ( $M = 3.32$ ,  $SD = 1.13$ ) among the communication-related items. This suggests that while TopFloor Ltd's overall change communication is effective, there may be inconsistencies in its timeliness and consistency across different parts of the organization. This finding echoes the work of Klein (1996), who stressed the importance of consistent messaging across all organizational levels for effective change implementation.

The Denison Model provides a useful framework for interpreting these findings. The model emphasizes the importance of consistency in organizational culture, which includes having clear and consistent communication. TopFloor Ltd's structured and well-planned approach to change communication aligns well with this aspect of the model. However, the identified inconsistencies in timeliness and consistency across the organization suggest room for improvement in fully embodying this principle.

Furthermore, the Denison Model's emphasis on adaptability is relevant to the change communication findings. The "timely and proactive" nature of TopFloor Ltd's change communication, as described by key informants, suggests that the organization is striving to enhance its adaptability by keeping employees informed and prepared for upcoming changes. This proactive approach likely contributes to the strong positive relationship between change communication and employee performance observed in the quantitative analysis.

The study's findings also resonate with the Social Exchange Theory, as proposed by Blau (1964). The theory suggests that employees engage in social exchanges by assessing the benefits and costs associated with their interactions. In the context of change communication, when employees perceive that they are receiving clear, timely, and valuable information about organizational changes (a benefit), they may be more likely to reciprocate with improved performance (a cost they're willing to incur). This theoretical perspective helps explain the

strong positive correlation between change communication and employee performance observed in the study.

However, it's important to note that while the overall perception of change communication at TopFloor Ltd is positive, there is still room for improvement. The mean scores for several communication-related items, while generally positive, were not at the highest possible levels. For instance, "Employees trust the information provided by management during the change communication process" had a mean score of 3.45 (SD = 1.10), suggesting that there may be some skepticism or lack of trust among some employees. This aligns with the findings of Oreg (2006), who identified lack of trust in management as a key factor in resistance to change.

The qualitative insights from key informants provide some strategies that TopFloor Ltd is using to address these challenges. The use of various communication channels, including town hall meetings, workshops, and online forums, as mentioned by one respondent, aligns with recommendations from change management literature. For instance, Lewis (2006) emphasized the importance of using multiple communication channels to ensure that change messages reach all employees effectively.

### **5.2.2 The Impact of Employee Involvement and Participation on Employee Performance**

The findings of the study provide strong evidence for the significant impact of employee involvement and participation on employee performance at TopFloor Ltd. The descriptive analysis revealed generally positive perceptions of employee involvement practices within the organization, with particularly high mean scores for statements such as "Employee involvement and participation lead to a better work environment" (M = 4.48, SD = 0.93) and "Employees feel valued and respected when they are involved in organizational processes" (M = 4.38, SD = 1.07).

These positive perceptions are further supported by the inferential analysis, which showed a very strong positive correlation between employee involvement and performance ( $r = 0.82$ ,  $p = 0.001$ ). This was the strongest correlation among all three change management dimensions examined in the study. The regression analysis further quantified this relationship, indicating that for every one-unit increase in employee involvement, employee performance increases by 0.51 units ( $B = 0.51$ ,  $\beta = 0.40$ ,  $p = 0.001$ ). This suggests that employee involvement and participation have the most substantial impact on performance among the three change management dimensions studied.

These findings resonate well with existing literature on employee involvement during organizational change. For instance, Piderit (2000) argued that when employees are actively engaged in the change process, they often feel a sense of ownership and responsibility, leading

to better commitment and performance during times of change. The strong positive relationship observed in this study provides empirical support for this assertion in the context of TopFloor Ltd.

The qualitative results from key informants offer gives context to these quantitative findings. Senior members of staff described various strategies used by TopFloor Ltd to encourage employee involvement and participation, including a "decentralized decision-making structure," regular "brainstorming sessions and workshops," a "recognition program that rewards employees for their innovative ideas," and providing "training and development opportunities to equip employees with the skills and knowledge needed to make informed decisions."

These strategies align well with best practices in employee involvement as outlined in the literature. For example, the decentralized decision-making structure described by one respondent resonates with the work of Armenakis and Bedeian (1999), who emphasized the importance of involving employees at various levels in the change process. The recognition program for innovative ideas is in unison with recommendations by Kotter and Schlesinger (2008) to incentivize employee participation in change initiatives.

However, the study also identified areas for improvement. The statement "Employees are encouraged to participate in decision-making processes at TopFloor Ltd" received a relatively lower mean score ( $M = 3.40$ ,  $SD = 1.14$ ) compared to other involvement-related assertions. This suggests that while TopFloor Ltd has implemented various strategies to promote employee involvement, there may be room for increasing opportunities for participation in decision-making processes.

The Denison Model provides a useful framework for interpreting these findings. The model emphasizes involvement as one of the key traits of effective organizational cultures. TopFloor Ltd's efforts to involve employees in various aspects of the change process, as evidenced by both the quantitative results and qualitative results, associate well with this aspect of the model. The strong positive relationship between involvement and performance observed in this study supports the Denison Model's assertion that high involvement contributes to organizational effectiveness.

Furthermore, the Denison Model's emphasis on adaptability is also relevant to the employee involvement findings. The various strategies described by key informants, such as brainstorming sessions and workshops, suggest that TopFloor Ltd is leveraging employee involvement to enhance its adaptability. By engaging employees in problem-solving and idea

generation, the organization is likely improving its capacity to respond to changes in the business environment.

The study's findings also resonate with the Expectancy Theory proposed by Vroom (1964) which suggests that employees' performance is influenced by their beliefs regarding the effort-performance relationship, performance-outcome relationship, and outcome valence. In the context of employee involvement, when employees believe that their participation will lead to better organizational decisions (effort-performance relationship), that these better decisions will result in positive outcomes for the organization (performance-outcome relationship), and that these outcomes are valuable (valence), they are more likely to engage fully and perform at a higher level. The strong positive correlation between involvement and performance observed in this study supports this theoretical perspective.

Findings from senior members of staff provide examples of how employee suggestions have been implemented at TopFloor Ltd, including the adoption of flexible work arrangements, streamlining of procurement processes, and improvements in customer service approaches. These examples demonstrate the tangible impact of employee involvement on organizational processes and outcomes, likely contributing to the strong relationship between involvement and performance observed in the quantitative analysis.

However, the study also revealed challenges in promoting employee involvement and participation. Key informants mentioned issues such as ensuring all employees feel comfortable sharing ideas, balancing involvement with efficiency, overcoming resistance from employees accustomed to top-down approaches, and ensuring inclusivity in involvement initiatives. These challenges align with those identified in the literature. For instance, the issue of employees feeling uncomfortable sharing ideas resonates with the work of Morrison and Milliken (2000) on organizational silence, where employees withhold their opinions and concerns.

The challenge of balancing involvement with efficiency echoes the findings of Randel et al. (2011), who noted that while employee involvement can lead to better decisions, it can also slow down decision-making processes. This highlights the need for organizations to find an optimal level of involvement that enhances performance without unduly hampering operational efficiency.

The resistance from employees accustomed to top-down approaches, as mentioned by one key informant, aligns with Oreg's (2003) work on resistance to change. This suggests that TopFloor Ltd may need to consider change management strategies specifically targeted at overcoming this resistance and fostering a more participative organizational culture.

The concern about ensuring inclusivity in involvement initiatives raises important questions about equity and representation in employee participation. This aligns with recent literature (Offermann & Basford, 2014) emphasizing the importance of diversity and inclusion in organizational change processes. Ensuring that involvement initiatives are inclusive and representative of the diverse workforce at TopFloor Ltd could potentially enhance the positive impact of involvement on performance by leveraging a wider range of perspectives and experiences.

### **5.2.3 The Effect of Training and Skill Development on Employee Performance**

The study's findings provide substantial evidence for the positive effect of training and skill development on employee performance at TopFloor Ltd. The descriptive analysis revealed generally positive perceptions of training and skill development practices at TopFloor Ltd, with particularly high mean scores for statements such as "Training and skill development lead to improved employee performance" ( $M = 4.24$ ,  $SD = 1.09$ ) and "Training and skill development contribute to the overall success of the organization" ( $M = 4.10$ ,  $SD = 1.30$ ).

These positive perceptions are further supported by the inferential analysis, which showed a strong positive correlation between training and skill development and employee performance ( $r = 0.71$ ,  $p = 0.001$ ). While this correlation is slightly lower than those for change communication and employee involvement, it still represents a strong relationship. The regression analysis further measured this relationship, indicating that for every one-unit increase in training and skill development, employee performance increases by 0.33 units ( $B = 0.33$ ,  $\beta = 0.28$ ,  $p = 0.01$ ).

These findings align well with existing literature on the importance of training and skill development during organizational change such as the work of Harrison and Kessels (2004) who emphasized the crucial role of training in enhancing employee performance during periods of change. The strong positive relationship observed in this study provides empirical support for this assertion in the context of TopFloor Ltd.

Senior staff members described various aspects of TopFloor Ltd's training and skill development programs, including a "comprehensive onboarding program," a "learning management system that provides employees with access to a wide range of online courses," regular "in-house training sessions and workshops," and a "mentoring program that pairs experienced employees with newer ones." These training initiatives align well with best practices in organizational learning and development. For example, the comprehensive onboarding program described by one respondent resonates with the work of Bauer (2010), who emphasized the importance of structured onboarding in enhancing new employee

performance. The mentoring program aligns with recommendations by Kram and Ragins (2007) on the value of developmental relationships in fostering employee growth and performance.

However, the study also identified areas for improvement. The statement "Employees are provided with opportunities for skill development and career growth" received a relatively lower mean score ( $M = 3.14$ ,  $SD = 1.01$ ) compared to other training-related items. This suggests that while TopFloor Ltd has implemented various training initiatives, there may be room for increasing opportunities for long-term skill development and career progression. The Denison Model which emphasizes adaptability as one of the key traits of effective organizational cultures provides a useful framework for interpreting these findings. TopFloor Ltd's efforts to provide various training and development opportunities, as evidenced by both the quantitative results and qualitative findings, align well with this aspect of the model. The strong positive relationship between training and performance observed in this study supports the Denison Model's assertion that enhancing adaptability through learning contributes to organizational effectiveness.

Furthermore, the Denison Model's emphasis on mission is also relevant to the training and skill development findings. The focus on providing comprehensive onboarding and ongoing training suggests that TopFloor Ltd is using these initiatives to align employee skills and knowledge with the organization's goals and direction. This alignment of individual capabilities with organizational mission is a key aspect of the Denison Model.

The study's findings also resonate with the Social Exchange Theory proposed by Blau (1964). With respect to training and skill development, when employees perceive that the organization is investing in their growth and development (a benefit), they may be more likely to reciprocate with improved performance (a cost they're willing to incur). The strong positive correlation between training and performance observed in this study supports this theoretical perspective. The qualitative insights provide information on how TopFloor Ltd ensures the relevance and effectiveness of its training programs. Key informants mentioned strategies such as conducting "regular skills gap analyses and training needs assessments," partnering with "external training providers and industry experts," gathering "feedback from employees and managers after each training session," and having a "dedicated learning and development team that stays up-to-date with the latest research and innovations in employee training." The use of skills gap analyses and training needs assessments resonates with the work of Goldstein and Ford (2002) on systematic approaches to training design. The practice of gathering feedback after training

sessions aligns with Kirkpatrick's (1979) model of training evaluation, emphasizing the importance of assessing trainee reactions and learning outcomes.

However, the study also revealed challenges in the area of training and skill development. The relatively lower mean score for the statement "Training programs are designed to meet the specific needs of employees" ( $M = 3.29$ ,  $SD = 1.27$ ) suggests that there might be a gap between the training provided and the perceived needs of employees. This aligns with the findings of Noe and Colquitt (2002), who emphasized the importance of needs-based training design for maximizing training effectiveness and transfer.

The qualitative insights provide information on how TopFloor Ltd measures the effectiveness of its training programs. Key informants mentioned strategies such as using "pre- and post-training assessments," monitoring "key performance indicators (KPIs) such as productivity, quality of work, and customer satisfaction," conducting "regular performance evaluations," and tracking "the return on investment (ROI) of our training programs." These approaches align with comprehensive models of training evaluation, such as the one proposed by Phillips (1997), which emphasizes the importance of measuring both learning outcomes and business results.

The strong positive relationship between training and performance observed in this study supports the arguments made by Sulaefi (2017), who found that training and development have a positive impact on work discipline and performance. However, the slightly lower correlation coefficient for training compared to change communication and employee involvement suggests that there might be mediating or moderating factors influencing the relationship between training and performance at TopFloor Ltd.

One potential explanation for this could be the effectiveness of training transfer. While the organization provides various training opportunities, the extent to which employees are able to apply their new knowledge and skills in their work roles could influence the impact on performance. This is in line with the work of Baldwin and Ford (1988) on the importance of transfer of training for realizing performance improvements.

The Expectancy Theory (Vroom, 1964) provides another lens through which to interpret these findings. If employees perceive that the training provided will lead to improved performance (expectancy), that improved performance will result in valued outcomes (instrumentality), and that these outcomes are desirable (valence), they are more likely to engage fully in training and apply their learning, leading to enhanced performance. The positive but slightly lower correlation between training and performance might suggest that there's room for improvement in strengthening these expectancy-instrumentality-valence links in TopFloor Ltd's training initiatives.

The qualitative insights about TopFloor Ltd's mentoring program are particularly interesting in light of recent research on informal learning in organizations. As noted by Cerasoli et al. (2018), informal learning opportunities, such as mentoring, can sometimes have a more significant impact on performance than formal training programs. The presence of this mentoring program at TopFloor Ltd suggests that the organization is leveraging both formal and informal learning approaches, which could be contributing to the positive relationship between training and performance.

However, the relatively lower mean score for opportunities for skill development and career growth ( $M = 3.14$ ,  $SD = 1.01$ ) raises questions about the long-term impact of TopFloor Ltd's training initiatives. While the organization seems to be effective in providing job-specific training, there might be a need for more emphasis on long-term career development. This aligns with the work of Aguinis and Kraiger (2009), who argued that effective training and development programs should not only focus on current job performance but also on preparing employees for future roles and challenges.

The challenge of ensuring that training programs are relevant and up-to-date, as mentioned by key informants, resonates with the rapidly changing nature of work in many industries. This aligns with the concept of "learning agility" as discussed by De Meuse et al. (2010), which emphasizes the importance of developing employees' ability to learn and adapt quickly in changing environments. TopFloor Ltd's efforts to partner with external experts and stay updated with the latest research demonstrate an awareness of this challenge, but the relatively lower scores on some training-related items suggest there might be room for improvement in this area.

## CHAPTER SIX

### CONCLUSIONS AND RECOMMENDATIONS

#### 6.0 Introduction

This chapter presents a concise summary of the key findings from the study on the effect of change management on employee performance at TopFloor Ltd in Lusaka, Zambia. It synthesizes the results obtained from descriptive and inferential analyses, as well as insights from key informants. Based on these findings, conclusions are drawn in relation to the study's objectives. The chapter concludes with recommendations for TopFloor Ltd to enhance its change management practices and suggestions for future research in this area.

#### 6.1 Summary of the Findings

The study revealed strong positive correlations between change communication, employee involvement, and training with employee performance. Regression analysis confirmed these relationships. Qualitative insights highlighted structured communication processes, various involvement strategies, and comprehensive training programs at TopFloor Ltd, although some areas for improvement were identified.

##### 6.1.1 How Communication Strategy Affects the Employee Performance

The study found a strong positive correlation between change communication and employee performance ( $r = 0.78$ ,  $p = 0.001$ ). Regression analysis showed that for every one-unit increase in change communication effectiveness, employee performance increases by 0.42 units ( $B = 0.42$ ,  $\beta = 0.35$ ,  $p = 0.001$ ). Descriptive statistics revealed generally positive perceptions of change communication practices ( $M = 4.27$ ,  $SD = 0.70$  for effective communication of change initiatives). Key informants described the communication process as structured, transparent, proactive, and engaging, utilizing various channels such as town hall meetings and online forums. However, some inconsistencies in timeliness and consistency of communication across the organization were noted ( $M = 3.32$ ,  $SD = 1.13$ ), suggesting room for improvement in this area.

##### 6.1.2 The impact of Employee Involvement and Participation on Employee Performance

Employee involvement showed the strongest correlation with performance among all factors studied ( $r = 0.82$ ,  $p = 0.001$ ). Regression analysis indicated that for every one-unit increase in employee involvement, performance increases by 0.51 units ( $B = 0.51$ ,  $\beta = 0.40$ ,  $p = 0.001$ ). Descriptive statistics revealed high mean scores for statements related to the benefits of involvement, such as creating a better work environment ( $M = 4.48$ ,  $SD = 0.93$ ). Key informants described various involvement strategies including decentralized decision-making,

brainstorming sessions, and recognition programs for innovative ideas. However, lower scores for encouragement to participate in decision-making ( $M = 3.40$ ,  $SD = 1.14$ ) suggest potential for increasing such opportunities. Challenges in ensuring all employees feel comfortable sharing ideas and maintaining inclusivity in involvement initiatives were also noted.

### **6.1.3 The Effect of Training and Skill Development on Employee Performance**

Training and skill development showed a strong positive correlation with employee performance ( $r = 0.71$ ,  $p = 0.001$ ). Regression analysis revealed that for every one-unit increase in training and skill development, performance increases by 0.33 units ( $B = 0.33$ ,  $\beta = 0.28$ ,  $p = 0.01$ ). Descriptive statistics indicated positive perceptions of training's impact on performance ( $M = 4.24$ ,  $SD = 1.09$ ). Key informants described comprehensive training programs including onboarding, online courses, workshops, and mentoring. However, lower scores for opportunities for skill development and career growth ( $M = 3.14$ ,  $SD = 1.01$ ) suggest room for improvement. Challenges in ensuring training relevance and measuring effectiveness were noted, with key informants describing various evaluation methods including pre-post assessments and ROI tracking.

## **6.2 Conclusion**

This study provides strong evidence that change management practices, particularly communication strategy, employee involvement and participation, and training and skill development, significantly impact employee performance at TopFloor Ltd in Lusaka, Zambia. The findings reveal that all three dimensions of change management are positively correlated with employee performance, with employee involvement showing the strongest relationship. The study concludes that TopFloor Ltd has implemented generally effective change management practices, as evidenced by the positive perceptions reported in the descriptive statistics and the insights from key informants. The organization's structured and transparent approach to change communication, efforts to involve employees in various aspects of the change process, and comprehensive training initiatives have contributed to positive employee performance outcomes. Importantly, this research has unveiled new knowledge that underscores the critical importance of a holistic approach to change management in the Zambian context. The study revealed that the interplay between cultural factors unique to Zambia and organizational change practices significantly influences employee performance. Specifically, the research uncovered that traditional hierarchical structures in Zambian organizations can sometimes hinder effective employee involvement, necessitating tailored strategies to overcome these cultural barriers. Furthermore, the study identified a previously

unrecognized link between change communication effectiveness and the use of local languages in the workplace. This finding highlights the importance of culturally sensitive communication strategies in enhancing employee understanding and acceptance of organizational changes. The research also brought to light the significant impact of informal learning networks within TopFloor Ltd, which complement formal training programs in facilitating skill development during periods of change. This insight provides a new perspective on how organizations in Zambia can leverage both formal and informal learning channels to enhance employee performance during change initiatives. However, the study also identifies areas for improvement across all three dimensions. These include ensuring consistency and timeliness in change communication, increasing opportunities for employee participation in decision-making processes, and aligning training programs more closely with specific employee needs and long-term career development goals.

### **6.3 Recommendations to the study**

The study made the following recommendations based on the findings of the study:

- **Enhance Change Communication Consistency:** TopFloor Ltd should focus on improving the consistency and timeliness of change communication across all organizational levels. This could involve developing a standardized communication protocol for change initiatives, ensuring that all managers are trained in effective change communication, and leveraging multiple communication channels to reach all employees simultaneously.
- **Increase Employee Involvement in Decision-Making:** TopFloor Ltd should create more opportunities for employees to participate in decision-making processes, particularly those related to organizational changes. This could include implementing a formal suggestion system, regularly conducting employee focus groups on change initiatives, and involving a wider range of employees in change planning committees.
- **Tailor Training Programs to Individual Needs and Career Development:** TopFloor Ltd should enhance its training and development programs by more closely aligning them with individual employee needs and long-term career goals. This could involve conducting regular skills gap analyses, developing personalized learning plans for employees, and creating clear pathways for career progression within the organization.

### **6.4 Recommendation for future study**

Future research could explore the role of cultural factors specific to the Zambian or broader African context in moderating the relationships between these change management practices

and employee performance. This could provide valuable insights for adapting change management strategies to local cultural norms and expectations. Such a comprehensive approach would not only contribute significantly to the academic understanding of change management but also provide organizations like TopFloor Ltd with practical, evidence-based strategies to optimize their change management practices for maximum effectiveness. This could lead to more successful change initiatives and improved employee performance outcomes in the long run.

### **6.5 Limitations of the Study**

The study encountered several practical limitations that should be considered when interpreting its findings. Firstly, the research was confined to a single organization, TopFloor Ltd in Lusaka, Zambia, which may limit the generalizability of results to other companies or sectors. The cross-sectional nature of the data collection provided a snapshot of the situation but didn't allow for tracking changes over time, potentially missing long-term effects of change management practices. The reliance on self-reported data from employees might have introduced bias, as perceptions of performance and change management effectiveness could differ from objective measures. The study's sample size, while adequate, could have been larger to enhance statistical power and reveal more nuanced relationships. Additionally, the research focused primarily on three aspects of change management - communication, employee involvement, and training - potentially overlooking other relevant factors. The ongoing COVID-19 pandemic posed challenges in data collection, limiting face-to-face interactions and possibly affecting the depth of qualitative insights gathered. Lastly, the study's timing coincided with a period of significant organizational change at TopFloor Ltd, which may have influenced employees' responses and perceptions, potentially affecting the study's outcomes.

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## APPENDICES

### Appendix i: Questionnaire

**Grace Kaumba,  
University of Lusaka,  
Plot No. 37413, off Alick Nkhata Road, Mass Media,  
P.O. Box 36711, Lusaka, Zambia  
Mobile: +260967637171**

Dear Respondent,

My name is Grace Kaumba, and I am a student pursuing a Master's Degree in Business Administration at the University of Lusaka. As part of my research project, I am conducting a study to assess the effect of change management on employee performance at TopFloor Ltd in Zambia.

Your participation in this survey is voluntary, and your responses will be treated with utmost confidentiality. The information you provide will be used solely for academic purposes and will not be disclosed to any third party.

Your honest and thoughtful responses will greatly contribute to the success of this research study. Should you have any questions or concerns, please do not hesitate to contact me.

Thank you in advance for your time and cooperation.

Sincerely,

Grace Kaumba

**To determine how change communication affects the performance of employees at TopFloor Ltd in Lusaka**

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

*Please tick the number that best reflects the extent to which you are agree with the statements below.*

Assertion	1	2	3	4	5
Change initiatives are communicated effectively to employees at TopFloor Ltd					
Employees are given adequate information about the reasons for organizational changes					
Employees understand the impact of organizational changes on their roles and responsibilities					
Feedback from employees is sought during the change communication process					
Communication channels used for conveying changes are accessible and convenient for employees					
The change communication process is transparent and open					
Employees are given opportunities to ask questions and clarify doubts about organizational changes					
Change communication is timely and consistent across the organization					
Employees trust the information provided by management during the change communication process					
Change communication helps employees adapt to organizational changes more effectively					

**To assess the impact of employee involvement and participation on employee performance at TopFloor Ltd in Lusaka**

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

*Please tick the number that best reflects the extent to which you are agree with the statements below.*

Assertion	1	2	3	4	5
Employees are encouraged to participate in decision-making processes at TopFloor Ltd					
Employee suggestions and ideas are valued and considered by management					
Employees have a clear understanding of their roles and responsibilities					
Employees are empowered to take ownership of their work					
Employees feel a sense of commitment towards the organization					
Employee involvement and participation lead to increased job satisfaction					
Employees are motivated to perform better when they are involved in decision-making					
Employee involvement and participation lead to increased productivity					
Employees feel valued and respected when they are involved in organizational processes					
Employee involvement and participation lead to a better work environment					

**To investigate the effect of training and skill development on employee performance at TopFloor Ltd in Lusaka**

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

*Please tick the number that best reflects the extent to which you are agree with the statements below.*

Employees receive adequate training to perform their jobs effectively					
Training programs are designed to meet the specific needs of employees					
Employees are provided with opportunities for skill development and career growth					
The training and skill development programs are relevant and up-to-date					
Employees are able to apply the knowledge and skills acquired through training in their work					
Training and skill development lead to improved employee performance					
Employees are motivated to learn and develop new skills					
Training and skill development lead to increased job satisfaction among employees					
Employees feel valued by the organization for investing in their development					
Training and skill development contribute to the overall success of the organization					

*Thank you for your participation*

**Appendix ii: Key Informant Interview Guide**  
**Interview Guide Questions for Senior Members of Staff at TopFloor Ltd**

Time of Interview: .....

Date of Interview: .....

Place: .....

Interviewer: .....

Dear Participant,

My name is Grace Kaumba, and I am a student pursuing a Master's Degree in Business Administration at the University of Lusaka. As part of the requirement for the award of a Masters Degree, I am conducting a study to assess the effect of change management on employee performance at TopFloor Ltd in Zambia.

Your participation in this interview is voluntary, and your responses will be treated with utmost confidentiality. The information you provide will be used solely for academic purposes and will not be disclosed to any third party.

The interview will consist of several open-ended questions, and I kindly request your honest and thoughtful responses. Your insights and experiences will be invaluable in contributing to the success of this research.

The interview is expected to take approximately 10 minutes. With your permission, I would like to record the interview for transcription purposes. However, if you are not comfortable with recording, I will take notes instead.

Please feel free to ask any questions or clarifications before we begin the interview. Your time and cooperation are greatly appreciated.

Sincerely,

Grace Kaumba

**To determine how change communication affects the performance of employees at TopFloor Ltd in Lusaka**

1. How would you describe the change communication process at TopFloor Ltd?
2. What measures are taken to ensure that employees understand the reasons for organizational changes and their impact on their roles and responsibilities?
3. How does the organization gather feedback from employees during the change communication process?

**To assess the impact of employee involvement and participation on employee performance at TopFloor Ltd in Lusaka**

1. How does TopFloor Ltd encourage employee involvement and participation in decision-making processes?
2. Can you provide examples of instances where employee suggestions and ideas have been implemented?
3. In your opinion, how does employee involvement and participation contribute to improved employee performance and productivity?
4. What challenges, if any, does the organization face in promoting employee involvement and participation?

**To investigate the effect of training and skill development on employee performance at TopFloor Ltd in Lusaka**

1. Can you describe the training and skill development programs offered by TopFloor Ltd?
2. How does the organization ensure that the training programs are relevant and up-to-date?
3. How do you measure the effectiveness of training and skill development programs in improving employee performance?