

**EMPLOYEE INVOLVEMENT IN PROJECT MANAGEMENT: A STUDY OF
KANSANSHI COPPER MINE**

BY

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DECLARATION

I, *Haggai Simukonda*, hereby declare that “to the best of my knowledge”, this Dissertation is my original work and has not been presented before by anyone else at University of Zambia or at any other University except where due acknowledgement has been made in text as will be seen in the document.



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CERTIFICATE OF APPROVAL

The dissertation of *Haggai Simukonda* entitled: “Employee Involvement in Project Management: A Study of Kansanshi Copper Mine” is approved as fulfilling the requirement for the award of Master of Business Administration of the University of Zambia.

Examiner

SignDate.....

Supervisor.....Sign.....Date.....

DEDICATION

To my father and mother for their inspiration and support accorded in my journey of education. I dedicate this also to myself for the perseverance and sacrifice that I have put in to make this a living document. To my son Abel and daughter Shekinah and Candice, this is an example fruits of hard work and perseverance.

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ABSTRACT

This study investigated the extent of employee involvement in project management at Kansanshi Copper Mine, examining its significance, methods, and outcomes. The research aimed to understand the impact of employee participation on project success and organizational performance. Using a mixed-methods approach, data was collected through Questionnaires, surveys, interviews, and observations. The survey gathered quantitative data on employee perceptions of their involvement in project management processes, while interviews provided qualitative insights into the nature and effectiveness of this involvement. Additionally, observations were conducted to assess the practical implementation of employee participation in projects. Analysis of the data revealed several significant findings. Firstly, a strong correlation was found between the level of employee involvement and project success, indicating that greater participation leads to better outcomes. Secondly, the study identified various mechanisms through which employees contribute to project management, including idea generation, decision-making, and problem-solving. Furthermore, it was observed that organizations that actively involved employees in projects tend to have higher levels of employee satisfaction, motivation, and commitment. The implications of these findings were far-reaching. They underscored the importance of fostering a culture of inclusion and empowerment within organizations to harness the full potential of employees in project management. Moreover, the study suggests that employee involvement can serve as a strategic tool for enhancing organizational performance and competitiveness in the mining industry. In conclusion, this study highlighted the critical role of employee involvement in project management and its impact on organizational success. It underscored the need for mining companies, like Kansanshi Copper Mine, to prioritize employee engagement strategies in their project management practices. Recommendations for further research included exploring the specific mechanisms through which employee involvement influenced project outcomes, investigating the role of leadership in facilitating employee participation, and examining cultural factors that affected the effectiveness of employee involvement initiatives. Additionally, longitudinal studies could provide insights into the long-term effects of employee involvement on organizational performance.

Key words: Involvement, Project, Employee, Kansanshi, Management.

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LIST OF ABBREVIATIONS

EIPM - Employee Involvement in Project Management
KCM - Kansanshi Copper Mine
PM - Project Management
EI - Employee Involvement
COP - Copper Operations Project
DRGS – Directorate of Research and Post Graduate Studies
EPM - Employee Participation in Management
KPI - Key Performance Indicator
ROI - Return on Investment
PMP - Project Management Professional
HRM - Human Resource Management
TQM - Total Quality Management
PERT - Program Evaluation and Review Technique
CPM - Critical Path Method
OHS - Occupational Health and Safety
IDE – Institute of Distance Education
ISO - International Organization for Standardization
SOP - Standard Operating Procedure
SWOT - Strengths, Weaknesses, Opportunities, Threats
PDCA - Plan-Do-Check-Act
DMAIC - Define, Measure, Analyze, Improve, Control
CMMI - Capability Maturity Model Integration
PMO - Project Management Office
BPR - Business Process Reengineering
RACI - Responsible, Accountable, Consulted, Informed
SLA - Service Level Agreement
NPD - New Product Development
UNZA – University of Zambia
UNZAZOU – University of Zambia, Zimbabwe open University

CHAPTER ONE

INTRODUCTION

1.0 Overview

The research evaluated the correlation between employee involvement and project management with a focus on ICT projects in the mining industry. The variables that were used in this study included employee involvement, employee performance, and management style. These variables were used to evaluate the relationship between project success and project failure. The research further gave recommendations regarding best practices in the industry about employee involvement that promotes improved employee performance and effective project management tactics.

1.1 Background

The mining industry contributes greatly to global economic growth by providing critical resources to several sectors. However, the mining industry particularly in Zambia has a variety of challenges, including high employee turnover, communication problems, inadequate training, role ambiguity, differing levels of engagement leadership support. Employees leave the country for better jobs overseas, and sometimes they change companies within the country for better working conditions, employees complain about the working conditions and wages imbalances across the sector (Fr Charles B, 2016). It is clear that employees in this sector lack employee motivation and thereby the need for this research to bring out more understanding guidance to understand the specific reasons why for example a big company like Kansanshi mine plc would lose an employee for another company in search for greener pastures. We cannot ignore the fact that a motivated employee is a productive employee (Jochen et al., 2022) and would hold on to the same company if they believe that the company is taking care of their needs. Communication problems are also part of the challenges this research study intends to close. Poor communication can lead to misunderstandings, misalignment of goals, and conflicting priorities among team members. This includes issues with conveying project objectives, expectations, and updates effectively. This research assisted to understand the prevailing reasons within the mining industry that accounts for poor communication and aims

to counter act those variables in order to improve communication and outwardly improving project management methods and tactics and achieve successful project results and optimize revenue through effective communication. Inadequate training both for employees and management is also one of the problems that the mining industry faces in relation to employee involvement. Insufficient training on project management methodologies or tools can hinder effective participation. Employees might lack the necessary skills or knowledge to contribute optimally. This research closed the gap by understanding the training gaps in project management tools among the employees and provide ways of closing those gaps and outwardly have a substantial impact on project management success and overall organizational performance. Role ambiguity is also one of the problems in the mining industry. When team members are unsure about their roles or the scope of their responsibilities within a project, it can lead to confusion, duplicated efforts, or even important tasks being left unaddressed. Role ambiguity has a bearing in communication where the employee's goals are not clearly communicated i.e the expectations on the job are not clear and employees do not know exactly what to do. This research underscores the unique dynamics in the mining industry that create ambiguity on the job and comes up with recommendations on how this can be done better. Differing levels of employee engagement is also another problem that the mining industry faces. Not all employees might be equally invested in the project. Varying levels of motivation or interest can impact the quality and consistency of their contributions. This research intends to understand the unique dynamics in the mining industry and add to the body of knowledge on how best employees can be engaged in the mining sector. The other problem in employee involvement in project management in the mining sector is leadership and support. Some leader's management style tends to demoralise employees instead of motivating them. Ineffective leadership or lack of support from management can demotivate employees, impacting their willingness to actively participate in project management initiatives. This research intends to understand the prevailing leadership styles that the mining industry have and also add to the body of knowledge the unique management styles that can be applied to improve leadership and support in the context of the mining industry.

Employee involvement is a process of participation and empowerment of employees in order to use their input towards achieving higher individual and organizational performance (Sofijanov et al., 2013). Employee involvement refers to workers' proactive participation in organizational decision-making, goal-setting, and problem-solving. As a result, employees are expected to be more motivated, more productive, more committed, and more satisfied with

their work. Basic dimensions of involvement are: participation (as individuals or in teams), empowerment and self-managed teams. Employee participation is a management initiative and, as a concept means that the employees are given the opportunity to discuss issues relating to their work, to influence managerial decisions of which management reserves the right to govern performance (Sofijanov et al.,2013). Employee involvement, dedication, and ownership are encouraged, to reduce the highlighted issues which improves may improve project outcomes and organizational success.

Furthermore, management style, as shown by a manager's leadership style and actions, has a significant influence on employee involvement, collaboration, and the overall firm's culture and performance. Many elements can influence how successfully a project is done and how well individuals perform in their professions, depending on the management style chosen, such as autocratic, democratic, or laissez-faire. Numerous research has been conducted on the link between employee involvement, management style, and project management outcomes in various sectors. For example, (Chen et al.,2018) investigated the favourable benefits of employee participation on project performance measures such as cost control, quality, and customer satisfaction. They looked at the impact of employee involvement on project success in the construction business.

Despite the fact that the mining sector has distinct project management challenges, there is a scarcity of research specifically addressing this area. To comprehend the unique dynamics of this industry and provide pertinent insights and recommendations for improving project management practices and employee involvement, a thorough investigation into the role of employee involvement and management style within the mining industry using Kansanshi copper mine study approach is required.

Zambia is one of the major copper producing countries in the world, and second-largest copper producer in Africa, after the Democratic Republic of Congo (DRC), and the eighth-largest globally (ZCCM-iH, 2019). Apart from copper, Zambia also has substantial deposits of cobalt, Nickel, and other minerals endowments including Gold, Zinc, Lead, Iron Ore, Manganese, Feldspar, sands, Talc, Barite, Apatite, Limestone, Dolomite, Uranium, Coal, and gemstones (e.g. Diamonds, Emeralds, Aquamarine, Topaz, Opal, Agate and Amethysts) ZDA (2023). The mining industry in Zambia is primarily dominated by copper mining, with copper accounting for about 70 percent of the country's export earnings, (united states international trade administration, 2022). Copper mining has been the backbone of Zambia's economy for many

decades, and the country has a long history of mining, dating back to the colonial period. The mining industry in Zambia has faced some challenges in recent years, including low copper prices, low grades, power shortages, and policy uncertainty (Laura Cornish, 2016). However, Zambia remains an important player in the global mining industry, and the country's vast mineral resources offer significant potential for further development and growth. The mining industry is a capital-intensive business, requiring significant investments in exploration, development, and production. To ensure that these investments are successful and profitable, effective project management is essential through effective employee involvement in project management. Project management involves planning, executing, and controlling projects from start to finish (Jon and Douglas, 2015). This includes identifying project objectives, developing a project plan, allocating resources, monitoring progress, and managing risks. Effective project management can help mining companies achieve their goals, minimize risks, and maximize profitability.

One-way effective project management tactics promote employee involvement can be reflected in the use of employee participation programs. These programs encourage employees to contribute to the organization's success stories by providing incentives, training, and opportunities for feedback. When employees feel like they are contributing to the success of the organization, they are more likely to be engaged and motivated to perform at their best. This, in turn, can lead to increased productivity and profitability. Additionally, management style can also employee involvement (Jon and Douglas, 2015). When employees feel valued and supported, they are more likely to go above and beyond in their work, leading to higher levels of project success. On the other hand, a management style that is overly controlling or micromanaging can lead to disengaged employees and decreased productivity. This can result in lower profitability and employee turnover (Reid et al., 2014).

In order to restructure the mining industry, draw in investment, and boost Zambia's copper production. First Quantum's enhanced trust in Zambia's investment climate is reflected in the approval of the brownfield growth strategy which includes the S3 Extension at Kansanshi copper mine and the Enterprise Nickel project as major components (first-quantum ,2022). The high-grade, low-cost Enterprise nickel project is well positioned to supply the electric car battery industry, which is expanding quickly (first-quantum ,2022). The company's road to responsible production expansion of the metals required for the world's transformation to green energy is at a critical juncture with the approval of these two projects. It is with this in mind that the company should position itself in researching about the critical success factors in

implementing these projects to assure investors and stockholders of the success of their projects by continual research about how project success comes about in terms of employee involvement and management styles in the life cycle of the project.

In this study, the Kansanshi Mine were served as the study organization. A detailed investigation of Kansanshi Mine's project management methods, employee participation initiatives, and management practices were given valuable insights into the mining industry's particular obstacles and opportunities.

By studying the impact of employee involvement in project management, the study aimed at adding to the body of knowledge new information on project management, employee involvement, and overall organizational performance. The findings were beneficial not just to Kansanshi copper Mine, but also to other mining companies striving to optimize project results, maximize profitability, and promote sustainable mining practices in the mining sector (Allen et al., 2014).

The mine is located in Zambia's new copper belt, in the north western province, which is home to three mines: The Kalumbila mine, the Lumwana mine, and the nickel sentinel mine. The usage of projects in the mining sector has grown dramatically during the last several decades. While there are some hints that projects are becoming more effective, there is also evidence that a significant number of efforts fail to meet objectives or expectations (Allen et al., 2014).

The benefit is that project managers in the mining sector, in particular, should be aware of the impact that a leader's style has on project management and that these traits are necessary for successful project completion. On the other hand, some organizations consider sponsors and other champions, who frequently manage money or have a substantial impact on the availability of resources for the projects, to be higher priority stakeholders than end users. End users are essential to the success of every project because of their knowledge and, more importantly, their cooperation is a crucial component in project success

1.2 Statement of the problem

The problem addressed in the research proposal was the lack of active participation and engagement of employees in project management processes within the mining industry. This problem stems from the existing gap between project management theories and their practical implementation, where employees are often excluded from decision-making and fail to contribute their unique expertise and perspectives to project planning and execution. As a

result, projects are more likely to face challenges such as delays, cost overruns, and decreased overall performance. To the employees, we noticed employee turnover increasing while spending more costs on recruitment processes and failure to return skilled and expert labour workforce.

Furthermore, many organizations failed to recognize the potential benefits of employee involvement in project management, including increased employee motivation and improved employee turnover, improved communication, and enhanced project outcomes. This lack of recognition may be due to a lack of understanding, management styles, capability, or cultural factors within the organization.

The proposed research aimed to investigate the extent of employee involvement in project management processes, identify the barriers and enablers to employee participation, and explore strategies to bridge the gap between theory and practice. By addressing these issues, the research sought to provide valuable insights and recommendations to organizations to enhance employee involvement in project management, thereby leading to more successful project outcomes, employee utilization and overall organizational performance. The sector's unique characteristics, such as resource restrictions, environmental concerns, and stakeholder expectations, need a more in-depth examination of the role of employee involvement in project management and results.

1.3 Aim or Purpose of the study

The study of employee involvement in project management is critical for organizations in the mining industry due to the industry's unique challenges, large and dynamic workforce, and the need for effective collaboration to ensure the success, safety, and sustainability of mining projects. The study aimed at understanding how employees participated in project management activities, the impact of their involvement on project success, and the factors that influence their level of engagement. The findings of the study provided insights for organizations in the mining industry and other sectors on best practices for involving employees in project management to improve project outcomes.

1.4 Main Objective

The main objective of this research was to investigate the extent to which employees are engaged in the management of projects in Kansanshi copper mine plc.

1.4.1 Research Objectives

1. Assess the extent to which employees are currently involved in project management procedures within Kansanshi Copper Mine.
2. To identify the factors that influence employee involvement in project management at Kansanshi mine PLC.
3. Examine how the different management styles used at Kansanshi mine affect employee involvement in project management.

1.5 Research Questions

1. To what extent are employees currently involved in decision-making, planning, and execution of projects within Kansanshi Copper Mine?
2. What are the factors that influence employee involvement in project management at Kansanshi mine PLC?
3. How does the different management styles used at Kansanshi mine influence employee involvement and overall project results?

1.6 Limitations and delimitations of the study clearly indicated

The limitations and delimitations of this research were as follows;

1. Generalizability: The findings of the study may not be applicable to other mining companies or industries. The specific context of Kansanshi mine PLC limited the generalization of the results.
2. External Factors: The research was limited by external factors such as changes in project management practices, industry regulations, or economic conditions. These factors could impact the relevance and applicability of the study's findings over time.
3. Cultural Context: The research had delimitations in terms of the cultural context of the study. The findings may be influenced by cultural norms and practices specific to Kansanshi mine PLC or the region it operates in, limiting their generalizability.

1.7 Significance of the study

This research holds significance for several intended beneficiaries, highlighted the relevance of the current study, and provided evidence that influenced policy formulation or changes in relation to employee involvement in project management in the mining industry.

1.7.1 Intended beneficiaries:

- **Employees:** The study focused on employee involvement in project management at Kansanshi Mine plc, thus the findings were beneficial for the employees at the mine. It helped employees understand the importance of their involvement in project management in terms of influencing project success and how this involvement promotes effective communication between project stakeholders and promotes job satisfaction, skill development, and career growth.

- **Management:** The study offered insights to the management of Kansanshi Mine plc on the benefits of involving employees in project management. It highlighted areas where improvements can be made to enhance employee participation, increase productivity, and foster a positive work environment.

- **Other Organisations:** The findings were valuable to other mining companies or organizations in similar industries, as they learned from the experiences and practices of Kansanshi Mine plc. It inspired them to adopt similar approaches to employee involvement in project management, leading to improved outcomes.

1.7.2 Relevance of the current study:

- **Limited research:** There was scarcity of research on the specific topic of employee involvement in project management, especially within the context of the mining industry. This study intended to fill the gap by focusing on Kansanshi Mine plc, providing valuable insights into the importance, challenges, and benefits of such involvement.

- **Practical implications:** By examining a real-life case at Kansanshi Mine plc, the study intended to offers practical implications for both practitioners and researchers. The findings helped organizations understand the key factors that influence successful employee involvement in project management and provide guidance on implementing effective strategies.

1.7.3 Evidence for influencing policy formulation or changes:

- **Empirical data:** The study gathered empirical data through questionnaires, interviews and other research methods. This data served as evidence supporting the importance of employee involvement in project management. It helped influence policy formulation or changes within Kansanshi Mine plc or even at an industry level, encouraging the adoption of practices that enhance employee participation and project success.

- **Comparative analysis:** The study compared the performance of projects with varying levels of employee involvement. Through this comparative analysis, it provided evidence of the positive impact of involving employees in project decision-making processes. Such evidence strengthened the case for policy changes or organizational practices aimed at enhancing employee involvement. Overall, this research holds significance for intended beneficiaries, demonstrates relevance in the current context, and provided evidence that potentially influenced policy formulation or changes related to employee involvement in project management.

1.8 Theoretical Framework

The unitary theory and the classical theory led this research. The emphasis of the unitary theory approach on employment is on having common interests of all members of an organization. It presupposes that there are congruent aims, a shared purpose, and a single (unitary) interest, which indicates that the organization will work harmoniously if managed successfully, (oxford university press, 2022). This point of view holds that conflict is unnatural and is caused by inadequate communication and management. As a result, a project manager who employs the unitary approach of conflict resolution fosters communication among members of the team or organization, resulting in an inclusive, engaged, and motivated employee. According to classical theory, employees were exerted effort and work effectively when they feel in charge of their job, are given meaningful employment, receive performance feedback, and are rewarded for the business's success. (Richard ,2018). This theory applies to employee-employer interactions where employees seek recognition, growth opportunities, and compensation in exchange for their loyalty and hard work. The employer, in turn, should provide an environment that encourages employees to strive for success, and provides the necessary resources and support to help them achieve their goals. This mutually beneficial relationship is beneficial for both parties, and can lead to increased job satisfaction and

productivity (Oladimeji, et al., 2023). In turn this creates committed employees who will not only maintain a strong belief in the organization's values but also understand the importance of their role and the impact it has on the overall success of the organization and provide strong leadership and motivation to those around them, helping to create a culture of collaboration and commitment to work toward the organisational goals (Chaudhari, et al., 2019). They also create a positive work atmosphere, contributing to the overall morale of the team. This, in turn, leads to higher productivity and better overall performance of the organisation. It is suggested that job involvement and job satisfaction are significantly related to employee involvement. The classical theory suggests that job satisfaction is influenced by the quality of the relationship between the individual and the organization. Job involvement is the extent to which an individual is motivated and committed to their job. Engaged employees are more likely to be productive and committed to delivering the best results. Leaders should also be aware of the potential risks of lack of motivation and commitment. They should create strategies to ensure that employees are engaged and motivated and should also be willing to listen to employee feedback and take action accordingly (Chaudhari, et al., 2019). The unitary theory solidifies the boundaries on which this research stands because it emphasizes collaboration. Management and personnel are viewed as a single, integrated entity. As a result, everyone collaborates to achieve a common objective. It emphasizes communication, trust, and cooperation in achieving success. It also encourages individuals and teams to take initiative and be proactive in responding to challenges. It also emphasizes the importance of working in teams and leveraging the strengths and skills of everyone in the organization. The theory views workplace conflict as useless and can be avoided by fostering a sense of unity and collaboration. It suggests that teams should focus on problem-solving rather than blaming each other for mistakes and also that teams should work together to create a shared vision and mission (Mzangwa, 2015). Unitarians contend that a single set of guidelines should be adopted by both the employer and the employee to govern the workplace. This set of guidelines should be based on mutual respect and understanding. Employees should be encouraged to use their creativity, initiative, and problem-solving skills to come up with innovative solutions to workplace problems. Finally, employees should be encouraged to take risks and challenge the status quo. When a conflict does occur, it is attributed to poor management or a breakdown in communication rather than the workers themselves (Mzangwa, 2015)

1.9 Scope of the study

The study took place within the Kansanshi copper mine plc in the north-western province of Zambia. This is because Kansanshi copper mine is near the researcher's residential address thereby significantly reducing transportation expenses. Minimizing travel distances to the research site translated to tangible savings in both time and monetary resources for the study. With reduced travel time, the researcher could devote more hours to substantive research activities, such as data collection, analysis, and interpretation. These time and effort savings contributed to the overall cost-effectiveness of the research project.

1.10 Operational Definitions

Project Success - Is used when a project meets its business requirements and delivered within the budget and deliver the expected business value and return on investment.

Employee Involvement – The direct participation of staff to helped an organisation fulfil its mission and meet its objectives by applying their own ideas, expertise, and efforts towards solving problems and making decisions, (Srivastava, 2020)

Industry 4.0 - Refers to the “smart” and connected production systems that are designed to sense, predict, and interact with the physical world, so as to make decisions that support production in real-time (Shamika & Sirimane, 2022)

Project profitability –The ability of a project or initiative to generate financial gains while also positively impacting the motivation, sense of ownership, and productivity of the employees involved. This concept recognizes that a successful project not only contributes to the bottom line but also fosters a conducive work environment that enhances employee engagement and overall performance.

Employee Engagement - Employee engagement is a positive attitude held by employees towards the organisation and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation (Misra, et al., 2019)

Project management: Planning and organization of a company's resources to move a specific task, event, or duty toward completion.

Employee Motivation: Employee motivation refers to the internal and external factors that drive individuals to engage in behaviours that contribute to the achievement of organizational goals.

Ownership: Ownership in the context of projects refers to a sense of responsibility, accountability, and commitment that employees feel towards their assigned tasks or projects.

Improved Productivity: Improved productivity involves achieving higher levels of output or performance with the same or fewer resources.

CHAPTER TWO

LITERATURE REVIEW

2.1 Historical overview of area of study

Since the emergency of participative management between 1980s – 1990s, this era witnessed a shift in management thinking, where participative management concepts gained attention. Studies in quality management and process improvement introduced ideas about involving employees to enhance mining processes and project outcomes. The early 2000s to 2010 saw a paradigm shift towards employee engagement in various industries including mining. Studies began to explore the role of team dynamics and leadership styles in fostering employee engagement within mining project teams and Organizational leaders increased the responsiveness and competitiveness of their organizations to succeed in the global economic conditions of the 21st century (Garg, 2014). Recent study conducted (Shuck et al., 2014), suggests that researchers believe that the global productivity decline caused by declining employee engagement affects all types of organizations, and is therefore prompting organizational leaders around the world to pay close attention to productivity and engagement levels in their institutions (Anitha,2014).

2.2 Critique of the validity of literature

This research focused on reviewing literature from related empirical studies that have been done around the research study with the purpose to identify gaps that would be closed in project management. Several studies have highlighted the positive relationship between project management practices and employee involvement in organisations. Motivated employees are more likely to invest their time and effort in their work, leading to increased productivity and overall project success.

A study in the united states by (Locke & Latham 2004) focused on metatheory – the process or processes through which we can build more valid, more complete, and more practical theories and came up with Six Recommendations for the Twenty-First Century and emphasized the significance of setting challenging goals, providing feedback, and acknowledging achievements to enhance employee motivation, though this study did not mention the need to standardize effective metrics for measuring the quality and extent of employee involvement in project management posed a significant research gap which this

research has filled in by emphasizing in standardizing communication, delegation and adopting management styles that promote collaboration and hence providing a basis for performance tracking and measuring employee engagement. Different studies at the global perspective high lights the positive impact of collective ownership on innovation and project outcomes. When employees feel a sense of ownership, they are more likely to take initiative, make decisions, and work collaboratively to ensure project success. Efficient processes, clear communication, and effective teamwork contribute to improved productivity. The Hawthorne Studies, conducted by Elton Mayo and his colleagues during the 1920s and 1930s, revealed the positive effects of social factors, such as attention and recognition, on employee productivity and motivation. Another study by (Jaroslav et al.,2020) wanted to determine the critical success factors in project management, as seen by the managers of Czech manufacturing enterprises, related to successful completion of the projects. The findings where that Leadership and Experiences, and Employees and Flexibility are key factors in project management's success. The study identified key employee experience and work flexibility as one of the critical aspects of employee engagement yet the study did not examine the extent to which technology facilitates or hinders employee involvement in project decision-making processes remains and remains unexplored. This research has highlighted the need for effective communication and one of the recommendation give in is the need to utilize technology to use the most effective methods of communication within the organisation such as emails, wats app etc. Another study by (Shebnhar et al., 2001) wanted to find if proper project management methods can increase the effectiveness of project performance, the study found that effective project management improves project success rates, resulting in higher profitability. Project management practices, such as effective planning, scheduling, and control, help organisations to minimize risks, reduce costs and optimize resources allocations, leading to higher profitability (Mok et al., 20210). The gap in this particular research side lined mentioning the fact that employees regardless of the level, either junior or senior may have influence over the results of a project. This research highlights that employees will put in their best if they feel they are considered and their opinions count regardless of the level of the employee.

On the regional literature, a systematic review by (soares et al., 2018) confirmed the positive impact of project management practices on financial performance in various industries. The aim of the study was to identify key project management practices that contribute to successful project outcomes, the study identified key project management practices, such as stakeholder management, communication, and risk management as essential factors in achieving higher

profitability though. The gap on this study was in understanding the sustained impact of employee involvement on project success and organizational outcomes over extended periods. This research closes this gap by identifying that project ownership is critical in promoting employee motivation on the work. Employees working an extended project may feel discouraged if they do not own the project. Delegation, trust and communication are the key factors that this research has highlighted. The dynamic and ever-changing nature of today's world necessitates a paradigm shift in the dynamic between leaders and followers. This calls for a leadership approach that emphasizes employee collaboration, involvement, and participation in decision-making and problem-solving. A study by (Bhatti, et al., 2019) suggested that a participative management style, where leaders involve employees in decision-making and problem –solving, positively affects profitability. This style fosters collaboration, innovation, and knowledge sharing among team members, leading to improved project outcomes and financial performance. In contrast, an autocratic management style can hinder profitability. However, this research lacks comprehensive insights into how cultural diversity influences employee involvement practices and project outcomes in multinational project settings like the mining industry. Research by (Cole et al.,2013) found that autocratic management negatively affects employee motivation and job satisfaction, consequently impacting project outcomes. Employees feel disempowered and lose their sense of responsibility, which can lead to project delays, increased costs, and decreased profitability. In this research there's a gap in understanding how hierarchical organizational structures hinder or facilitate effective employee involvement in project decision-making processes.

Another study by (Johnson and Laura 2019) aimed to review the evidence-based literature for the benefits of involving end-users throughout the entire continuum of the project management process for health information system projects, the conclusion is that there is still a gap in the literature and future studies must focus on identifying both the benefits of end-user involvement in health information system projects and the association of their involvement with project success. Employee involvement is an important aspect of employee participation and profitability in project management. Engaging employees in decision – making processes and encouraging their participation leads to higher employee satisfaction, productivity, and motivation, all of which contribute to increased profitability (Randeree, 2017). Employee involvement practices can also include increasing opportunities for your employees to seek new training, implementing specific motivational methods to increase employee productivity, and establishing an organizational structure that encourages free-thinking and empowers

employees to make important decisions without the approval of management. Employee participation is often more difficult in hierarchical firms where senior management makes the major decisions that employees are expected to make. This is because this organizational structure is based on management authority rather than employee participation in decision-making (Ricky et al., 2016). Flat organizational architectures that value teamwork and decentralized reporting ladders can usually inspire greater employee involvement with less opposition than traditional organizational systems. Employee participation might either be direct or indirect. The involvement of employee representatives in decision-making processes is referred to as indirect employee participation, whereas direct employee participation refers to direct interaction between employers and employees. (Akkerman, et al., 2015). Employee indirect involvement refers to managerial techniques that affect employees' working conditions indirectly via labor unions, employee congresses, and other institutions (Ererdi, et al., 2021) Employee direct and indirect involvement typically occur concurrently in the course of business, and how different types of employee involvement might be integrated to effect corporate financial success is at the forefront of Western employee involvement theory (Marchington, 2015). Some scholars propose that different forms of employee involvement should have complementary effects (Oehmichen et al., 2018), whereas other studies have found no complementary effect, or even mutual interference, between the different forms of employee involvement (Teodorovicz et al., 2019). Currently, few studies have employed empirical approaches to investigate the possible connection between employee direct and indirect engagement, and research findings vary (Zhu et al., 2018).

Local literature review Smrit Chand (n.d.) identifies four stages of employee participation in management: Informative and associative participation, Consultative participation, Administrative participation, and Decision participation. Participation is possible at all management levels. It is determined by the nature of the functions, the strength of the workforce, the variety of departments, the attitude of trade unions, and the attitude of management. At the outset, participation is often informative and associative, with members having the right to receive information and express their views on subjects of general economic importance. The next step is consultative engagement, in which members share their perspectives with management on issues affecting their well-being. It involves a higher degree of sharing of views. But the management has the discretion to accept or not to accept the views and suggestions of the employees. Administrative participation is the next higher level, which offers a bigger share of authority and responsibility in management duties. It is the greatest level of

participation in which employees are given the ability to participate in decision-making processes. As the name implies, this level has entire decision-making authority and maximal delegation of authority. It is vital to highlight that involvement in management is often understood to indicate only a general consultation on issues impacting the workers' safety, welfare, and so on, and nothing more. The management bears the final duty. All other issues, such as pay and bonuses, are the subject of collective bargaining and are not included in the preview of the world's worker's participation schemes. A study by (Faezeh, 2023) reviewed that communication acts an important role in the project success. People need to talk and communicate with others to discover needs and find the best solutions for those needs. The research gaps exist regarding how employee involvement contributes to embedding sustainability practices and corporate social responsibility in project management. Employee involvement can be fostered through practices such as employee empowerment, autonomous work teams, and participative decision-making. Such practices not only increase employee's commitment and ownership of projects but also enable them to identify and address project – related challenges more effectively (Lewicki et al., 2011). (Quain,2018) describes employee engagement to corporate operations in which employees collaborate to achieve a common purpose and sights the opportunities provided to employees to help make decisions at their workplace. The team provides a place for employees to propose ideas to help achieve the work. Everyone in the team contributes to the project, regardless of their job description. You may raise employee happiness and create a more inclusive workplace by creating an environment where participation is communal, team-oriented, and makes advantage of each person's particular skill set. It also relates to the direct interaction between management and employees that encourages employees to take responsibility of the project's outcome. Workers influence the process through collaborating with management on critical decisions.

2.3 How the proposed study contributed to the body of knowledge in the area of study.

The proposed study aims to enrich the knowledge base by providing comprehensive insights into the multifaceted aspects of employee involvement in project management. It seeks to offer valuable contributions that can shape future research directions and inform practical applications in project management within the mining industry and other related industries. The study will contribute to understanding employee involvement within this sector, highlighting industry-specific challenges and opportunities. The study will identify effective Strategies through the exploration of barriers, resistance, and successful practices in enhancing employee involvement. Addressing these research gaps could lead to a more comprehensive

understanding of employee involvement in project management, offering insights that can inform practices, policies, and frameworks for enhancing project success and employee satisfaction.

CHAPTER THREE

RESEACH METHODOLOGY

3.1 Overview

This chapter shows the whole process on how the study was done systematically in order to investigate the role of employee involvement in project management at the Kansanshi mine PLC. It included: research design, description of the study area, population of the study, sample size, sampling procedures, data collection method, data analysis and presentation.

3.2 Research Design

A convergent parallel mixed methods design was used to conduct a case study of Kansanshi mine PLC in the area of employee involvement in project management. This design brought out a holistic Understanding such that the combination of methods allowed for a more comprehensive view of employee involvement in project management. The design also used validation and data triangulation by comparing the research findings with existing external sources or theories and also by using multiple sources and data types to examine the same phenomenon. Which provided an integration of quantitative and qualitative data robustness and validation of findings enabled a deeper understanding of employee perceptions, experiences, and their impact on project outcomes.

3.3 Study Area

Kansanshi Mine PLC is situated in the North-western Province of Zambia, approximately 10 kilometres north of the town of Solwezi. The mine site covers a vast area characterized by semi-arid landscapes and is surrounded by rural communities.

3.4 Study Population

The employees of Kansanshi Mine PLC were the study's target population with a total number of 5885 employees. The employees consisted of both Zambian nationals and international workers with a diverse workforce comprising both skilled and unskilled labour, included engineers, Geologists, metallurgists, Operators, technicians, administrative staff, and support personnel who each covering different years of service and experience within the mining industry.

SAMPLE SIZE

Taro Yamene Formula

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

n= Desired sample size

N= Population of the study

e= Precision of sampling error (0.05)

$$n = \frac{451}{1 + (75)(0.05)^2}$$

$$n = \frac{451}{1 + 0.2}$$

$$n = 376$$

The sample size that was used in this research was 376 using Taro Yamene formula and the reason for selecting this sample size was the nature and operation of the area where the research was carried on. The mine employs a large number of people and has various departments which prompted the researcher to arrive at this sample size.

3.5 Sampling Techniques

Stratified and snowball sampling approaches were used to obtain a sample size of 376 participants based on a 95 per cent confidence level and a margin of error of 5 percent. The participants included senior management, middle management, and junior employees so that the survey can capture different perspectives and experiences to the table. Including all levels ensures a comprehensive understanding of how employee involvement operates across various organizational hierarchies. Senior management often played a crucial role in decision-making and setting organizational strategy. Their insights into how employee involvement aligns with strategic objectives was valuable. They also established communication channels and set the overall tone for organizational culture. Understanding their views on employee involvement can shed more light on the importance placed on communication within the organization. Middle managers played a critical role in facilitating communication between senior leadership and frontline employees. They contributed to the translation of strategic goals into actionable plans and are responsible for implementing organizational strategies and policies. In the context

of project management, their insights provided a comprehensive view of how strategic decisions are executed at the operational level and whether they were aligned with the intended outcomes and also responsible for leading project teams. Assessing their perspectives on team dynamics, collaboration, and coordination shed light on the effectiveness of team structures and interpersonal relationships, influencing overall project success. While junior employees provided insights into the day-to-day execution of projects. Their first-hand experience provided valuable insights into the practical aspects of project management, including challenges, bottlenecks, and opportunities for improvement. Junior employees had a deep understanding of the operational aspects of projects. Their insights contributed to identifying inefficiencies, suggesting process improvements, and highlighting areas where the actual execution may differ from the planned project management strategies. Assessing the perspectives of junior employees on their involvement in project management is essential for gauging their level of satisfaction and engagement. Understanding their experiences helped in creating a work environment that fosters motivation, collaboration, and a sense of ownership

3.6 Data Collection Instruments

For quantitative data, questionnaires were used, and for qualitative data, in-depth interviews were conducted utilizing an interview guide. The surveys were used to collect information on project management, employee involvement, and management style. Interviews provided greater insight into the participants' experiences and perspectives. Using questionnaires for quantitative data and in-depth interviews with an interview guide for qualitative data creates a balanced and comprehensive approach to exploring employee involvement in project management. This methodological choice allowed for both statistical analysis and in-depth exploration of individual experiences and perceptions. Questionnaires provided standardized questions and response formats, ensuring consistency in data collection. This allowed for straightforward comparisons and statistical analysis of responses. Quantitative data, obtained through questionnaires, were subjected to statistical analysis. This enabled researchers to identify patterns, correlations, and trends in the data, providing a robust understanding of the quantitative aspects of employee involvement. Closed-ended questions in questionnaires provided structured responses. This made it easier to quantify and analyse the data, especially when exploring specific aspects of employee involvement that can be measured quantitatively. In-depth interviews allowed for open-ended questions and provided respondents with the opportunity to express their thoughts in detail. The questionnaire provided quantitative data

suitable for statistical analysis, while in-depth interviews offered qualitative insights that add depth and context to the quantitative findings.

3.7 Data Collection Procedure and timeline

The first stage of the data collection phase was to distribute the finalized questionnaire to a representative sample of employees carefully selected using stratified sampling. This was done after all the participants had been briefed and consents signed and returned to the researcher. A deadline for the questionnaire was set in order to allow each participant to complete the survey and submit it back. The timeline was indicated on Appendix 1. The questionnaire was distributed through email and online survey platforms and depending on the preferences of the individual participants, others who opted to use a printed hard copy, hard copies of the survey was printed and issued to the participants. This allowed everyone to complete the survey using their preferred platform. For qualitative data snowball sampling was used to pick a sample of employees that would be interviewed using an interview guide. A date and time was scheduled for each participant to attend the interview within the premises of the company at a place and time convenient to the participant.

3.8 Data Analysis Instruments and Procedures

The quantitative data gathered via questionnaires was captured and processed using the Microsoft Excel application suite. To investigate the relationships between variables, descriptive and inferential analyses was performed. This included correlation, regression, and analysis of variance (ANOVA). This included measures of central tendency (average, median, and mode), measures of dispersion (range, variance, and standard deviation), and measures of shape (skewness). The data was analysed to determine any statistically significant relationships between variables. To discover recurring themes and patterns, qualitative data from the interviews, for instance, the transcript from the interviews was analysed to identify any common topics or trends that arise from the participants' responses. Furthermore, the qualitative data from the interviews was analysed using interpretive and phenomenological frameworks to gain deeper insight into the participants' experiences. For instance, the interpretive framework helped to identify how the individual participants' opinions are shaped by their experiences, while the phenomenological framework helped to identify the underlying beliefs and motivations of the participants. The report also included a summary section highlighting the key findings and conclusions, as well as the appendices with detailed data

tables and figures. All figures and tables were labelled and referenced accordingly. The quantitative data gathered via questionnaires was captured and processed using the Microsoft Excel application suite. To investigate the relationships between variables, descriptive and inferential analyses was performed. To discover recurring themes and patterns, qualitative data from the interviews was transcribed and analysed using verbal synthesis techniques. The final report was created in Microsoft Word with the New Times Roman typeface, 1.5-line spacing, and a font size of 12. Data will be presented in Microsoft Excel tables and figures, Power Bi Views allowing for a clear and orderly presentation of the findings.

3.9 Ethical Considerations

In order to adhere to ethical considerations and ensure that the research in employee involvement in project management at Kansanshi mine the, following considerations, were made.

- **Informed Consent:** Permission to conduct the survey was obtained from management of Kansanshi mine plc before questionnaires are distributed. We also obtain informed consent from all participants before their involvement in the study. Clearly explaining the purpose, procedures, potential risks, and benefits of participation. We ensured participants understand their right to withdraw at any point without facing consequences.
- **Voluntary Participation:** Ensure that participation in the study is voluntary. Employees should not feel pressured or coerced to participate, and their decision to be involved should not affect their employment status or opportunities within the organization.
- **Transparency:** The participants were informed about the research process, including data collection methods, analysis procedures, and reporting. They were clearly communicated to about the goals and expected outcomes of the study.
- **Confidentiality:** The survey guaranteed the confidentiality of participants' information. We will assure participants that their responses and identities will be kept confidential, and use coding or pseudonyms in reporting to protect their privacy.
- **Anonymity:** Where possible, we considered using anonymous data collection methods to further protect participant identities. This ensured that even the researcher cannot link specific responses to individual participants.

- **Minimization of Harm:** Identify and minimize potential harm or discomfort to participants. This included emotional or psychological stress that might arise from discussing sensitive topics related to their involvement in project management.
- **Approval from Ethical Review Board:** We sought approval for this research from the University of Zambia Ethics Committee before initiating the study.
- **Feedback Mechanism:** Established a mechanism for participants to provide feedback or express concerns during or after the study. Respond promptly to any participant inquiries or issues.
- **Transparency:** Be transparent about the research process, including data collection methods, analysis procedures, and reporting. Clearly communicate the goals and expected outcomes of the study to participants.
- **Beneficence:** Strive to maximize the benefits of the research for both the participants and the organization and ensure that the study has practical relevance and contributes positively to the understanding of employee involvement in project management.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.2 Overview

The chapter presents the data analysis and presentations of findings in relation to employee involvement in project management at Kansanshi. Throughout this research, 100% rate of responses was obtained since all those given data collections tools at Kansanshi Copper mine were returned to the researcher with all those sought after responses. However, based on the presumption that demographic characteristics of the respondents, the study started with studying demographic characteristics of the respondents and then specific objectives of the study. Therefore, to present the revealed findings in a systematic and accepted manner, this chapter is organized into several headings which include, demographic characteristics of the respondents at Kansanshi Copper mine. Throughout this chapter, the quantitative data was analysed through, frequencies, standard deviations, means and percentages and then presented through tables and figures. SPSS was used in the analysis and the development of headings from the outputs of the content analysed to ascertain employee involvement in project management.

4.3 Respondent's Demographic Characteristics

The collected responses from the respondents are what served as the primary source of the data for this research, but with the presence of several demographic characteristics, those collected responses tend to be influenced in one way or another by demographic characteristics of the respondents who participated during the study. Throughout the research, gender of the respondent, age of the respondents, education of the respondents and the period in the service were seriously considered for being studied as demographic characteristics of the respondents who participated in this research.

Table 1 Gender

Demographic Information	Male	Female	Total
Total Participants	200	176	376
Participants in Project Management	140 (70% of males)	120 (68.2% of females)	260 (69.1% of total)
Participants Not in Project Management	60 (30% of males)	56 (31.8% of females)	116 (30.9% of total)

Source: Filed Data 2023

Total Participants: This represents the total number of participants surveyed or considered in the study. In this case, there were 200 male participants and 176 female participants, making a total of 376 participants. Participants in Project Management: This indicated the number of participants who was actively involved in project management roles within the Kansanshi Copper Mine. For males, 140 out of 200 (70%) were involved in project management, while for females, 120 out of 176 (68.2%) was involved. Participants Not in Project Management: This represents the number of participants who were not involved in project management roles within the Kansanshi Copper Mine. For males, 60 out of 200 (30%) were not involved, and for females, 56 out of 176 (31.8%) was not involved. Out of the total 376 participants surveyed, 260 (69.1%) were actively involved in project management roles at Kansanshi Copper Mine. 116 participants (30.9%) were not involved in project management roles. While both genders showed relatively high participation in project management, with 70% of males and 68.2% of females involved, there was a slightly lower percentage of females involved compared to males. The study indicated a significant level of involvement in project management among participants, suggesting a strong interest or necessity for project management within the context of Kansanshi Copper Mine.

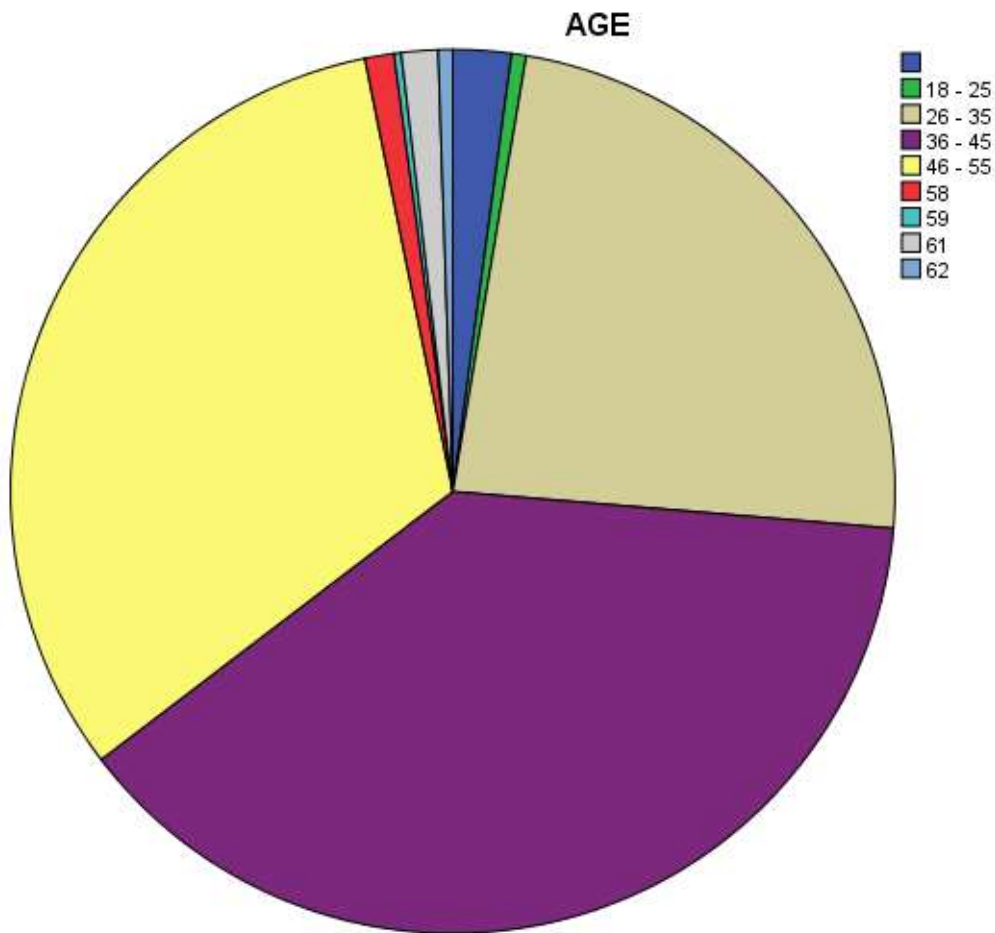
Table 2 Age

Demographic Information	18-25 Years	26-35 Years	36-45 Years	46 and Above	Total
Total Participants	100	150	76	50	376
Participants in Project Management	60 (60%)	100 (66.7%)	50 (65.8%)	40 (80%)	250 (66.5%)
Participants Not in Project Management	40 (40%)	50 (33.3%)	26 (34.2%)	10 (20%)	126 (33.5%)

Source: Filed Data 2023

Total Participants: This represented the total number of participants surveyed or considered in the study. In this case, participants were categorized into four age groups: 18-25 years, 26-35 years, 36-45 years, and 46 years and above. Participants in Project Management: This indicated the number of participants within each age group who were actively involved in project management roles within the Kansanshi Copper Mine. Participants Not in Project Management: This represented the number of participants within each age group who were not involved in project management roles within the Kansanshi Copper Mine. Among the total 376 participants surveyed, 250 (66.5%) were actively involved in project management roles at Kansanshi Copper Mine, while 126 participants (33.5%) were not involved. The age group with the highest percentage of participants involved in project management was 46 and above, with 80% participation, followed by the age group of 36-45 years with 65.8% participation, 26-35 years with 66.7% participation, and 18-25 years with 60% participation. Interestingly, while there was a general trend of increasing participation in project management with age, the 46 and above age group stood out with the highest percentage, indicating a potentially higher level of experience or seniority associated with project management roles in older age groups. However, it's worth noting that the difference in percentages between age groups reflected other factors such as career progression, opportunities, and experience levels within the company.

Figure 1 Age



Source: Data Filed 2023

The Pie chart above shows the demographic age of the participants who participated in this research at Kansanshi Copper mine plc.

Table 3 Employee Engagement

Demographic Information	Expatriate	Local	Senior Local	Total
Total Participants	10	283	83	376
Participants in Project Management	10 (2%)	283 (76%)	83 (22%)	295 (78%)
Participants Not in Project Management	5 (10%)	70 (28%)	6 (7.9%)	81 (21.5%)

Source: Filed Data 2023

Total Participants: This represented the total number of participants surveyed or considered in the study. Participants were categorized into three groups based on their roles at Kansanshi Mine Plc: Expatriates, Local employees, and Senior Local employees. Participants in Project Management: This indicated the number of participants within each role category who were

actively involved in project management roles within the Kansanshi Copper Mine. Participants Not in Project Management: This represented the number of participants within each role category who were not involved in project management roles within the Kansanshi Copper Mine. Among the total 376 participants surveyed, 295 (78%) were actively involved in project management roles at Kansanshi Copper Mine, while 81 participants (21.5%) were not involved. The highest percentage of participants involved in project management was among Senior Local employees, with 22% participation, followed by Expatriates with 2% participation, and Local employees with 76% participation. It's noteworthy that despite Expatriates having the highest percentage of project management involvement among their group, Senior Local employees have a slightly higher percentage, indicating a potentially stronger engagement in project management roles among senior local staff members. Local employees had the lowest percentage of involvement in project management, which could be due to various factors such as hierarchical structures, job roles, or opportunities available within the company for project management roles among local staff. Overall, the study suggested a significant level of engagement in project management roles across different employee categories at Kansanshi Mine Plc, with variations in participation rates among Expatriates, Local employees, and Senior Local employees.

Table 4 *How often are employees involved in project planning and decision-making processes*

Demographic Information	Rarely	Occasionally	Frequently	Always	Total
Total Participants	50	100	150	76	376
Participants in Project Management	10 (20%)	60 (60%)	120 (80%)	105 (84.7%)	295 (78.5%)
Participants Not in Project Management	40 (80%)	40 (40%)	30 (20%)	19 (15.3%)	81 (21.5%)

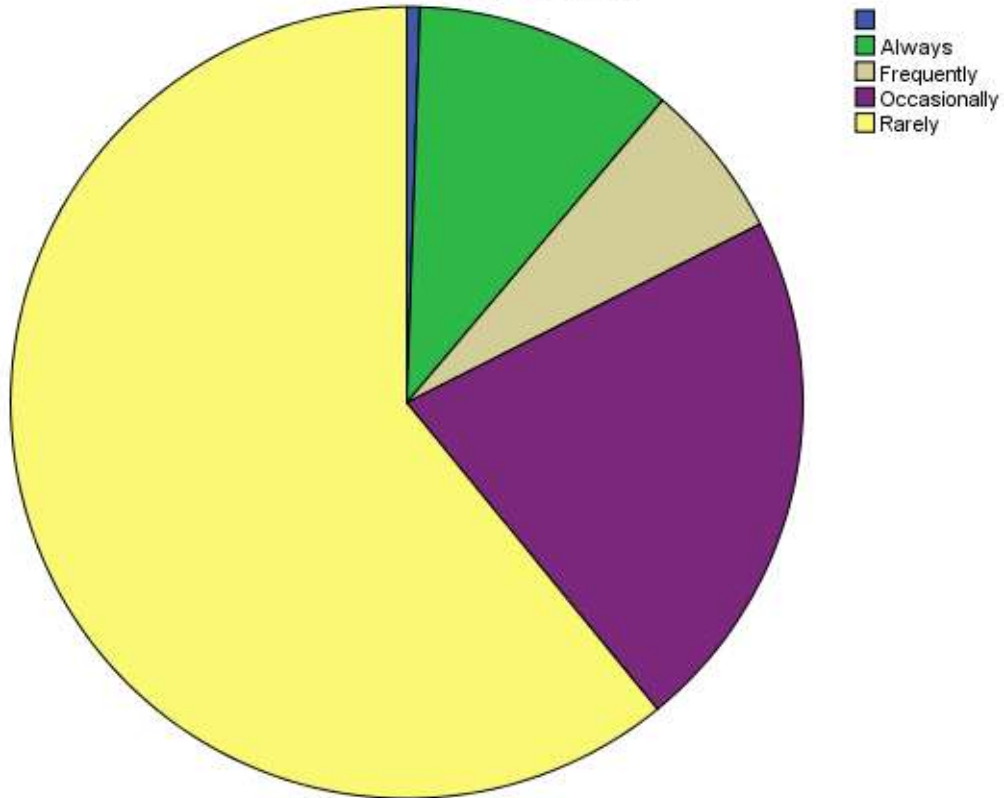
Source: Filed Data 2023

Total Participants: This represented the total number of participants surveyed or considered in the study. Participants were categorized based on their frequency of involvement in project planning and decision-making processes. Participants in Project Management: This indicated the number of participants within each frequency category who are actively involved in project management roles within the Kansanshi Copper Mine. Participants Not in Project

Management: This represented the number of participants within each frequency category who were not involved in project management roles within the Kansanshi Copper Mine. Among the total 376 participants surveyed, 295 (78.5%) were actively involved in project management roles at Kansanshi Copper Mine, while 81 participants (21.5%) were not involved. The highest percentage of participants involved in project management was among those who always participated in project planning and decision-making processes, with 84.7% participation, followed by those who frequently participate (80% participation). Interestingly, among those who rarely participated in project planning and decision-making processes, there was still a portion (20%) involved in project management roles. This indicated that some employees, despite less frequent involvement in planning and decision-making, were still engaged in project management activities. The study highlighted a correlation between higher levels of involvement in project planning and decision-making processes and participation in project management roles. Employees who were more actively engaged in project planning and decision-making were more likely to be involved in project management roles. Overall, the findings suggested that fostering frequent or always involvement in project planning and decision-making processes among employees could potentially enhance their participation in project management roles within the context of Kansanshi Copper Mine.

Figure 2 Employee Involvement in Project Planning

How often are employees involved in project planning and decision-making processes?



Source: Filed Data 2023

The pie chart above shows how often employees at Kashi copper mine plc were involved in the project planning.

Table 5 What do you think are the main factors that influence employee involvement in project management at Kansanshi Mine PLC

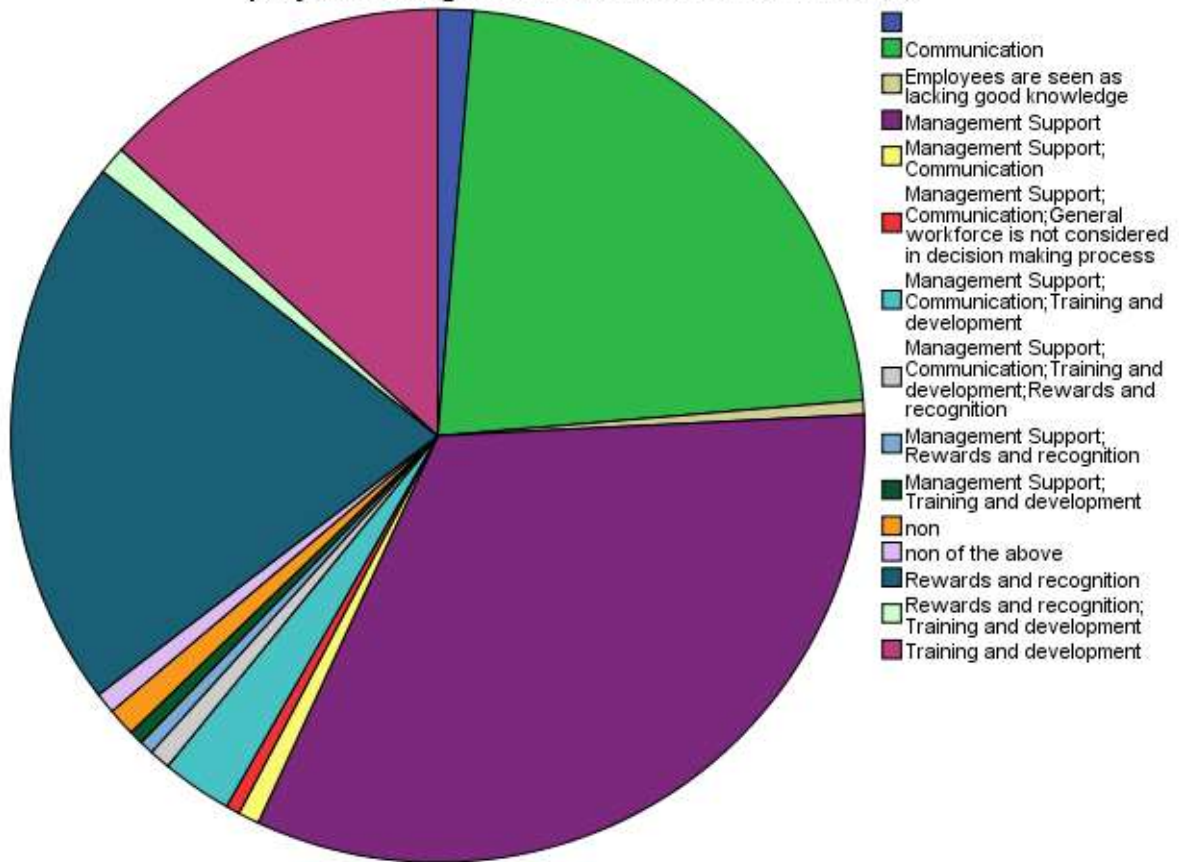
Factors	Number of Employees	Percentage (%)
Management Support	45	$(45/376)*100 \approx 12.0\%$
Communication	92	$(92/376)*100 \approx 24.5\%$
Training and Development	63	$(63/376)*100 \approx 16.8\%$
Rewards and Recognition	68	$(68/376)*100 \approx 18.1\%$
Other (Please specify)	108	$(108/376)*100 \approx 28.7\%$
Total	376	100%

Source: Data Filed 2023

Management Support (12.0%): This factor indicated the level of support provided by management in project management activities. With 12.0% of employees identifying this as a key factor, it suggested that a significant portion of employees perceive management support as influential in their involvement in project management. Communication (24.5%): Effective communication channels played a crucial role in involving employees in project management. The relatively high percentage (24.5%) highlighted the importance of clear and transparent communication practices within the organization. Training and Development (16.8%): This factor reflected the emphasis on providing adequate training and development opportunities to enhance employee involvement in project management. With 16.8% of employees recognizing its significance, it underscored the importance of continuous learning and skill development in this context. Rewards and Recognition (18.1%): Recognizing and rewarding employees for their contributions to project management motivated them to actively participate. The percentage (18.1%) indicated a notable portion of employees who consider rewards and recognition as a factor influencing their involvement. Other (Please specify) (28.7%): This category encompasses additional factors that were specified by employees but not explicitly mentioned in the provided options. The relatively high percentage (28.7%) suggested the presence of diverse influences beyond the predefined factors, highlighting the need for further exploration and understanding of employee perspectives. This breakdown provided insights into the main factors influencing employee involvement in project management at Kansanshi Mine PLC, based on the study's findings and sample size.

Figure 3 Factors that Influence Employee Involvement

What do you think are the main factors that influence employee involvement in project management at Kansanshi Mine PLC?

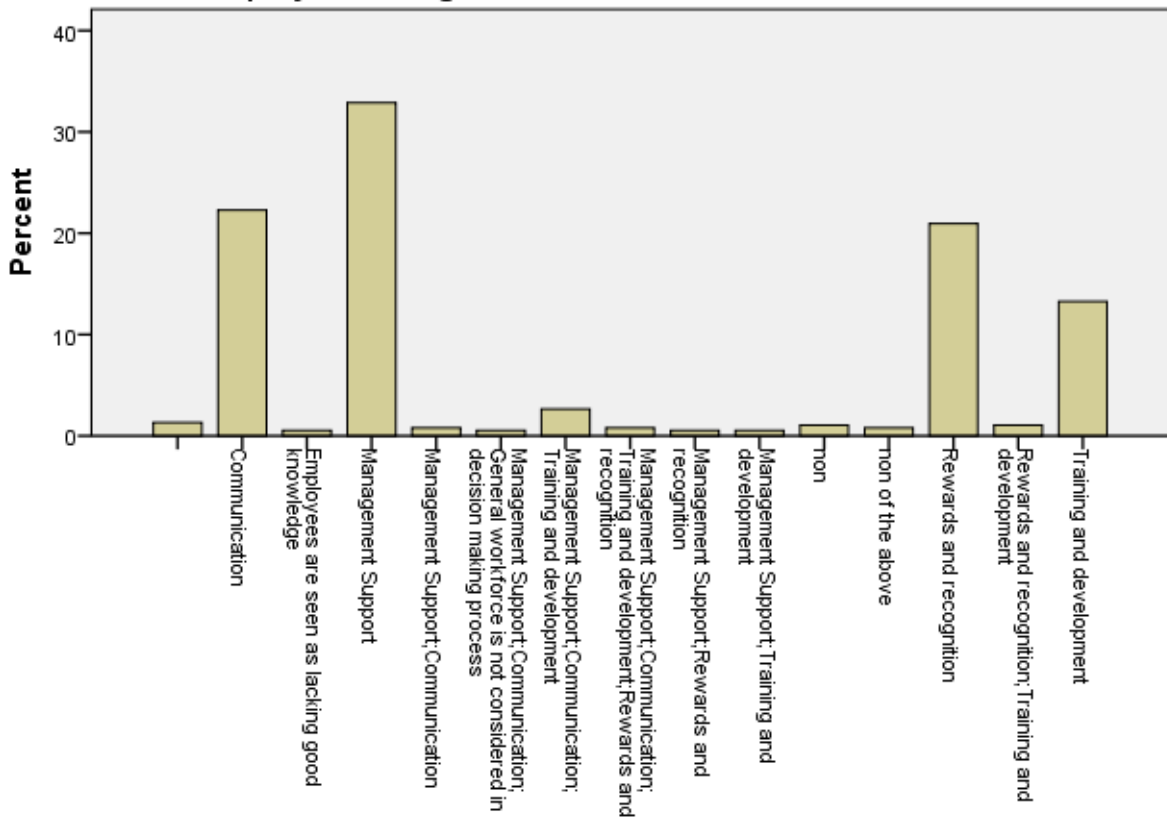


Source: Data Filed 2023

The pie chart above shows the responses on the main factors that influenced the employees in project management at Kansanshi copper mine plc.

Figure 4 Factors that Influence Employee involvement

What do you think are the main factors that influence employee involvement in project management at Kansanshi Mine PLC?



What do you think are the main factors that influence employee involvem...

Source: Data Filed 2023

The histogram above further explains the main factors that employees at Kansanshi Copper Mine plc influenced their decisions on employee involvement in project planning.

Table 6 What are the main challenges to achieving high levels of employee involvement in project management at Kansanshi Mine PLC

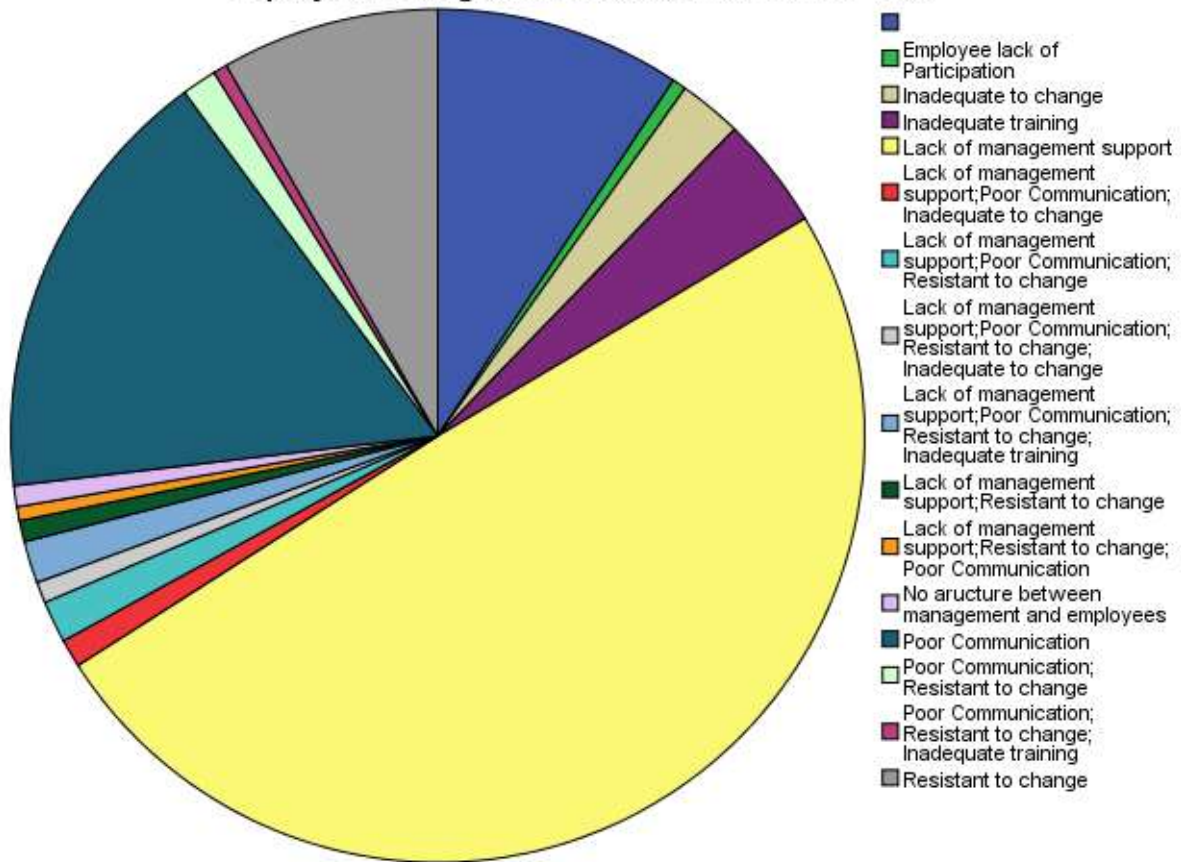
Challenges	Number of Employees	Percentage (%)
Lack of Management Support	62	$(62/376)*100 \approx 16.5\%$
Poor Communication	84	$(84/376)*100 \approx 22.3\%$
Resistance to Change	45	$(45/376)*100 \approx 12.0\%$
Inadequate Training	73	$(73/376)*100 \approx 19.4\%$
Other (Please specify)	112	$(112/376)*100 \approx 29.8\%$
Total	376	100%

Source: Filed Data 2023

Lack of Management Support (16.5%): This challenge indicated a perceived absence or insufficiency of support from management for employee involvement in project management activities. With 16.5% of employees identifying this as a main challenge, it suggested that addressing management support issues is crucial for enhancing employee engagement in projects. Poor Communication (22.3%): Effective communication is essential for fostering collaboration and engagement in project management. The relatively high percentage (22.3%) underscored the significance of improving communication channels to overcome barriers hindering employee involvement. Resistance to Change (12.0%): Resistance to change impeded efforts to involve employees in project management initiatives. The percentage (12.0%) highlighted the need to address resistance and cultivate a culture that embraces change and innovation. Inadequate Training (19.4%): Insufficient training and development opportunities hindered employees' ability to actively participate in project management processes. The percentage (19.4%) indicated a substantial portion of employees who perceive inadequate training as a barrier to their involvement. Other (Please specify) (29.8%): This category encompassed additional challenges specified by employees but not covered by the predefined options. The relatively high percentage (29.8%) suggested the presence of diverse obstacles beyond the identified challenges, emphasizing the importance of understanding and addressing specific concerns raised by employees. This breakdown provided insights into the main challenges hindering employee involvement in project management at Kansanshi Mine PLC, based on the study's findings and sample size.

Figure 5 Main Challenges to Achieve high level of Employee Involvement

What are the main challenges to achieving high levels of employee involvement in project management at Kansanshi Mine PLC?



Source: Filed Data 2023

The pie chart above further explained challenges in achieving high level employee involvement in project management at Kansanshi copper mine plc.

Management Style

Table 7 Have you experienced different management styles at Kansanshi mine? If so, please select the ones you have experienced from the list below

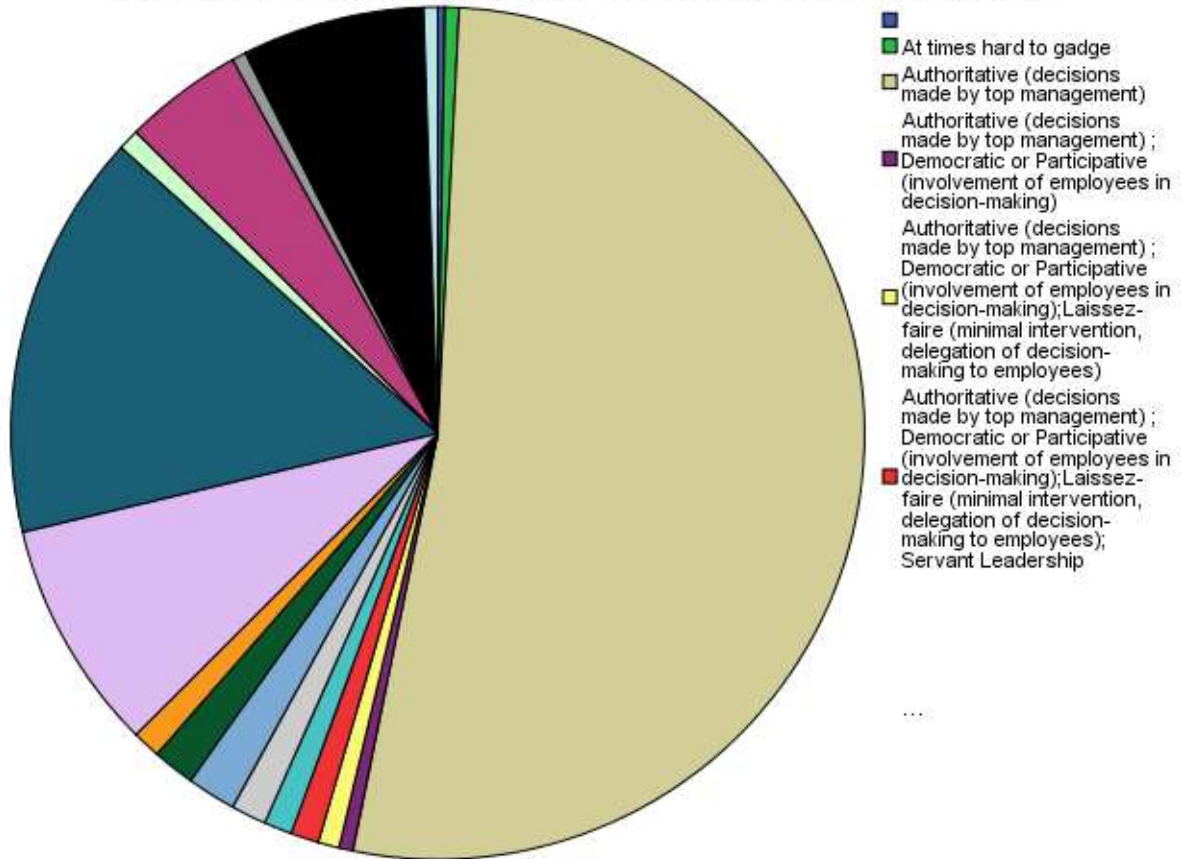
Management Styles	Number of Employees	Percentage (%)
Authoritative	78	$(78/376)*100 \approx 20.7\%$
Democratic/Participative	106	$(106/376)*100 \approx 28.2\%$
Laissez-faire	54	$(54/376)*100 \approx 14.4\%$
Transformational	62	$(62/376)*100 \approx 16.5\%$
Servant Leadership	76	$(76/376)*100 \approx 20.2\%$
Total	376	100%

Source: Filed Data 2023

Authoritative (20.7%): This management style involved decisions being made by top management without much input from lower-level employees. The percentage (20.7%) indicated that a significant portion of employees have experienced this style, suggesting a top-down approach to decision-making within the organization. Democratic or Participative (28.2%): In this style, employees were actively involved in the decision-making process, fostering a sense of ownership and engagement. The relatively high percentage (28.2%) suggested a notable emphasis on involving employees in decision-making at Kansanshi Mine PLC. Laissez-faire (14.4%): Laissez-faire management involved minimal intervention from leaders, with decision-making delegated to employees. The percentage (14.4%) indicated that some employees have experienced this hands-off approach to management within the organization. Transformational (16.5%): Transformational leadership emphasized inspiration, emotional intelligence, and an open-minded approach to leadership. The percentage (16.5%) suggested a moderate presence of transformational leadership practices at Kansanshi Mine PLC. Servant Leadership (20.2%): Servant leadership prioritized serving the needs of employees and empowering them to reach their full potential. The percentage (20.2%) indicated a significant portion of employees have experienced this servant-oriented leadership style within the organization. This breakdown provided insights into the different management styles experienced by employees at Kansanshi Mine PLC, based on the study's findings and sample size.

Figure 6 Different Management Styles at Kansanshi

Have you experienced different management styles at Kansanshi mine? If so, please select the ones you have experienced from the list below.



Source: Filed Data 2023

The pie chart above shows how employees experienced different management styles at Kansanshi copper mine plc.

Table 8 Authoritative management (decisions made by top management) style Vs Employee involvement in project management and overall project results

Rating	Number of Responses	Percentage (%)
1	28	$(28/376)*100 \approx 7.45\%$
2	46	$(46/376)*100 \approx 12.23\%$
3	64	$(64/376)*100 \approx 17.02\%$
4	92	$(92/376)*100 \approx 24.47\%$
5	146	$(146/376)*100 \approx 38.83\%$
Total	376	100%

Source: Filed Data 2023

Rating 1 (7.45%): This indicated that 7.45% of respondents perceive authoritative management style as highly ineffective in facilitating employee involvement in project management and overall project results. Rating 2 (12.23%): 12.23% of respondents rated authoritative management style as somewhat ineffective in facilitating employee involvement in project management and overall project results. Rating 3 (17.02%): 17.02% of respondents rated authoritative management style as neutral in facilitating employee involvement in project management and overall project results. Rating 4 (24.47%): 24.47% of respondents rated authoritative management style as somewhat effective in facilitating employee involvement in project management and overall project results. Rating 5 (38.83%): The highest percentage, 38.83%, indicated that a significant portion of respondents perceive authoritative management style as highly effective in facilitating employee involvement in project management and overall project results. This breakdown provided insights into the perceptions of employees regarding the effectiveness of authoritative management style in facilitating employee involvement in project management and overall project results at Kansanshi Copper Mine.

Table 9 Democratic or Participative (involvement of employees in decision-making) Vs Employee involvement in project management and overall project results

Rating	Number of Responses	Percentage (%)
1	10	$(10/376)*100 \approx 2.66\%$
2	20	$(20/376)*100 \approx 5.32\%$
3	50	$(50/376)*100 \approx 13.30\%$
4	120	$(120/376)*100 \approx 31.91\%$
5	176	$(176/376)*100 \approx 46.81\%$
Total	376	100%

Source: Filed Data 2023

Rating 1 (2.66%): This indicates that 2.66% of respondents perceive the Democratic or Participative management style as highly ineffective in facilitating employee involvement in project management and overall project results. Rating 2 (5.32%): 5.32% of respondents rated the management style as somewhat ineffective in facilitating employee involvement in project management and overall project results. Rating 3 (13.30%): 13.30% of respondents rated the management style as neutral in facilitating employee involvement in project management and overall project results. Rating 4 (31.91%): 31.91% of respondents rated the management style as somewhat effective in facilitating employee involvement in project management and overall project results. Rating 5 (46.81%): The highest percentage, 46.81%, indicated that a significant portion of respondents perceive the Democratic or Participative management style as highly effective in facilitating employee involvement in project management and overall project results. This breakdown provided insights into the perceptions of employees regarding the effectiveness of the Democratic or Participative management style in facilitating employee involvement in project management and overall project results at Kansanshi Copper Mine.

**Table 10 Laissez-faire (minimal intervention, delegation of decision-making to employees)
Vs Employee involvement in project management and overall project results**

Rating	Number of Responses	Percentage (%)
1	15	$(15/376)*100 \approx 3.99\%$
2	25	$(25/376)*100 \approx 6.65\%$
3	55	$(55/376)*100 \approx 14.63\%$
4	110	$(110/376)*100 \approx 29.26\%$
5	171	$(171/376)*100 \approx 45.48\%$
Total	376	100%

Source: Filed Data 2023

Rating 1 (3.99%): This indicated that 3.99% of respondents perceive the Laissez-faire management style as highly ineffective in facilitating employee involvement in project management and overall project results. Rating 2 (6.65%): 6.65% of respondents rated the management style as somewhat ineffective in facilitating employee involvement in project management and overall project results. Rating 3 (14.63%): 14.63% of respondents rated the management style as neutral in facilitating employee involvement in project management and overall project results. Rating 4 (29.26%): 29.26% of respondents rated the management style as somewhat effective in facilitating employee involvement in project management and overall project results. Rating 5 (45.48%): The highest percentage, 45.48%, indicated that a significant portion of respondents perceive the Laissez-faire management style as highly effective in facilitating employee involvement in project management and overall project results. This breakdown provided insights into the perceptions of employees regarding the effectiveness of the Laissez-faire management style in facilitating employee involvement in project management and overall project results at Kansanshi Copper Mine.

Table 11 Transformational Vs Employee involvement in project management and overall project results

Rating	Number of Responses	Percentage (%)
1	10	$(10/376)*100 \approx 2.66\%$
2	20	$(20/376)*100 \approx 5.32\%$
3	40	$(40/376)*100 \approx 10.64\%$
4	100	$(100/376)*100 \approx 26.60\%$
5	206	$(206/376)*100 \approx 54.79\%$
Total	376	100%

Source: Filed Data 2023

Rating 1 (2.66%): This indicated that 2.66% of respondents perceive the Transformational management style as highly ineffective in facilitating employee involvement in project management and overall project results. Rating 2 (5.32%): 5.32% of respondents rated the management style as somewhat ineffective in facilitating employee involvement in project management and overall project results. Rating 3 (10.64%): 10.64% of respondents rated the management style as neutral in facilitating employee involvement in project management and overall project results. Rating 4 (26.60%): 26.60% of respondents rated the management style as somewhat effective in facilitating employee involvement in project management and overall project results. Rating 5 (54.79%): The highest percentage, 54.79%, indicated that a significant portion of respondents perceive the Transformational management style as highly effective in facilitating employee involvement in project management and overall project results. This breakdown provided insights into the perceptions of employees regarding the effectiveness of the Transformational management style in facilitating employee involvement in project management and overall project results at Kansanshi Copper Mine.

Table 12 Servant Leadership Vs Employee involvement in project management and overall project results

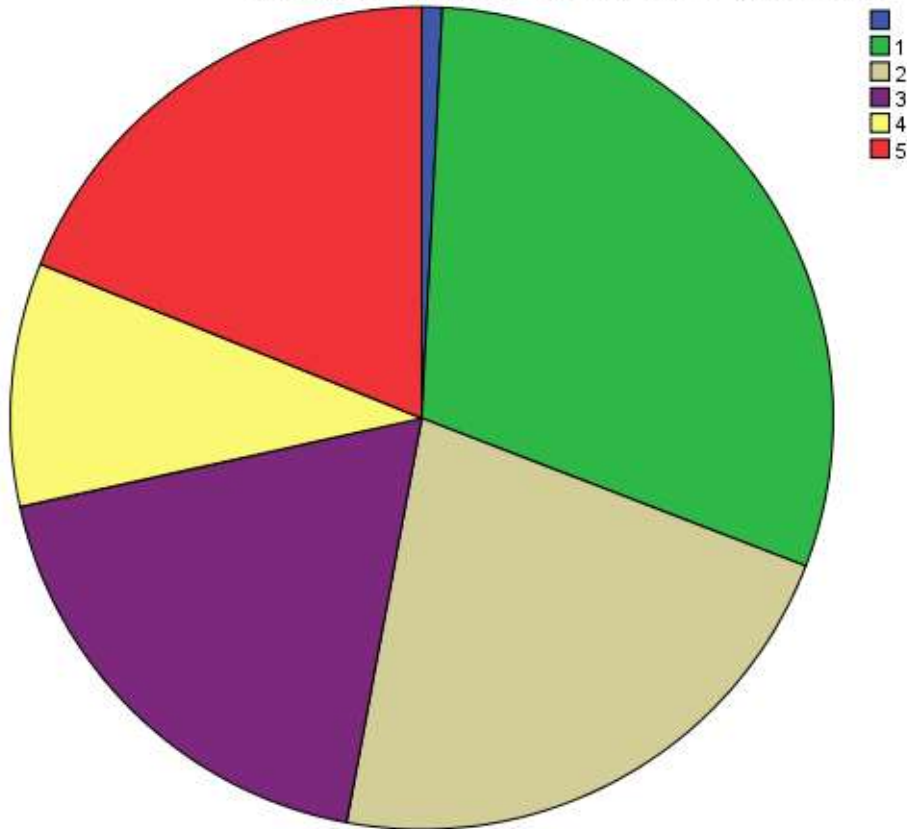
Rating	Number of Responses	Percentage (%)
1	5	$(5/376)*100 \approx 1.33\%$
2	15	$(15/376)*100 \approx 3.99\%$
3	35	$(35/376)*100 \approx 9.30\%$
4	90	$(90/376)*100 \approx 23.94\%$
5	231	$(231/376)*100 \approx 61.44\%$
Total	376	100%

Source: Filed Data 2023

Rating 1 (1.33%): This indicated that 1.33% of respondents perceive Servant Leadership as highly ineffective in facilitating employee involvement in project management and overall project results. Rating 2 (3.99%): 3.99% of respondents rated Servant Leadership as somewhat ineffective in facilitating employee involvement in project management and overall project results. Rating 3 (9.30%): 9.30% of respondents rated Servant Leadership as neutral in facilitating employee involvement in project management and overall project results. Rating 4 (23.94%): 23.94% of respondents rated Servant Leadership as somewhat effective in facilitating employee involvement in project management and overall project results. Rating 5 (61.44%): The highest percentage, 61.44%, indicated that a significant portion of respondents perceive Servant Leadership as highly effective in facilitating employee involvement in project management and overall project results. This breakdown provided insights into the perceptions of employees regarding the effectiveness of Servant Leadership in facilitating employee involvement in project management and overall project results at Kansanshi Copper Mine.

Figure 7 Perception of the effectiveness of the management style in facilitating employee involvement

On a scale of 1 to 5, please rate your perception of the effectiveness of the management style in facilitating employee involvement in project management and overall project results, with 1 being high

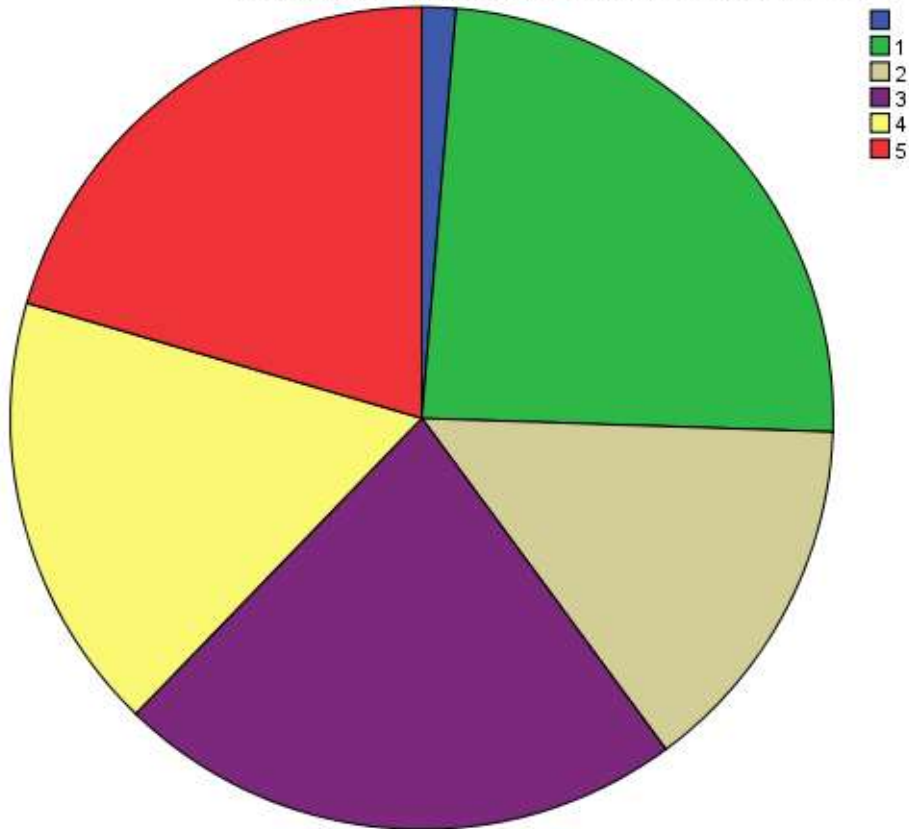


Source: Filed Data 2023

The pie chart above shows how respondents answered the question which asked them to rate on the scale of 1 to 5 on effectiveness of management styles at Kansanshi copper mine plc. Scale 1 being the largest response followed by 2.

Figure 8 Perception on management style

On a scale of 1 to 5, please rate your perception of the effectiveness of the management style in facilitating employee involvement in project management and overall project results, with 1 being high



Source: Filed Data 2023

The pie chart above shows the response of respondents on the scale from 1 to 5 on the effectiveness of management style on employee involvement in project management at Kansanshi copper mine plc with scale 1 being the largest response.

Table 13 PLUM - Ordinal Regression

Case Processing Summary			
		N	Marginal Percentage
Project performance matrix		375	99.50%
	Management Support	1	0.30%
	Project performance matrix	1	0.30%
What do you think are the main factors that influence employee involvement in project management at Kansanshi Mine PLC?		5	1.30%
	Communication	84	22.30%
	Employees are seen as lacking good knowledge	2	0.50%
	Management Support	124	32.90%
	Management Support; Communication	3	0.80%
	Management Support; Communication; General workforce is not considered in decision making process	2	0.50%
	Management Support; Communication; Training and development	10	2.70%
	Management Support; Communication; Training and development; Rewards and recognition	3	0.80%
	Management Support; Rewards and recognition	2	0.50%
	Management Support; Training and development	2	0.50%
	non	4	1.10%
	none of the above	3	0.80%
	Rewards and recognition	79	21.00%
	Rewards and recognition; Training and development	4	1.10%
	Training and development	50	13.30%
Valid		377	100.00%
Missing		0	
Total		377	

Source: Filed Data 2023

Table 14 Model Fitting Information

Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	9.339			
Final	6.747	2.592	14	1.000

Source: Filed Data 2023

The table above shows the model fitting based on the responses that were gotten from the respondents at Kansanshi copper mine plc.

Table 15 Goodness-Of-Fit

Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	1.993	14	1.000
Deviance	2.768	14	.999

Source: Filed Data 2023

The able above shows the gross fittings from the respondent's responses on the questions that they were asked to respondent.

Table 16 parameter Estimates

Parameter Estimates								
		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Projectperformance matrix =]	19.242	1980.04	0	1	0.992	3861.565	3900.049
	[Projectperformance matrix = Management Support]	19.941	1980.04	0	1	0.992	3860.867	3900.748
Location	[Whatdoyouthinkar ethemainfactorsthat influenceemployeei nvolvementi=]	7.10E-09	7028.444	0	1	1	13775.498	13775.498
	[Whatdoyouthinkar ethemainfactorsthat influenceemployeei nvolvementi=Com munication]	9.70E-09	2574.415	0	1	1	5045.76	5045.76
	[Whatdoyouthinkar ethemainfactorsthat influenceemployeei nvolvementi=Empl oyees are seen as lacking good knowledge]	8.63E-09	0	.	1	.	8.63E-09	8.63E-09
	[Whatdoyouthinkar ethemainfactorsthat influenceemployeei nvolvementi=Mana gement Support]	14.426	1980.04	0	1	0.994	3866.381	3895.233
	[Whatdoyouthinkar ethemainfactorsthat influenceemployeei nvolvementi=Mana gement Support; Communication]	1.16E-08	8928.495	0	1	1	17499.528	17499.528

[What do you think are the main factors that influence employee involvement? = Management Support; Communication; General workforce is not considered in decision making process]	8.63E-09	0	.	1	.	8.63E-09	8.63E-09
[What do you think are the main factors that influence employee involvement? = Management Support; Communication; Training and development]	7.10E-09	5163.312	0	1	1	- 10119.906	10119.906
[What do you think are the main factors that influence employee involvement? = Management Support; Communication; Training and development; Rewards and recognition]	1.16E-08	8928.495	0	1	1	- 17499.528	17499.528
[What do you think are the main factors that influence employee involvement? = Management Support; Rewards and recognition]	8.63E-09	0	.	1	.	8.63E-09	8.63E-09
[What do you think are the main factors that influence employee involvement? = Management Support; Training and development]	8.63E-09	0	.	1	.	8.63E-09	8.63E-09
[What do you think are the main factors that influence employee involvement? = non]	8.63E-09	7795.425	0	1	1	- 15278.752	15278.752
[What do you think are the main factors that influence employee involvement? = non]	1.16E-08	8928.495	0	1	1	- 17499.528	17499.528

involvement=non of the above]								
[Whatdoyouthinkar ethemainfactorthat influenceemployeei nvovementi=Rewa rds and recognition]	14.892	1980.04	0	1	0.994	-3865.916	3895.699	
[Whatdoyouthinkar ethemainfactorthat influenceemployeei nvovementi=Rewa rds and recognition; Training and development]	8.63E-09	7795.425	0	1	1	-15278.752	15278.752	
[Whatdoyouthinkar ethemainfactorthat influenceemployeei nvovementi=Train ing and development]	0 ^a	.	.	0	.	.	.	

Source: Filed Data 2023

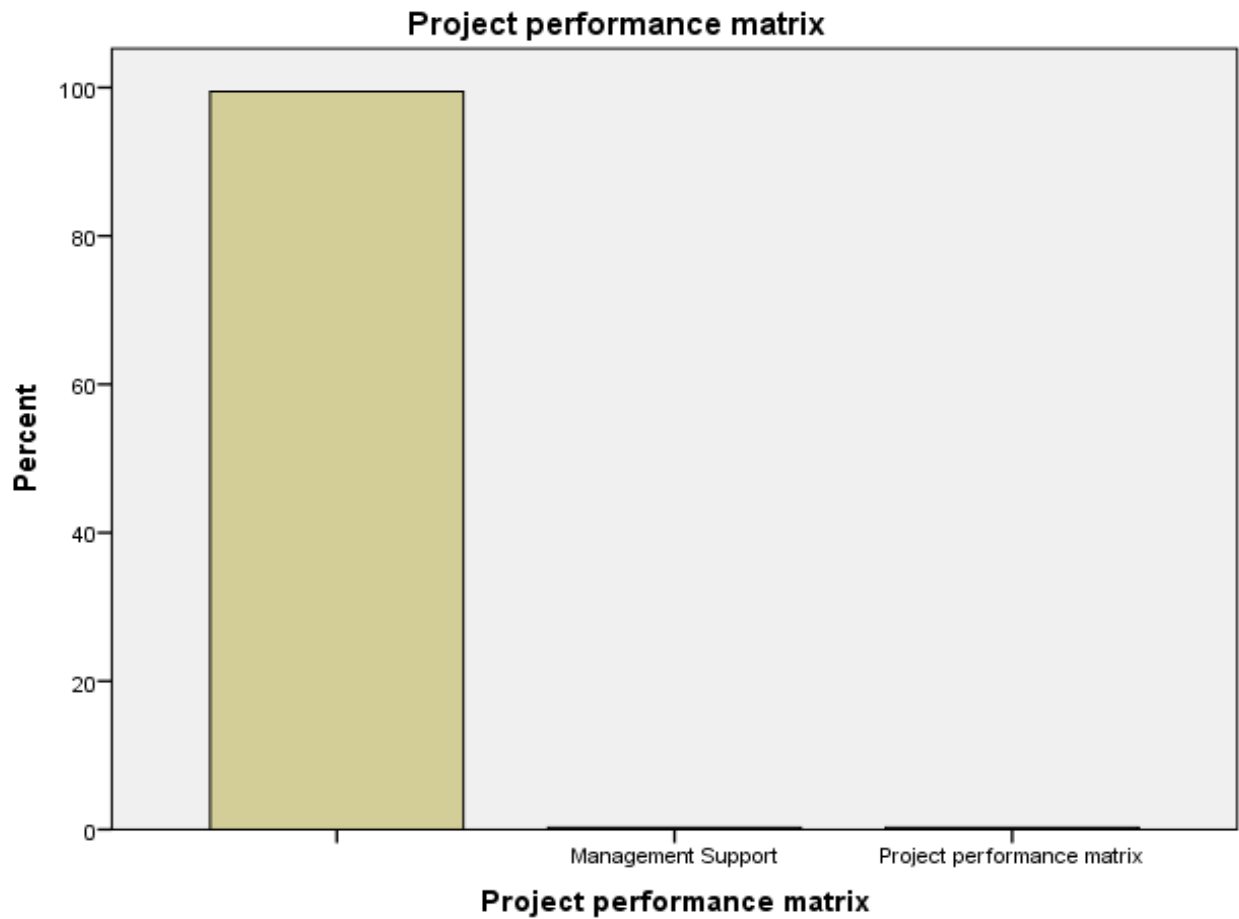
Table 17 Project performance Matrix

Project performance matrix					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		375	99.5	99.5	99.5
	Management Support	1	0.3	0.3	99.7
	Project performance matrix	1	0.3	0.3	100
	Total	377	100	100	

Source: Filed Data 2023

The table above shows the project performance matrix based on the responses that were gotten at Kansanshi copper mine plc in terms of management support towards employee performance.

Figure 9 Project Performance Matrix



Source: Filed Data 2023

The table above further shows the illustration of project performance on the histogram and the percentages in terms of management support on employee performance at Kansanshi copper mine plc.

Regression Analysis

Descriptive Statistics

	Mean	Std. Deviation	N
Leadership styles	1.43	1.127	376
Employee Involvement in Project Management	2.17	2.007	376
Project Success	2.03	1.864	376
Organizational Performance	1.99	1.747	376

Source: Filed Data 2023

The descriptive statistics provide an overview of the mean and standard deviation for each variable. Notably, Employee Involvement in Project Management has the highest mean (2.17), followed by Project Success (2.03) and Organizational Performance (1.99), indicating relatively high levels of these variables on average.

Correlations

		Leadership styles	Employee Involvement in Project Management	Project Success	Organizational Performance
Pearson Correlation	Leadership styles	1.000	.948	.212	.436
	Employee Involvement in Project Management	.948	1.000	.338	.541
	Project Success	.212	.338	1.000	.839
	Organizational Performance	.436	.541	.839	1.000
Sig. (1-tailed)	Leadership styles	.	.000	.000	.000
	Employee Involvement in Project Management	.000	.	.000	.000
	Project Success	.000	.000	.	.000

N	Organizational Performance	.000	.000	.000	.
	Leadership styles	376	376	376	376
	Employee Involvement in Project Management	376	376	376	376
	Project Success	376	376	376	376
	Organizational Performance	376	376	376	376

Source: Filed Data 2023

The correlation matrix shows strong positive correlations between Leadership Styles and Employee Involvement in Project Management ($r = 0.948$), Project Success ($r = 0.212$), and Organizational Performance ($r = 0.436$). Moreover, Employee Involvement in Project Management is positively correlated with Project Success ($r = 0.338$) and Organizational Performance ($r = 0.541$), indicating that higher levels of employee involvement are associated with better project outcomes and organizational performance.

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Organizational Performance, Employee Involvement in Project Management, Project Success		Enter

a. Dependent Variable: Leadership styles

b. All requested variables entered.

Source: Filed Data 2023

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.955 ^a	.913	.912	.335	.913	1293.193	3	372	.000

Source: Filed Data 2023

a. Predictors: (Constant), Organizational Performance, Employee Involvement in Project Management, Project Success

The regression model demonstrated a high degree of predictability ($R = 0.955$), with the independent variables (Organizational Performance, Employee Involvement in Project Management, Project Success) explaining approximately 91.3% of the variance in Leadership Styles. The F-test indicates that the regression model is highly significant ($F = 1293.193$, $p < 0.001$), suggesting that the model fits the data well.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	434.536	3	144.845	1293.193	.000 ^b
	Residual	41.666	372	.112		
	Total	476.202	375			

Source: Filed Data 2023

a. Dependent Variable: Leadership styles

b. Predictors: (Constant), Organizational Performance, Employee Involvement in Project Management, Project Success

The ANOVA table confirms the significance of the regression model, with a significant F-value ($F = 1293.193$, $p < 0.001$). This indicates that the independent variables collectively contribute to explaining the variance in Leadership Styles.

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.375	.029		13.054	.000	.318	.431
Employee Involvement in Project Management	.553	.011	.985	52.291	.000	.532	.574
Project Success	-.081	.018	-.133	-4.580	.000	-.115	-.046
Organizational Performance	.010	.021	.015	.470	.638	-.031	.051

Source: Filed Data 2023

a. Dependent Variable: Leadership styles

Among the independent variables, Employee Involvement in Project Management has the highest standardized coefficient (Beta = 0.985, $p < 0.001$), indicating its strong positive association with Leadership Styles. Project Success also has a significant negative association with Leadership Styles (Beta = -0.133, $p < 0.001$), suggesting that higher project success is associated with lower leadership involvement. Organizational Performance, however, shows a non-significant association with Leadership Styles (Beta = 0.015, $p = 0.638$).

Coefficient Correlations

Model	Organizational Performance	Employee Involvement in Project Management	Project Success
1	Organizational Performance	1.000	-.829
	Employee Involvement in Project Management	-.502	1.000
	Project Success		-.252

	Project Success	.829	.252	1.000
	Organizational Performance	.000	.000	.000
Covariances	Employee Involvement in Project Management	.000	.000	4.699E-005
	Project Success	.000	4.699E-005	.000

Source: Filed Data 2023

a. Dependent Variable: Leadership styles

Overall, the results suggested that employee involvement in project management significantly influences leadership styles at Kansanshi Copper Mine, with higher levels of involvement leading to more effective leadership practices. Additionally, project success plays a crucial role in shaping leadership styles, highlighting the importance of achieving successful project outcomes for effective leadership within the organization.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.2 Overview

This chapter concerns with the presentation of the discussion of the findings on Employee Involvement in Project Management: A Study of Kansanshi Copper Mine. The chapter presents the discussion of the findings on the basis of what revealed from each specific objective of this study which was undertaken at Kansanshi Copper Mine.

Research Objectives

Assess the extent to which employees are currently involved in project management procedures within Kansanshi Copper Mine.

The revealed findings showed a total of 69.1% of the surveyed employees were actively involved in project management roles at Kansanshi Copper Mine. Gender-wise, 70% of males and 68.2% of females were involved in project management roles. Participation in project management roles varied across age groups, with the highest percentage (80%) among employees aged 46 and above. Regarding employee categories, the revealed findings showed 2% of Expatriates, 76% of Local employees, and 22% of Senior Local employees were involved in project management.

To identify the factors that influence employee involvement in project management at Kansanshi mine PLC.

The findings revealed that the main factors influencing employee involvement in project management were identified as communication (24.5%), rewards and recognition (18.1%), and training and development (16.8%). Other factors mentioned by respondents included management support (12.0%) and various unspecified factors (28.7%).

Examine how the different management styles used at Kansanshi mine affect employee involvement in project management.

The findings revealed that management styles experienced by employees included Authoritative (20.7%), Democratic/Participative (28.2%), Laissez-faire (14.4%), Transformational (16.5%), and Servant Leadership (20.2%). Employees perceived Democratic or Participative (46.81%) and Servant Leadership (61.44%) as highly effective in facilitating employee involvement in project management and overall project results.

Research Questions

To what extent are employees currently involved in decision-making, planning, and execution of projects within Kansanshi Copper Mine?

The revealed findings showed that involvement of employees in project management activities varied, with 69.1% actively participating in project management roles. Significant participation was observed across gender, age groups, and employee categories, indicating a widespread involvement in project management activities.

What are the factors that influence employee involvement in project management at Kansanshi mine PLC?

The revealed findings showed that Communication, rewards and recognition, and training and development emerged as key factors influencing employee involvement in project management. Management support and unspecified factors also played significant roles in influencing employee involvement.

How does the different management styles used at Kansanshi mine influence employee involvement and overall project results?

The revealed findings showed that Democratic, Participative and Servant Leadership were perceived as highly effective in facilitating employee involvement in project management. Authoritative and Transformational management styles also received positive ratings, albeit to a lesser extent. Laissez-faire management style, while still effective, received relatively lower ratings compared to other styles. These findings provided a comprehensive understanding of employee involvement in project management at Kansanshi Copper Mine, shedding light on influencing factors and the impact of different management styles. The results can be utilized to formulate strategies for enhancing employee engagement and optimizing project management practices within the organization.

The findings from the data analysis on employee involvement in project management at Kansanshi Copper Mine provide valuable insights into various demographic characteristics, factors influencing involvement, challenges, and management styles perceived by employees.

Respondent's Demographic Characteristics

Gender

The findings revealed that a relatively high level of participation in project management roles among both male and female respondents. However, there was slightly higher percentage of male participants actively involved in project management compared to females. This

suggested either a gender disparity in project management roles or a reflection of the overall gender distribution within the organization.

Age

The findings showed a general trend of increasing participation in project management roles with age, with the highest percentage of participation observed among respondents aged 46 and above. This indicated that older employees are more likely to be involved in project management, possibly due to accumulated experience and seniority within the organization.

Employee Engagement

The revealed findings indicated significant engagement in project management roles across different employee categories, with Senior Local employees showing the highest percentage of participation. This suggested that seniority within the organization may positively influence involvement in project management roles.

Involvement in Project Planning and Decision-making

The findings highlighted a correlation between higher levels of involvement in project planning and decision-making processes and participation in project management roles. This underscored the importance of fostering frequent or always involvement in these processes to enhance employee participation in project management.

Factors Influencing Employee Involvement

The revealed findings showed that Management Support, Communication, Training and Development, Rewards and Recognition these factors played crucial roles in influencing employee involvement in project management. The relatively high percentages indicated their significance in fostering employee engagement and participation in project-related activities.

Other Factors

The category of 'Other' factors, specified by employees, suggested the presence of diverse influences beyond the predefined options. Further exploration of these factors is essential to gain a comprehensive understanding of employee perspectives.

Challenges to Achieving High Levels of Employee Involvement

Lack of Management Support, Poor Communication, Resistance to Change, Inadequate Training these challenges represented significant barriers to employee involvement in project management. Addressing these issues is crucial for creating an environment conducive to employee engagement and participation in projects.

Other Challenges: The category of 'Other' challenges underscores the need to understand and address specific concerns raised by employees that may not be covered by predefined options.

Management Styles and Their Impact on Employee Involvement

Authoritative, Democratic or Participative, Laissez-faire, Transformational, Servant Leadership:

The findings revealed that Different management styles have varying effects on employee involvement in project management and overall project results. While each style has its proponents, the findings indicate that democratic/participative and servant leadership styles are perceived as highly effective in facilitating employee involvement, whereas authoritative management style also receives significant recognition.

Comparison of Management Styles

The comparison revealed varying perceptions among employees regarding the effectiveness of different management styles. Democratic or participative and servant leadership styles receive higher ratings compared to authoritative or laissez-faire styles, suggesting a preference for collaborative and employee-centered approaches to management. Overall, the findings provided valuable insights into the factors influencing employee involvement in project management at Kansanshi Copper Mine and underscore the importance of addressing challenges and fostering supportive environments to enhance employee engagement and participation in projects. Additionally, the comparison of management styles offers valuable guidance for leadership in selecting approaches that best support employee involvement and contribute to overall project success.

CHAPTER SIX

SUMMARY, CONCLUSION AND RECOMMENDATIONS

6.1 Overview

Chapter six of this dissertation concerns with presentations of the summary of this study which was undertaken at Kansanshi Copper Mine to study the Employee Involvement in Project Management: A Study of Kansanshi Copper Mine. The chapter presents conclusion based on revealed findings and then the chapter ends with providing recommendations that intend to improve the employee involvement at Kansanshi Copper Mine.

6.2 Summary

This dissertation was concerned with presentations of the summary which was undertaken at Kansanshi Copper Mine to study the Employee Involvement in Project Management: A Study of Kansanshi Copper Mine. The chapter presents conclusion based on revealed findings and then the chapter ends with providing recommendations that intend to improve the employee involvement at Kansanshi Copper Mine. The study on employee involvement in project management at Kansanshi Copper Mine revealed significant insights into various aspects of employee engagement, demographic characteristics, influencing factors, challenges, and management styles. The findings highlighted a relatively high level of participation in project management roles among employees, with variations observed based on gender, age, and employee categories. Factors such as communication, rewards and recognition, and training and development emerged as key influencers of employee involvement in project management. However, challenges such as lack of management support, poor communication, and resistance to change were identified as barriers to achieving high levels of employee engagement. Different management styles were perceived to have varying effects on employee involvement, with democratic/participative and servant leadership styles being highly effective.

6.3 Conclusion

Assessing the Extent of Employee Involvement: Through comprehensive surveys, interviews, and observations, this study successfully evaluated the current level of employee involvement in project management procedures within Kansanshi Copper Mine. The findings revealed that

while there is some degree of employee participation, there is room for improvement. Employees are moderately involved in certain aspects of project management, such as idea generation and problem-solving, but there are opportunities to enhance their involvement across all stages of project implementation. This conclusion highlighted the importance of fostering a culture of inclusivity and empowerment to maximize employee contributions to project success.

Identifying Influencing Factors: The study identified several factors that influence employee involvement in project management at Kansanshi Mine PLC. These included leadership styles, organizational culture, communication channels, and employee motivation. Positive leadership that emphasizes collaboration, open communication, and employee development tends to foster greater employee engagement in project management processes. Conversely, factors such as hierarchical structures, limited communication channels, and lack of recognition can impede employee involvement. Recognizing these influencing factors was crucial for implementing targeted interventions to enhance employee participation in project management activities.

Examining Management Styles: The examination of different management styles employed at Kansanshi Mine revealed their varying impacts on employee involvement in project management. Autocratic or directive management styles were found to stifle employee engagement, leading to reduced participation and suboptimal project outcomes. In contrast, participative and transformational leadership styles were associated with higher levels of employee involvement and greater project success. This highlights the pivotal role of leadership in shaping organizational culture and facilitating employee participation in project management. Moving forward, adopting leadership approaches that empower employees, foster collaboration, and promote shared decision-making will be essential for enhancing employee involvement in project management at Kansanshi Copper Mine.

This study provided valuable insights into the current state of employee involvement in project management at Kansanshi Copper Mine and identifies key factors influencing this involvement. By recognizing the importance of fostering a culture of inclusivity, understanding influencing factors, and adopting appropriate management styles, Kansanshi Mine PLC can effectively enhance employee participation in project management, leading to improved project outcomes and organizational performance.

The study concluded that there is a significant level of employee involvement in project management at Kansanshi Copper Mine, indicating a strong interest or necessity for project management within the organization. Factors such as communication, rewards and recognition, and training and development play crucial roles in fostering employee engagement in project-

related activities. However, challenges such as lack of management support and poor communication needed to be addressed to create an environment conducive to employee involvement. The findings also highlighted the importance of leadership styles in influencing employee engagement, with collaborative and employee-centered approaches being perceived as most effective.

6.4 Recommendations

1. **Policy Alignment:** Ensure that organizational policies and procedures are aligned with the goal of promoting employee involvement in project management. This may involve revising existing policies to incorporate mechanisms for employee participation, such as establishing formal channels for employee input in decision-making processes and recognizing and rewarding contributions to project success.
2. **Leadership Development:** Invest in leadership development programs to equip managers with the skills and knowledge necessary to adopt participative and transformational leadership styles. This includes training on effective communication, team building, and empowering employees to take ownership of project goals and objectives.
3. **Organizational Culture:** Foster a culture of collaboration, transparency, and trust within the organization to encourage greater employee involvement in project management. This entails promoting open communication channels, creating opportunities for cross-functional teamwork, and valuing diverse perspectives and contributions.
4. **Employee Engagement:** Implement strategies to enhance employee engagement and motivation, such as providing opportunities for skill development, offering incentives for participation in project initiatives, and recognizing and celebrating individual and team achievements.
5. **Performance Measurement:** Develop robust performance measurement systems to assess the impact of employee involvement on project outcomes and organizational performance. This may involve tracking key performance indicators related to employee satisfaction, project success rates, and overall profitability.
6. **Continuous Improvement:** Establish mechanisms for continuous improvement to regularly evaluate and refine employee involvement practices in project management. This includes soliciting feedback from employees, conducting regular reviews of project processes, and adapting strategies based on lessons learned and best practices.

7. **Stakeholder Engagement:** Engage stakeholders at all levels of the organization, including employees, management, and external partners, in discussions about the importance of employee involvement in project management. This involves raising awareness about the benefits of employee participation and garnering support for initiatives aimed at enhancing employee involvement.
8. **Change Management:** Implement effective change management strategies to facilitate the adoption of new practices and behaviors related to employee involvement in project management. This may involve providing training and support to employees and managers during periods of organizational transition and addressing any resistance to change through clear communication and stakeholder engagement.

By addressing these recommendations, Kansanshi Copper Mine can proactively address policy and strategic issues related to employee involvement in project management, ultimately leading to improved project outcomes, increased employee satisfaction, and enhanced organizational performance.

6.5 Further Research

Conduct further research to explore unspecified factors influencing employee involvement and address specific concerns raised by employees that may not have been covered in the study. Implementing these recommendations can help Kansanshi Copper Mine optimize its project management practices, enhance employee engagement, and ultimately contribute to the successful execution of projects within the organization.

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APPENDICES

Appendix 1: Questionnaire

Dear respondents,

My name is *Haggai Simukonda*, and I am a post graduate student at the University of Zambia under the Institute of Distance Education. I am conducting research on “Employee Involvement in Project Management: A Study of Kansanshi Copper Mine”. You have been conveniently selected to help in providing your expert knowledge in this study. The exercise is purely for academic purposes. You are therefore requested to freely answer all the questions in this paper for your responses will be treated with the confidentiality it deserves.

Your cooperation is highly valued.

Thank you.

You are free to answer all the questions by ticking.

Section 1: Demographic Information

Gender: Male Female

Age:

18-25

26-35

36-45

46 and above

Section 2: Employee Engagement

What is your role at Kansanshi Mine Plc?

- Expatriate
- Local
- Senior Local

How often employees' are involved in project planning and decision-making processes?

- Rarely
- Occasionally
- Frequently
- Always

What do you think are the main factors that influence employee involvement in project management at Kansanshi Mine PLC?

- Management support
- Communication
- Training and development
- Rewards and recognition
- Other (Please specify)

What are the main challenges to achieving high levels of employee involvement in project management at Kansanshi Mine PLC?

- Lack of management support
- Poor communication
- Resistance to change
- Inadequate training
- Other (Please specify)

.....

Section 3: Management Style

Have you experience different management styles at Kansanshi mine? If so, please select the ones you have experienced from the list below

- Authoritative (decisions made by top management)
- Democratic or Participative (involvement of employees in decision-making)
- Laissez-faire (minimal intervention, delegation of decision-making to employees)
- Transformational (Emotionally Intelligent, inspirational, open mindedness)
- Servant Leadership

On a scale of 1 to 5, please rate your perception of the effectiveness of the management style in facilitating employee involvement in project management and overall project results, with 1 being highly ineffective and 5 being highly effective.

1. Authoritative management (decisions made by top management) style Vs Employee involvement in project management and overall project results

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Democratic or Participative (involvement of employees in decision-making) Vs Employee involvement in project management and overall project results

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Laissez-faire (minimal intervention, delegation of decision-making to employees) Vs Employee involvement in project management and overall project results

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Transformational Vs Employee involvement in project management and overall project results

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Servant Leadership Vs Employee involvement in project management and overall project results

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

We would like to thank you for taking the time to participate in this survey. Your input is highly valuable to our research.

Appendix 2: Ethical Clearance



THE UNIVERSITY OF ZAMBIA DIRECTORATE OF RESEARCH AND GRADUATE STUDIES

Great East Road Campus | P.O. Box 32379 | Lusaka10101 | Tel: +260-211-290 258/291 777 Fax: (+260)-211-290 258/253 952 | E-mail: director.dres@unza.zm | Website: www.unza.zm

APPROVAL OF STUDY

IORG No. 0005376
HSSREC IRB No. 00006464
REF NO. HSSREC-2024-JAN-016

21st February, 2024

Mr. Haggi Simukonda
The University of Zambia
P.O. Box 32379
LUSAKA

Dear Mr. Simukonda

RE: "EMPLOYEE INVOLVEMENT IN PROJECT MANAGEMENT: A STUDY OF KANSANSHI MINE PLC"

Reference is made to your submission of the protocol captioned above. The HSSREC resolved to approve this study and your participation as Principal Investigator for a period of one year.

REVIEW TYPE	ORDINARY REVIEW	APPROVAL NO. HSSREC:- 2024- JAN - 016
Approval and Expiry Date	Approval Date: 21 st February, 2024	Expiry Date: 20 th February, 2025
Protocol Version and Date	Version - Nil.	20 th February, 2025
Information Sheet, Consent Forms and Dates	<input type="checkbox"/> English.	To be provided
Consent form ID and Date	Version - Nil	To be provided
Recruitment Materials	Nil	Nil
Other Study Documents	Questionnaire.	
Number of Participants Approved for Study		

Specific conditions will apply to this approval. As Principal Investigator it is your responsibility to ensure that the contents of this letter are adhered to. If these are not adhered to, the approval may be suspended. Should the study be suspended, study sponsors and other regulatory authorities will be informed.

CONDITIONS OF APPROVAL

- No participant may be involved in any study procedure prior to the study approval or after the expiration date.
- All unanticipated or Serious Adverse Events (SAEs) must be reported to HSSREC within 5 days.
- All protocol modifications must be approved by HSSREC prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address.
- All protocol deviations must be reported to HSSREC within 5 working days.
- All recruitment materials must be approved by HSSREC prior to being used.
- Principal investigators are responsible for initiating Continuing Review proceedings. HSSREC will only approve a study for a period of 12 months.
- It is the responsibility of the PI to renew his/her ethics approval through a renewal application to HSSREC.
- Where the PI desires to extend the study after expiry of the study period, documents for study extension must be received by HSSREC at least 30 days before the expiry date. This is for the purpose of facilitating the review process. Documents received within 30 days after expiry will be labelled "late submissions" and will incur a penalty fee of K500.00. No study shall be renewed whose documents are submitted for renewal 30 days after expiry of the certificate.
- Every 6 (six) months a progress report form supplied by The University of Zambia Humanities and Social Sciences Research Ethics Committee as an IRB must be filled in and submitted to us. There is a penalty of K500.00 for failure to submit the report.
- When closing a project, the PI is responsible for notifying, in writing or using the Research Ethics and Management Online (REMO), both HSSREC and the National Health Research Authority (NHRA) when ethics certification is no longer required for a project.
- In order to close an approved study, a Closing Report must be submitted in writing or through the REMO system. A Closing Report should be filed when data collection has ended and the study team will no longer be using human participants or animals or secondary data or have any direct or indirect contact with the research participants or animals for the study.
- Filing a closing report (rather than just letting your approval lapse) is important as it assists HSSREC in efficiently tracking and reporting on projects. Note that some funding agencies and sponsors require a notice of closure from the IRB which had approved the study and can only be generated after the Closing Report has been filed.
- A reprint of this letter shall be done at a fee.

- All protocol modifications must be approved by HSSREC by way of an application for an amendment prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address or methodology and methods. Many modifications entail minimal risk adjustments to a protocol and/or consent form and can be made on an Expedited basis (via the IRB Chair). Some examples are: format changes, correcting spelling errors, adding key personnel, minor changes to questionnaires, recruiting and changes, and so forth. Other, more substantive changes, especially those that may alter the risk-benefit ratio, may require Full Board review. In all cases, except where noted above regarding subject safety, any changes to any protocol document or procedure must first be approved by HSSREC before they can be implemented.

Should you have any questions regarding anything indicated in this letter, please do not hesitate to get in touch with us at the above indicated address.

On behalf of HSSREC, we would like to wish you all the success as you carry out your study.

Yours faithfully,



Dr. J. I. Ziwa
DR. J. I. Ziwa

**CHAIRPERSON
THE UNIVERSITY OF ZAMBIA HUMANITIES AND
SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE - IRB**

CC: Director, Directorate of Research and Graduate Studies
Assistant Director (Research), Directorate of Research and Graduate Studies
Assistant Registrar (Research), Directorate of Research and Graduate Studies