

**AN ASSESSMENT OF THE EFFECTS OF ORGANISATION CHANGE ON
EMPLOYEES: A CASE STUDY OF CHILANGA CEMENT PLC, NDOLA
PLANT.**

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**A DISSERTATION SUBMITTED TO THE UNIVERSITY OF ZAMBIA IN
COLLABORATION WITH ZIMBABWE OPEN UNIVERSITY IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF A MASTER OF
BUSINESS ADMINISTRATION.**

THE UNIVERSITY OF ZAMBIA

LUSAKA

2023

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DECLARATION

I, **MATONGO HAMUNJO**, do hereby declare that this dissertation is my own work to the best of my knowledge and that it has never been produced or submitted for any degree, diploma or other qualification at the University of Zambia or indeed any other university for academic purposes. I further declare that all other works of people used in this research have been duly acknowledged.

Signed:..... Date.....

CERTIFICATION OF APPROVALS

This dissertation of **MATONGO HAMUNJO** is approved as fulfilling the requirements for the award of the degree of Master of Business Administration (MBA) offered at the University of Zambia in collaboration with Zimbabwe Open University.

Examiner1Sign.....Date.....

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Chairperson Board of
Examiners: Sign.....Date.....

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

DEDICATION

This dissertation is dedicated to my parents Mr. and Mrs. Hamunjo for their endless love, support and encouragement accorded to me throughout my educational journey.

ACKNOWLEDGEMENT

My appreciation is out to Mr. Kingsley Namangala my dissertation supervisor at the University of Zambia, who worked tirelessly to turn this plan into a magnificent accomplishment. I would especially like to thank my family for their support and encouragement throughout my education and research endeavor.

ABSTRACT

An assessment of the effects of organization change on employees at Chilanga Cement PLC, Ndola Plant sought to evaluate organization change within the establishment, examining different types of implemented change, the influence on employees and strategies for proficient change management. The research employed a Pragmatic philosophical approach by combining elements of both positivism and interpretivist. This study adopted a mixed-methods strategy, incorporating qualitative and quantitative methodologies for a sample size of 46 respondents. The study further triangulated data from different sources to provide a comprehensive examination.

The findings regarding an assessment of the effect of organization change on employees at Chilanga Cement was facilitated by several research objectives among which was the examination of the different types of organization change implemented at Chilanga Cement. The overall impact of organization change on employees at Chilanga Cement indicates a 73.9% positivity rate, suggesting that organization change has an influence on Chilanga Cement employees. Among the organization changes implemented were restructuring, policy adjustments, cultural shifts, technological advancements, leadership transitions, product innovations, departmental transformations, and rebranding initiatives, illustrating the array of organization changes the institution has undergone over time. Furthermore, effective implementation of the change was observed at the Ndola plant.

The study recommends that organizations, including Chilanga Cement, should formulate a comprehensive change management plan, ensure efficient communication and consistent updates on change program modifications, actively engage employees in all change processes, and address employee concerns during and after change implementation. The study further proposes future research on the study which includes longitudinal studies, psychological and behavioral perspectives, and leadership and change management practices.

KEYWORDS: Organization Change, Employees, Assessment, Effect, Chilanga Cement Plant.

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LIST OF ACRONYMS

AI - Artificial Intelligence

APAS - Annual Performance Appraisal System.

LPPD - Limpopo Province Pharmaceutical Depot.

PACRA - Patents and Companies Registration Agency.

PAT - Performance against Target.

PMS - Performance Management System.

PLC - Private Limited Company.

CHAPTER 1

INTRODUCTION

1.1 Overview

This chapter highlights the study's background, problem statement, objectives, and significance of the study, theoretical framework, limitations, scope, operational definitions and ethical considerations.

1.2 Research Background

The cement industry is one of the industries that experiences significant organization changes driven by external and internal factors such as market adaptation, technological advancements, leadership shifts and strategic objectives. This research focuses on conducting a case study to examine how changes within the organization influence the various dimensions of employee outcomes within the cement industry. The study holds great relevance in ensuring the well-being of individuals within organizations.

In this study, 'Organization change' serves as the independent variable, representing the factor subject to manipulation. This will encompass alterations in organization structure, leadership, policies, procedures, technology, or any other aspect undergoing transformation. The dependent variable, 'Effects on employees,' will be observed and measured to gauge the impact of organization change. This includes diverse aspects of employee experiences, such as job satisfaction, job performance, stress, morale and their overall well-being.

The subsequent chapters of the research proposal will unfold in a systematic manner, commencing with a concise background and a precise statement of the problem. Subsequently, the proposal will delineate research objectives, formulate research questions and underscore the study's significance. It will also examine the theoretical framework guiding the research, address issues of research reliability, potential limitations and ethical considerations. The proposal will then explore relevant existing literature related to the study and conclude by outlining the methodology to be employed in the research.

Stavros et al. (2016) expressed that organization change is a continual process wherein firms rejuvenate themselves to optimize performance, in response to either external or internal

developments. The cement industry is one of the sector which has witnessed such substantial organization change. Stavros further stated that, during organization change such as downsizing, employees may feel nervous and stressed. This is due to the view that Organization change involves modifying structures, strategies, operations, technologies or culture, either continuously or periodically.

Burke (2017) notes common resistance to change and also highlights the opportunity for leaders to guide and inspire employees toward a new direction aligned with organization values. Apparently, this can also impact cement firms as they frequently undergo organization change at business levels such as digitalization, supply chain integration, leadership shifts and policy changes.

Chilanga Cement PLC, formerly Lafarge Zambia Plc, is a company based in Zambia that specializes in the production and distribution of cement products. In December 2021, the company changed its name following the completion of its acquisition by the Chinese shareholders Huaxin Group. Chilanga Cement PLC offers a range of cement options suitable for diverse applications, including heavy construction projects like bridges, stadiums, mining activities and regular building use. In addition to serving the domestic market, the company also exports its cement products to various countries, such as the Democratic Republic of Congo, Malawi, Burundi and Zimbabwe.

While organization change is sometimes aimed at enhancing productivity and performance, it is crucial to assess the influence of organization change on one of the vital asset ‘employees’. Undertaking a case study on the workforce of Chilanga Cement holds significance in order to comprehend the intricate relationship between organization change and its influence on employees.

1.3 Statement of the Problem

According to Baluch & Rizvi (2017:317), “The cement sector operates within an environment marked by continuous organization change”. The types of organization change within this context encompass various transformations, such as technological upgrades, structural reconfigurations, process optimizations and strategic realignments. The scholar further stated that these changes can be either incremental or transformative, each presenting its own set of opportunities, challenges and implications on the workforce.

For instance, Technological advancements may require up-skilling or reskilling of employees, while structural changes may result in role redundancies or shifts in reporting lines. The challenges associated with organization change in this setting are diverse, including employee resistance, communication breakdowns, cultural clashes and the necessity for effective change management strategies. Well, Stravros (2016) held the opinion that the success of organizations in the competitive business landscape is closely tied to the competence and motivation of the workforce. Henceforth, the cement industry is susceptible to conflicts and resistance to change, which are some of the factors that can significantly impact the workforce.

Mohammed (2019) observed that the literature on change is “curiously silent about the impact of major organization transitions on employees or the way employees attempt to cope with these situations”. Several years later, Miles (2022) argued that little progress had been made in this regard and concluded that “relatively little attention has been paid to the consequences for individual well-being of large-scale organization change, including the cement industry.” In the process of developing a best practice model for change management (drawing from existing literature and surveying companies), Hiyari (2020) seconded Miles view that there is fairly limited research specifically addressing the influence of organization change in large-scale manufacturing industries.

Both Mabasa and Flotman (2022) remarked that little is known about and little empirical research has focused on how employees understand and interpret the decision to change. This lack of comprehensive information prompts the proposed research. Kayukwa (2022) however concluded that the comprehensive research information on employee experiences in regard to change and the impact of such processes on the well-being of employees in Zambia, other than from a management perspective is fairly limited.

Although there is existing literature offering general insights of organization change on employees in various organizations, there seem to be an absence of a focused examination of Chilanga Cement PLC Ndola Plant. This gap underscores the necessity for a dedicated investigation to address this critical void in the literature which may be crucial for developing targeted interventions that address the unique change challenges and dynamics for a specific Organization.

1.4 General Objective

To evaluate organization change at Chilanga Cement, examining different types, the influence on employees and strategies for proficient change management.

1.5 Specific Objectives

- (i) To examine various types of organization change implemented at Chilanga Cement.
- (ii) To evaluate the influence of organization change on employees at Chilanga Cement.
- (iii) To determine effective change management strategies implemented at Chilanga Cement.

1.6 Research Questions

The following investigative questions were used in this research in support of the research study.

- (i) What are the types of organization change implemented at Chilanga Cement?
- (ii) What are the consequences of organization change on employees at Chilanga Cement?
- (iii) What strategies did Chilanga Cement employ to proficiently manage organization change?

1.7 Significance of the Study

The research findings will furnish policymakers under the Ministry of Labour and Social Security in Zambia to formulate clear and transparent change management policy directives for organizations planning to implement change, offering guidelines for change management programs such as counseling services and stress management workshops. Furthermore, the research outcomes will guide Chilanga Cement Management to closely monitor the well-being of employees throughout the change process and introduce supplementary support mechanisms to address any emerging concerns. The study findings will also aid the Human Resource Department at Chilanga Cement to evaluate the efficiency of the current change management strategies and adjusting the approaches to ensure a responsive change management process. Lastly, the findings of the study will enhance the general welfare of employees amidst change by establishing feedback mechanisms that go beyond transparent communication and employee engagement.

1.8 Theoretical Framework

The theoretical framework that guided the methodological design of this research was Lewin's Change Management Model, which facilitates a comprehensive understanding and structuring of the change process. Developed by the physicist and social scientist Kurt Lewin in the 1950s, the model illustrates organization change through the metaphor of changing states of block ice (Cummings, Bridgman & Brown, 2016).

The model comprises three stages: unfreeze, change and refreeze.

Unfreeze: This stage serves as a means to break away from the existing situation by providing explanations for why current practices need to change and how the proposed changes will yield benefits (Hossan, 2015).

Change: The actual transformation occurs during this phase as employees embrace the unfolding developments. Leadership plays a crucial role in guiding and reassuring employees through the process, ensuring that the changes are implemented successfully (Cummings, Bridgman & Brown, 2016).

Refreeze: This stage signifies change acceptance, implemented and embraced by the employees. The organization regains stability as employees develop a sense of confidence and comfort with the acquired changes (Hossan, 2015).

Lewin's Change Management Model, as the guiding framework for this research, will shape the understanding of organization change as it progresses through the distinct phases proposed by the model. The model's strong emphasis on employee engagement, communication and the establishment of new norms will help the study analyze the dynamics of organization change along with the influence on the workforce. The model will also help identify potential challenges and obstacles that may arise during the different stages of change. This understanding is valuable for the study to anticipate issues and propose recommendations for mitigating the negative impact on employees.

1.9 Scope of the study

The decision to focus on Chilanga Cement PLC Ndola Plant for this study was motivated by its dynamic competitive landscape, which necessitated substantial organization change and provided an intricate context for examining the effects on employees. Selecting a single plant enhanced resource efficiency, considering that the study was self-sponsored thereby optimizing on both time and budget. Additionally, the proximity of the study area to Ndola town facilitated convenient data collection point. The organization's use of English as the primary mode of communication simplified interaction with participants and the completion of the designed questionnaire.

1.10 Definitions of Key Terms

1.10.1 Organization Change: In the context of this study, 'organization change' referred to deliberate, planned alterations made by Chilanga Cement within its structure, processes, strategies, leadership, or culture. This included change such as restructuring, mergers and acquisitions, technological implementations, or shifts in the company's strategic direction.

1.10.2 Employee: Within this study, 'an "employee"' referred to an individual who is formally employed by the organization, contributing their labor, skills and time to the company's operations. This term encompassed various levels of staff, including but not limited to, frontline workers, supervisors, managers and any other personnel engaged in the workforce at the Ndola Plant.

1.10.3 Chilanga Cement: In the context of the research, 'Chilanga Cement' referred specifically to the organization under investigation.

1.10.4 Effect: In this study Effect, pertained to the outcomes, consequences or the influence of organization change on employees. It involved assessing how change, whether positive or negative, influenced various aspects of employee behavior, productivity and well-being.

1.10.5 Assessment: In this study, 'Assessment' involved the systematic evaluation, measurement and analysis of the relationship between organization change and employees at Chilanga Cement Plc. This included the collection and interpretation of data and other specific evaluation metrics.

1.10.6 Case Study: In the context of this research, a 'case study' referred to a comprehensive assessment of the topic of study. It involved an in-depth analysis of real-world situations, aiming to provide insights and lessons specific to this organization.

1.11 Limitations of the study

The study's effectiveness relied on employee willingness and availability to participate. Therefore, limited participation would have led to a reduced sample size, potentially compromising the representativeness of the findings. However, the researcher sought leadership support and utilized various communication channels including meetings and notice boards to reach a broader audience.

1.12 Ethical Consideration

The research prioritized ethical considerations in the following ways;

Participants were asked to endorse a consent letter, signifying their complete comprehension of the study's objectives, procedures, potential risks and benefits. Stringent measures were adopted to ensure the protection of privacy and confidentiality, maintaining the anonymization of responses throughout data collection, analysis and reporting. Emphasis was placed on voluntary participation, preventing coercion or inducements. The research adhered strictly to scientific rigor, utilizing appropriate methods, data analysis techniques and reporting standards to ensure objectivity, accuracy, validity and reliability of findings. Additionally, Directorate of Research and Graduate Studies conducted a comprehensive ethical review and provide approval before conducting the research.

CHAPTER 2

LITERATURE REVIEW

2.1 Overview

The chapter of this research aimed to build upon existing knowledge by conducting a thorough literature review focused on the effects of organization change on employees. The review is comprehensive, encompassing 21 studies conducted at global level, Africa and Zambia.

2.2 Global Studies relating to change examination.

Shatalov et al (2014) investigated organization change on firm's growth, focusing on incremental and radical change. Their study, conducted on a sample of 10 companies in Russia, revealed that two different types of organization change that is, rapid change and incremental change. The findings were that rapid change have a negative short-to-medium-term impact but might be beneficial in the long term. However, the evidence for the impact of incremental change on the firm's growth was inconclusive. The existing gap in this study is lack of substantial evidence on the effect of gradual change, prompting the proposed study to address this by assessing organization change in general. Through a comprehensive exploration of various types of organization change, the proposed study will provide a fuller understanding of its impact, contributing to a more thorough comprehension of the overall influence on employees.

Miles (2022) examined organization change during the COVID-19 pandemic, involving 16 participants from fast food and casual dining establishments across California, Virginia, and North Carolina, America. Through structured interviews, field studies, and telephone interviews, the study revealed various types of organization change such as technological, mergers and acquisitions, restructuring and strategic change. While offering valuable insights, the study's limitations in sample size and research methodology suggest a need for enhancement in scope and relevance. With only 16 participants, the study may be limited in representativeness, and its reliance on qualitative methods may have limited the research depth. To address these gaps, the proposed research will employ a broader sample size and adopt a mixed-methods approach,

combining qualitative and quantitative methods to provide a more comprehensive understanding of the consequences of organization change.

2.3 Global Studies relating to the influence of organization on employees.

Flores (2018) conducted a study in the Lincoln Heights District, America, focusing on the effects of organization change within the Los Angeles County Department of Public Social Services. Utilizing semi-structured interviews and group discussions, the research found that organization change triggered emotions of uncertainty, fear, frustration and anxiety among employees. The study underscored the importance of understanding employee perceptions to enhance organization readiness for change. However, the research did not delve into specific strategies for systematically managing these perceptions during organization change. Since, one of the key objective of the proposed study is to investigate strategies that an organization can employ to positively influence the workforce, the proposed research will offer practical insights for organization leaders and change management practitioners to formulate clear and transparent change management strategies.

Mohammed (2019) investigated the impact of organization change on employees in the College of Business at King Khalid University in Saudi Arabia, utilizing a case study design with participants ranging from supervisors to subordinates. The study employed semi-structured in-depth interviews conducted via Skype with six employees, revealing three major themes: perception towards change, leadership support during the change process and communication of the change process. Positive and negative emotions were expressed by the participants, highlighting the importance of effective communication and supportive leadership during the transition. However, the existing study has a notable research gap due to methodological limitations, including a small sample size and the research reliance on qualitative data. To address this, the proposed research will have a broad sample size and adopt a mixed-method approach, combining qualitative data with quantitative data to enhance the study's reliability and validity.

Bilal (2020) on his study on the impact of organization change on employees in the banking sector of Pakistan, revealed that organization change has a positive significant impact on employees in banking sector of Pakistan. To this effect, the researcher added that technological, leadership, attitudinal and cultural changes in that order highly impact employees in Banks even though they are rarely used to implement change. The study further recommended that while implementing a

firm's improvement strategies, managers should consider factors such as the organizations technological change models, cultural change, employees' attitude to change, and leadership change against their primary competitors. Although this study provided valuable insights by employing both primary and secondary data collection methods, its findings are confined to the banking sector. Expanding the research to include other sectors, such as the cement industry, would contribute to a more comprehensive understanding of the topic by incorporating diverse perspectives.

2.4 Global Studies relating to Change Management.

Turner (2017) conducted a qualitative case study investigating the impact of change management on employee behavior in a University Administrative office in the Southern United States, utilizing Kotter's change management model. Through face-to-face interviews with 11 employees, the study explored attitudes and behaviors related to a business process project, revealing initial positivity but subsequent challenges including lack of training, communication issues, and increased job duties without corresponding income increases, leading to feelings of undervaluation. However, the research gap lies in the limited examination of change management strategies, focusing primarily on communication and training. To address this gap, the proposed research will explore additional change management strategies, offering practical insights for organizations, including universities, undergoing change. This study seeks to contribute to the development of tailored strategies to enhance the effectiveness of organization change initiatives, with a specific focus on positively impacting employees.

Vickey (2022) investigated successful change management strategies in global organizations in America, focusing on leaders from organizations in St. Lucia, Caribbean, and grounded in Lewin's theory of change. Through semi-structured interviews and document review, the study identified key strategies such as communication strengthening, employee engagement, training reinforcement and organization culture enhancement. However, the study primarily emphasized effective strategies employed by business leaders, overlooking challenges, failures, and employee perspectives. To address this gap, the proposed research will adopt an inclusive approach by incorporating insights from both employees and management perspectives in order to provide a more comprehensive understanding of change management strategies and their impact on employee well-being.

2.5 African Studies relating to the influence of organization change on employees.

Maketa et al. (2014) conducted a study at the Limpopo Province Pharmaceutical Depot (LPPD) to assess the impact of organization change on employee satisfaction. Utilizing closed-ended questionnaires administered one-on-one, the study found that 46% of the briefed employees reported satisfaction, indicating a negative impact of the change on morale. The research suggested replicating this approach in diverse organizations to formulate effective change management strategies. However, the study's reliance on a single research methodology potentially limited the depth of insights. In response, the proposed research aims to address this limitation by adopting a mixed-method approach to gain richer insights into employees' experiences, perceptions, and emotions during organization change.

Karanja (2015) looked at the effects of organization change on employees for postal Corporation of Kenya using stratified random sampling. The findings revealed that employee performance is positively influenced by organisation change. According to his study, the variable that changed the most and influenced employee performance positively was technology. This was because an internship programme was provided as a result, generated more job opportunities. This further motivated even the existing staff and ultimately resulted in greater performance. Therefore the sampling method used may have been more complex and time-consuming to implement hence the current study opted for simple random sampling.

Kwasi et al. (2023) examined the impact of organization change on employees at the Ghana Broadcasting Corporation, focusing on structural, strategic and technological changes. Employing convenience sampling and structured questionnaires, the study identified significant effects on employee performance and motivation, particularly emphasizing the influence of technological change. However, the research lacked a thorough exploration of how employees perceived and experienced these changes, indicating a research gap. To address this limitation, the proposed research will incorporate both qualitative and quantitative methods to capture employees' experiences, concerns, and perceptions during organization change. This comprehensive approach will provide deeper insights into the change process, bridging the gap between organization strategies and employee experiences.

2.6 African Studies relating to Change Management.

Wanza & Nkuraru (2016) investigated the Influence of Change Management on Employee Performance in relation to technological changes, organizational leadership, structure and culture at the University of Eldoret in Kenya. The study found that structural changes and organizational leadership influenced university employees positively. The study further revealed that technological changes have a great impact on employees as it eases employee's work load and increase efficiency and effectiveness at a work place. The current study was conducted to reveal change management strategies which positively impact employee performance.

Hassan (2018) attempted a case study on Organization Change Management to validate the effectiveness of the three stages of effective change management. The empirical review concluded that use of technology is essential for an effective organizational change management. The researcher therefore recommended that organizations intending to implement change initiatives should anticipate the reaction of its employees on its change plan and should be prepared to integrate employees in the process of change in order to gain acceptance and achieve the desired objectives. However, the study was limited to secondary data hence the current study explored both primary and secondary data methods so as to get an in-depth understanding of the subject matter.

Hiyari (2020) conducted a qualitative case study to explore strategies for implementing organization change in the Middle East and North Africa, utilizing Kotter's 8-step change model. The study involved 10 business leaders from two organizations and employed semi-structured interviews along with secondary sources for data collection. The study emphasized the importance of open communication, including employee input, to enhance the success of change initiatives. However, the research lacked specific evaluation metrics to measure the effectiveness of the outlined strategies. To address this gap, the proposed research aims to incorporate specific metrics such as employee engagement, job satisfaction, and productivity to provide a quantifiable assessment of change success.

Nyasha (2020) delved into a research on the impact of organization change within the Gauteng Department of Infrastructure Development (DID), specifically exploring strategies aimed at mitigating resistance to change and mitigating the adverse effects experienced by employees. The study primarily adopted a theoretical approach within the social sciences domain and utilized

quantitative research paradigms as its foundational framework. One of the interesting findings was that management communicated the vision for change. While Nyasha's study contributes valuable insights into strategies for managing organization change, its theoretical orientation, limited generalizability and focus on specific demographic groups highlight the need for the current research to consider a more diverse range of methodologies and contexts for a comprehensive understanding of change management dynamics.

Akunne and Ibrahim (2021) conducted a questionnaire survey to evaluate the impact of Change Management on employees at the Nigerian Electricity Regulatory Commission, revealing a positive relationship between change, employees' attitudes toward work, and overall performance. However, a research gap emerged due to a lack of specificity regarding the nature of this change. To address this, the proposed research aims to analyze distinct change management initiatives at Chilanga Cement, examining communication strategies, leadership styles, and employee involvement techniques to provide a holistic view of the impact of change management on employees.

Mabasa and Flotman (2022) explored the impact of change management on employees during the implementation of performance management systems in organizations, focusing on the South African context. Using a qualitative approach with semi-structured interviews and thematic analysis, the study revealed that organization change affects employees both cognitively and emotionally, with leaders adapting their leadership styles as a response to change anxiety. The study emphasized the importance of preparing, involving, empowering, and communicating with employees throughout the change process. However, limitations such as a small sample size and exclusive focus on South Africa may have constrained the study's generalizability and applicability. To address these gaps, the proposed research will adopt a broader participant pool, explore other geographical settings like Zambia, and integrate qualitative and quantitative data for a more comprehensive understanding of organization change's outcomes.

David (2022) researched on the change management and how it enhance employee well-being in an organization. The research was quantitative in nature and the results indicated that the factors affecting change management are lack of an effective communication plan, lack of leadership influence to drive change and resistance to change. Further to that, impacts of concern were on employee morale created by lack of support from management, lack of consultations that created

uncertainty on job security and satisfaction. Although the study yielded insightful results regarding factors affecting employees during change management, it may have neglected to explore change management strategies that could mitigate these effects. The current study delved into these strategies, filling this gap in the research.

2.7 Zambian Studies.

Mutumba (2018) investigated the readiness of employees in the Zambian banking industry to adopt artificial intelligence (AI), highlighting factors such as organization leadership clarity, employee skill levels, attitude toward change, implementation costs, and general access to technology. The deductive and quantitative study, involving 365 participants from Stanbic Bank Zambia, found that all five factors directly impacted Artificial Intelligence adoption, with organization leadership clarity and internet access being significant predictors. However, the research lacked a comprehensive exploration of employee perspectives on technological change. To address this gap, the proposed study will incorporate qualitative methods, particularly open-ended questions, to capture insights into employee experiences, concerns, and perceptions during organization change, including technological shifts. This inclusive approach will enhance the identification of effective change management strategies by recognizing and understanding employee perspectives.

Tembo (2018) conducted a case study to evaluate the effectiveness of the performance management system (PMS) in six public service ministries in Zambia, aiming to assess its impact on employee performance and service delivery while evaluating adherence to performance management principles. Employing a qualitative research method with an inductive approach, purposive sampling and coding for data analysis, the study found that the Performance Management System had the potential to positively influence performance improvement when properly applied. However, it also revealed the system's ineffectiveness due to a lack of adherence to performance management tools. The study's reliance on a single research method and its limited exploration of implementation challenges and overall effectiveness highlight the need for the current research which will adopt a mixed research approach combining qualitative and quantitative methods to enhance in-depth understanding and validity.

Hapopwe et al (2020), investigated the implementation of curriculum change in teacher education at David Livingstone College of Education in Zambia. The study utilized mixed methods, employing both questionnaires and interviews for data collection. The participants were selected

through purposive sampling. The findings underscored the importance of comprehensive involvement of all critical stakeholders in curriculum change. Additionally, the study highlighted that lack of teaching and learning materials had a significant impact on lecturers' teaching methods and the delivery of subject content. However, the employment of purposive sampling may have introduced bias and restricted the inclusion of varied perspectives in the participant pool. Therefore, the present study will include both purposive and randomly selected participant sample to mitigate potential bias and offer a broader spectrum of insights into the implementation of change, including curriculum change.

Kayukwa (2022) conducted a quantitative study investigating the impact of training and development on employee performance and productivity at the Patents and Companies Registration Agency (PACRA). Through a questionnaire survey, data were gathered from 100 conveniently selected respondents out of a population of 173 PACRA employees, revealing a positive correlation between training and enhanced performance attributed to the acquisition of knowledge and skills. However, the study's focus on training and development within a specific context and its reliance solely on quantitative methods highlight significant research gaps. To address these limitations, the proposed study will expand the scope to include various aspects of organization change and their influence on the workforce. Additionally, by employing a mixed-methods approach, the study will offer a deeper understanding of the subject.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Overview

The study integrated both quantitative and qualitative methods. The selected methodology was cost-effective, fostered a representative sample which exerted undue influence on the broader population under study to ensure a comprehensive and unbiased research exploration.

3.2 Philosophical approach

The research employed a Pragmatic philosophical approach by combining elements of both positivism and interpretivist. This study adopted a mixed-methods strategy, incorporating qualitative and quantitative methodologies. By using this approach, the study triangulated data from different sources to provide a comprehensive examination. The findings offered practical recommendations specifically tailored to Chilanga Cement Ndola Plant and validate the study's outcomes.

3.3 Research Design

The research employed an Embedded Design largely from the parallel convergent. Both qualitative and quantitative data was collected concurrently but analyzed separately. Qualitative methods were the primary focus supplemented by quantitative data. Open-ended questions were employed to gather deeper insights into employees' experiences and perceptions while the Closed-ended questions complemented the qualitative findings by providing an in-depth understanding of the subject.

3.4 Study area

The study area, Chilanga Cement Ndola Plant, held significance as it is a key player in Zambia's cement manufacturing sector. Located about 5.6 kilometers North-West of the provincial capital, Ndola, in the Copperbelt province, the plant's strategic position was easily accessible and cost-effective for research endeavors. Hence deemed essential for the study.

3.5 Study Population

The study focused on employees at Chilanga Cement, Ndola Plant as the study population. The plant has a total of 150 employees and the study sample was drawn from this population.

3.6 Study Sample

The proposed study involved a sample size of 46 employees from Chilanga Cement, representing 30% of the total population. The sample was drawn from various departments within the organization, including Production, Maintenance, Commercial, Human Resources, Procurement and Logistics.

3.7 Sampling Techniques

The study employed a combination of purposive and simple random sampling techniques to achieve a well-rounded and comprehensive selection of participants. Therefore, the study had a diverse and balanced representation of employees at different levels and departments within Chilanga Cement to enhance generalizability of the findings.

3.7.1 Purposive Sampling

The study utilized a purposive random sampling technique, as it is effective in identifying the target population. The sampling method did not rely on pre-existing knowledge of expected study outcomes. A potential participant was defined as an employee at Chilanga Cement Ndola Plant who is not a third-party contracted employee and has been employed for more than three months.

3.7.2 Simple Random Sampling

The simple random sampling technique for this study involved obtaining a list of all eligible employees at Chilanga Cement Ndola Plant from the Human Resources Department. Employee names were transcribed onto individual pieces of paper, placed in a basket and a random sample of 46 employees were drawn from this collection. This provided every individual in the study population an equal chance of being-included in the sample, aligning with ethical principles of fairness and equal opportunity.

3.8 Instruments for Data Collection

The proposed study gathered primary data through a semi-structured questionnaire, designed to directly obtain information from the original source. The questionnaire consisted of four sections:

- (i) Demographic-related questions about employees.
- (ii) Change examination at Chilanga Cement.
- (iii) The influence of organization change on employees.
- (iv) Change management strategies.

3.9 Procedure for Data collection

3.9.1 Questionnaire: The questionnaire was a tool used for gathering a mix of quantitative and qualitative data. Structured closed-ended questions captured precise quantitative data, covering demographic details, attitudes and behavioral trends. Additionally, open-ended questions were included to delve into participants' viewpoints, motivations and experiences. Physical copies of the questionnaire were distributed to participants for completion within a specified timeframe, facilitating the collection of relevant and well-structured information from the respondents.

3.10 Data analysis

In analyzing Qualitative data, content analysis was utilized to establish coding categories or themes that align with the research question. The analysis commenced with the coding process by assigning codes to data segments based on the predetermined coding categories. The coded data will be systematically organized, potentially in a spreadsheet, to enhance the efficiency of subsequent analysis. This method helped pinpoint recurring themes, concepts, or ideas within the data, with a meticulous recording, organization and examination of the collected information.

In regard to quantitative analysis, the use of Excel and SPSS was employed. The quantitative data was recorded into an Excel spreadsheet, arranging it in columns where each column signified a variable or category. The researcher ensured data cleanliness and employed charts and graphs to visually present the quantitative data. This visual representation aided the presentation and interpretation of patterns or trends and effective communication of the findings.

3.11 Validity and Reliability

To prioritize validity and reliability, a standardized instrument, the questionnaire, underwent a pilot testing to identify and rectify issues, ensuring the reliability and validity of data collection. Random sampling techniques were implemented to enhance external validity, reducing bias and allowing for more generalized conclusions. The clear definition of research objectives and questions, design and data analysis procedures promoted consistency and credibility, facilitating study replication

CHAPTER 4

FINDINGS AND ANALYSIS

4.1 Overview

This chapter outlines the findings made during the research. It details the process of analyzing the data that was coded. The results are displayed through various means such as tables, charts, graphs, and pie charts. The questionnaire underwent thorough examination to guarantee that the collected data was effectively showcased, employing tables, percentages and graphs whenever feasible. The study's findings are structured according to each objectives. Both thematic analysis and statistical analysis through Excel and SPSS version 20 were employed in the analysis.

The overall objective of this study was to evaluate organization change at Chilanga Cement, examining different types, the influence on employees and strategies for proficient change management.

This chapter therefore presents the analyzed data under the following headings.

4.2 Demographic characteristics

In this section, the personal details of respondents including their gender, age distribution, years of service and job title will be provided. The demographic information for respondents was as follows;

4.3 Gender

The gender distribution within the surveyed respondents, drawn from Chilanga Cement Ndola Plant, comprised 46 individuals across various age groups. Results indicated that males dominated the study, making up 67.4% of the sample, while females represented 32.6%.

The above data indicates that the majority of the respondents at Chilanga cement plant were male folk. This data is further illustrated in a figure 1 below;

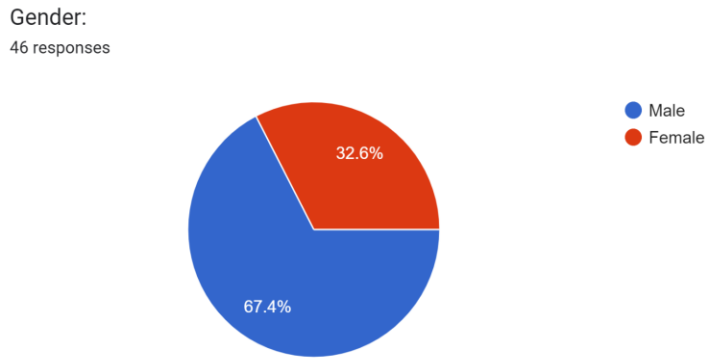


Figure 1: Gender composition (source- field data 2023).

4.4 Age group distribution

The study included different age groups from the sample size of 46 within Chilanga Cement Ndola Plant with the youngest being between 18-25 years. From the data obtained, the youngest age bracket of below 25 years accounted for 8.9%, 26 years to 35 years 55.6%, 36 years to 45 years had 28.9% while 46 to 55 were 4% and 56 years and above were 2.6% respectively. This data has been presented in table 1 below.

Age		Percent	Valid Percent	Cumulative Percent
Valid	18-25	8.9%	8.9%	8.9%
	26-35	55.6%	55.6%	64.5%
	36-45	28.9%	28.9%	93.4%
	46-55	4.0%	4%	97.4%
	Above 56	2.6%	2.6%	100%
	Total	100.0	100.0	

Table 1: Age distribution (Source-Field data 2023).

4.5 Job title

The table below shows the distribution of job titles for the sampled survey at Chilanga cement plant which was dominated by sales representatives representing 8.6% while Laboratory technicians coming second with 6.5% with customer service executives, Engineer, Manager, electrical supervisor and plant planner coming third respectively in shared tie as illustrated in table 2 below;

Job title		Distributi on	Percent	Valid Percent	Cumulative Percent
Valid	Sales representative	4	8.6%	8.6%	8.6%
	Lab technician	3	6.5%	6.5%	15.1%
	Customer Service Executive	2	4.35%	4.35%	19.45%
	Engineer	2	4.35%	4.35%	23.8%
	Manager	2	4.35%	4.35%	28.15%
	Electrical supervisor	2	4.35%	4.35%	32.50%
	Transport planner	2	4.35%	4.35%	36.95%
	Junior Electrical Engineer	1	2.17%	2.17%	39.12%
	Domestic retail manager	1	2.17%	2.17%	41.29%
	Lab Technologist	1	2.17%	2.17%	43.46%
	End user analyst	1	2.17%	2.17%	45.63%
	Weighbridge Operator	1	2.17%	2.17%	47.8%
	Kiln Coach	1	2.17%	2.17%	49.97%
	Superintendent	1	2.17%	2.17%	52.14%
	Electrical Inspector	1	2.17%	2.17%	54.31%
	Delivery Manager	1	2.17%	2.17%	56.48
Payables Accountant	1	2.17%	2.17%	58.65%	

Credit Controller	1	2.17%	2.17%	60.82%
Electrician	1	2.17%	2.17%	62.99%
Safety Officer	1	2.17%	2.17%	65.16%
End User Support Assistant	1	2.17%	2.17%	67.33%
Maintenance Planner	1	2.17%	2.17%	69.5%
Production Superintendent	1	2.17%	2.17%	71.67%
Accountant	1	2.17%	2.17%	73.84%
Draughtsman	1	2.17%	2.17%	76.01%
Junior Mechanical Engineer	1	2.17%	2.17%	78.18%
Mechanical Supervisor	1	2.17%	2.17%	80.35%
Account Receivable Officer	1	2.17%	2.17%	82.52%
Shift Manager	1	2.17%	2.17%	84.69%
HR Officer	1	2.17%	2.17%	86.86%
Order Executive	1	2.17%	2.17%	89.03%
Customer Service	1	2.17%	2.17%	91.2%
Sales Manager	1	2.17%	2.17%	93.37%
Quality Coordinator	1	2.17%	2.17%	95.54%
Manager Industrial and Infrastructure	1	2.17%	2.17%	97.71%
Eco supervisor	1	2.17%	2.17%	100%
Total	46	100.0%	100.0%	100%

Table 2: Job titles (source-field data 2023)

4.6 Departments

The study was conducted across all the main departments within Chilanga cement plant from which data was collected with commercial department representing 21.7% while maintenance department 26.1% leading the departmental composition. Table 3 below shows the departmental composition from which respondents were drawn.

Department		Percent	Valid Percent	Cumulative Percent
Valid	Maintenance	26.1%	26.1%	26.1%
	Commercial	21.7%	21.7%	47.8%
	Production	13%	13%	60.8%
	Procurement	10.9%	10.9%	71.7%
	Quality	10.9%	10.9%	82.6%
	Logistics	8.7%	8.7%	91.3%
	Human resource	5.1%	5.1%	96.4%
	Finance	3.7%	3.7%	100%
	Total	100.0	100.0	

Table 3: Departments (Source- Field work 2023)

4.7 Years of service at Chilanga cement

The study was conducted and ascertained the number of years served for each of the respondents. Data was arranged between 4 months to 1 year, 2-3 years, 4-5 years and 6 years and above. From the analyzed data employees who have served between 2-3 years accounted for 32.6 %, 4-5 years representing 21.7%, 4 months to 1 year 19.6% and above 6 years representing 26.1%. This data set has been presented on a pie chart as figure 2 below;

Years of Service at Chilanga Cement:

46 responses

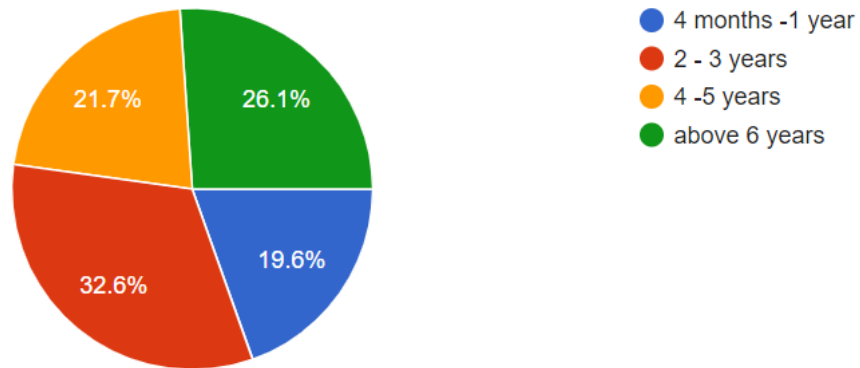


Figure 2: Years of service (source field data 2023)

4.8 Implemented change at Chilanga cement

Chilanga cement has over the years been implementing some strategic changes to cope up with the changing environment and also in a bid to remain competitive in the face of competition. From the data collected, it is observed that Chilanga Cement has had some strategic changes over the years among them restructuring, policy change, cultural changes, technological change, product change, departmental change and rebranding over the years. This data is presented in a bar chart figure 3 below to depict these changes and how frequent the company has adopted them.

Indicate which of the following types of change have been implemented at Chilanga Cement by selecting all that apply.

46 responses

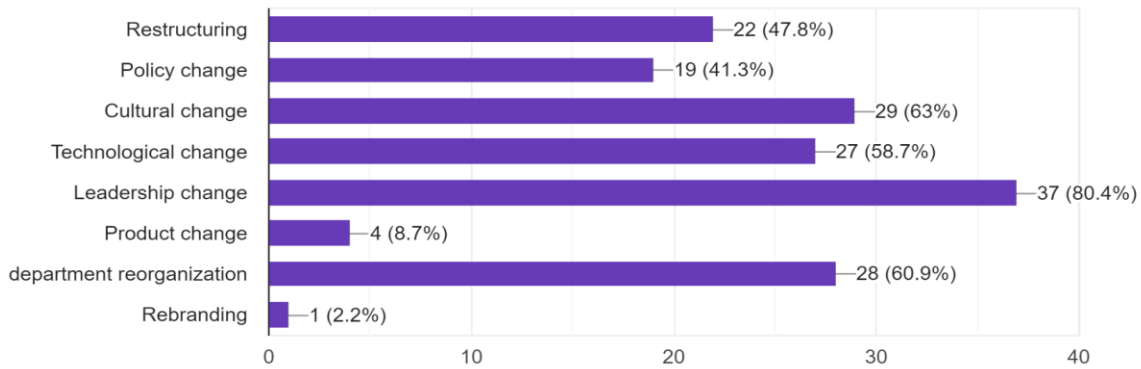


Figure 3: implemented strategic change (source field data 2023)

4.9 Communicated change before implementation

From the survey, respondents were asked on whether change was communicated prior to implementation at all levels. It was observed that communication was made to employees accounting for 80.4% while respondents that felt change was not communicated represented 19.6%. This data has further been displayed in a pie chart marked as figure 4 below;

Were the reasons for change communicated by the business before its implementation ?

46 responses

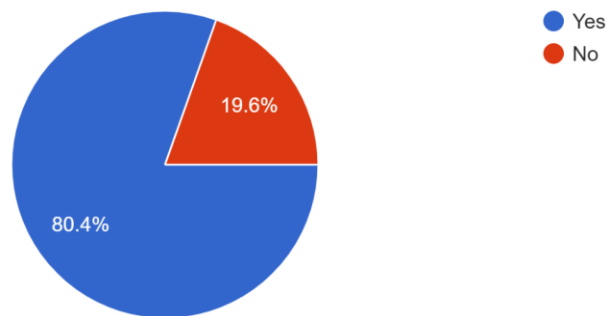


Figure 4: Communication of change (source- field data 2023)

4.10 Information on adequacy of reasons for change

Respondents were tasked to provide their responses regarding whether or not they were adequately informed about reasons for adopted changes within Chilanga Cement. Their responses were dominated by affirmative which accounted for 63% while the No responses were 26.1% and the maybe represented 10.9% .This has further been indicated in figure 5 below;

Were you adequately informed about the reasons behind the change ?
46 responses

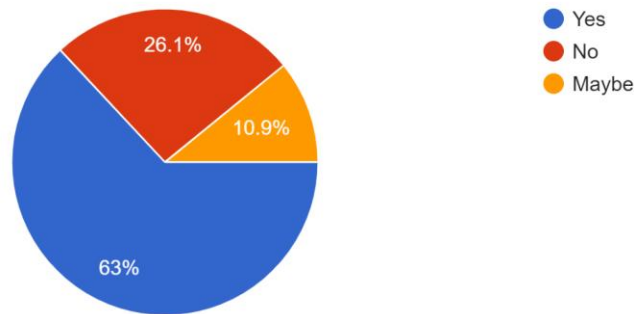


Figure 5: Adequacy on information as reason for change (source-field data 2023)

Further, the yes responses had a follow-up inquiry on to what extent respondents felt adequately informed. The responses are further displayed in figure 6 below.

If yes, to what extent did you feel adequately informed about the reasons behind the change ?
(Select one option).
35 responses

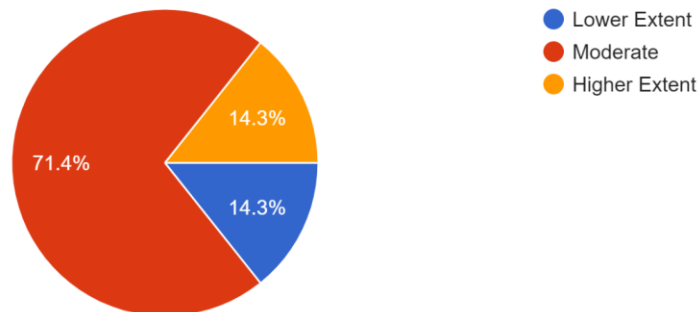


Figure 6: Adequacy of information: (Source- field data 2023)

4.11 Preparedness for change

Like any change which takes place at any organization, preparedness is one of the key components in so far as effective change implementation is concerned. The study ascertained the level of adequacy on the preparedness for change. The findings reveals that 52.2% were of the view that they were not prepared while 32.6% showed they were prepared for change while 15.2% indicated they were not sure. Further, this data has been presented on figure 7 below;

Were you adequately prepared for the change ?

46 responses

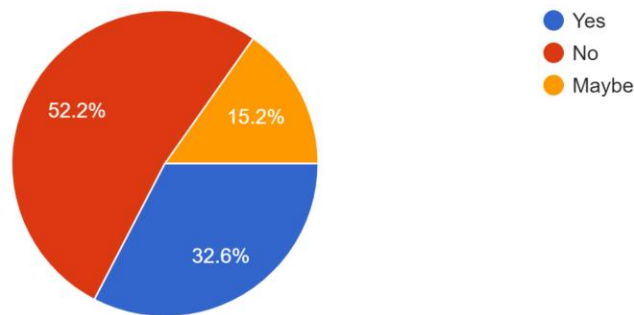


Figure 7: preparedness for change (source field data 2023)

4.12 Changes in day to day responsibilities

Respondents were asked on whether they had noticed change in their day to day or well- being after change was implemented. While responses have been tabulated on figure 8 below, it is has been observed that 71.7% where of the view that indeed they had noticed change in their day to day responsibilities while 28.3% indicated that they had not noticed it at all.

Have you noticed a change in your day-to-day responsibilities or well-being since change was implemented ?

46 responses

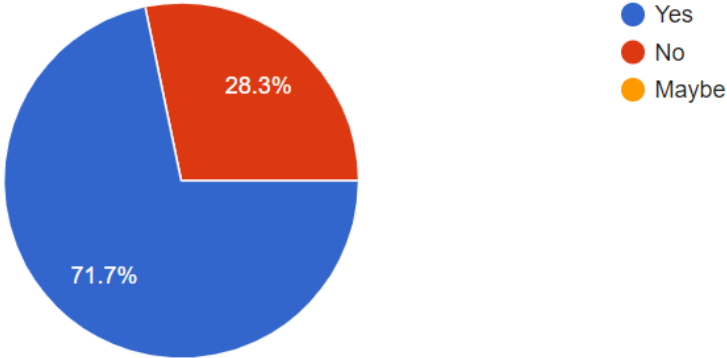


Figure 8: observation of change in day to day responsibilities (source- field data 2023)

4.13 Overall impact of change

In this study, the overall impact of change was ascertained. The responses indicate that 73.9% were positive, 19.6% very negative while 6.5% reveals that the impact of change was very positive. These results have been displayed in a figure 9 in form of a pie chart below;

How would you rate the overall impact of change on your day-to-day work? Select one.

46 responses

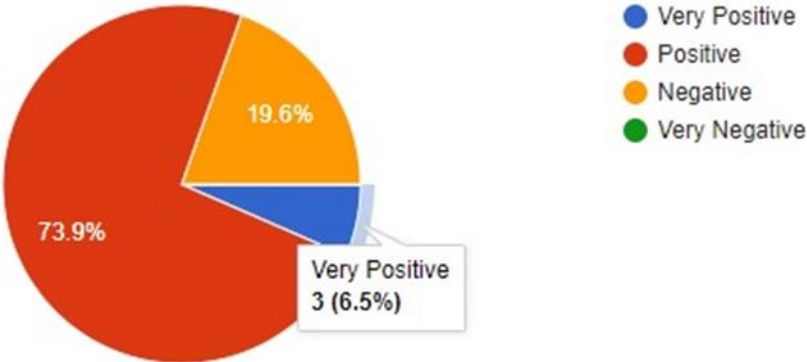


Figure 9: impact of change (source- field data 2023)

4.14 Change management strategies

The research question sought to uncover whether or not there were some strategic change management that had been implemented at the business plant by Chilanga Cement in Ndola. The results indicate that 67.4% in affirmation while 17.4% shows that no strategic management changes had been implemented with 15.2% being unaware of any changes that had been implemented at the plant. These results are shown in figure 10 below;

Were there any change management strategies implemented by the business ?
46 responses

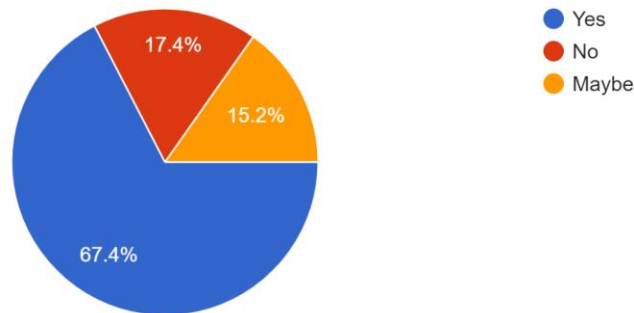


Figure 10: implemented change management strategies (source –field data 2023)

Further, the study reveals a number of change management strategies that have been implemented among them training and development, counseling, employee involvement, leadership support, flexible and bringing Chinese interpreters at the plant.

While it has been observed that change management could have been better if it was constant, there has not been much change in strategic management. These findings are tabulated in table 4 below.

Implemented change management		Percent	Valid Percent	Cumulative Percent
Valid	Training and development	38.5%	38.5%	38.5%
	Employee involvement	33.3%	33.3%	71.8%
	Leadership support	12.8%	12.8%	84.6%
	Flexible work environment	10%	10%	94.6%
	Introduction of Chinese interpreters	5.4%	5.4%	100%
	Total	100.0	100.0	

Table 4: Implemented change management (Source-field data 2023)

4.15 Benefits derived implemented change

In this study, it has been found that a number of benefits have been derived from implemented change. Among them is improved productivity with 36.4%, employee engagement at 36.4%, job satisfaction at 11.4% while other unspecified benefits represents 15.9%.Figure 11 below shows the results.

What benefit did you derive from the implemented change strategy ?

44 responses

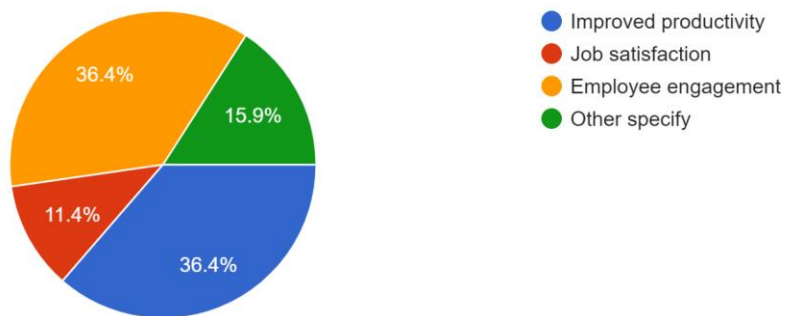


Figure 11: Benefits from implemented change (source- field data 2023)

4.16 Rating of implemented change strategies

The overall change management strategies implemented were rated by the respondents. The results reveal in table 5 below; 76.7% as effective, 18.6% ineffective while 4.7% represents highly ineffective.

Overall change management rating		Percent	Valid Percent	Cumulative Percent
Valid	Effective	76.7%	76.7%	76.7%
	Ineffective	18.6%	18.6%	95.3%
	Highly ineffective	4.7%	4.7%	100%
	Total	100.0	100.0	

Table 5: Overall rating of implemented change (source –field data 2023)

4.17 Opinion on effective change management strategy

In this study, an opinion was sought to what could be the most effective change management strategy at Chilanga cement. Table 6 below shows what the respondents thought could constitute effective change management strategy

Overall change management rating	Distribution	Percent	Valid Percent	Cumulative Percent
Training & Development	8	17.4%	17.4%	17.4%
Employee engagement	4	8.70%	8.70%	26.1%
Effective communication	4	8.70%	8.70%	34.80%
N/A	3	6.52%	6.52%	41.32%
None	3	6.52%	6.52%	47.84%
Training & involvement	3	6.52%	6.52%	54.36%
Cultural change	2	4.35%	4.35%	58.71%
Team work	2	4.35%	4.35%	63.06%
Continuous engagement	2	4.35%	4.35%	67.41%
Leadership change	2	4.35%	4.35%	71.76%
Technological change	2	4.35%	4.35%	76.11%
Employee engagement	2	4.35%	4.35%	80.46%
Employee suggestion	2	4.35%	4.35%	84.81%
Employee sensitization	1	2.17	2.17	86.98%
Early engagement	1	2.17	2.17	89.15%
Leadership support	1	2.17	2.17	91.32%
Flexible work environment	1	2.17	2.17	93.49%
Locals empowerment to operate machines not foreign nationals	1	2.17	2.17	95.66%
Inspire employees	1	2.17	2.17	97.83%
Windfall strategy	1	2.17	2.17	100%
Total	46	100%	100. %	100%

Table 6: Opinion on effective change management (source-field data 2023)

4.18 Chapter Summary

This chapter delved into data analysis and findings, which were illustrated through tables, bar charts, and pie charts. The analysis drew from responses provided by 46 participants who completed the questionnaires at Chilanga Cement, Ndola Plant. The chapter examined the findings in alignment with the study's objectives, utilizing the collected data for analysis.

CHAPTER 5

DISCUSSION OF FINDINGS

5.1 Overview

This chapter discusses the findings of the study vis-à-vis the specific objectives of the study. The general objective of the study was to evaluate organization change at Chilanga Cement, Ndola Plant examining different types, the influence on employees and strategies for proficient change management.

The study's specific objectives included an examination of various types of organization change implemented at Chilanga Cement, to evaluate the influence of organization change on employees at Chilanga Cement and to determine effective change management strategies implemented at Chilanga Cement.

5.2 Types of organization change implemented at Chilanga Cement

The first objective sought to examine various types of organization change implemented at Chilanga Cement. In addressing this objective, a number of research questions were developed and responses recorded accordingly.

Any change which takes place at any organization, preparedness is one of the key components in so far as effective change implementation is concerned. The study reveals the level of adequacy on the preparedness for change, 52.2% were of the view that they were not prepared for change while 32.6% showed they were prepared for change while 15.2% indicated they were not sure. The researcher is of the view that preparedness and communication is paramount at all stages of any strategic change process. From the results, it is clear that Chilanga Cement has not prioritized preparations and communication for change programs.

As noted by Mabasa and Flotman (2022), Chilanga Cement has consistently undertaken strategic changes over time to adapt to evolving environmental dynamics and maintain competitiveness amid competition pressures. Among these strategic changes, the institution has undergone restructuring, policy modifications, cultural adjustments, technological advancements, leadership transitions, product innovations, departmental transformations, and rebranding initiatives.

The findings suggest that Chilanga Cement has prioritized investments in leadership, cultural, and technological changes. Leadership change took precedence at 80%, followed by cultural and

technological transformations. These findings align with observations made by Kayukwa (2022) and Mutumba (2018) in their respective research studies.

5.3 Influence of organization change on employees at Chilanga Cement

In understanding the influence of change on employees at Chilanga cement plant, the researcher starts by measuring the adequacy and preparedness for change. Organization changes that takes place in institution either takes positive or negatives depending on the preparedness and communication that takes place within an institution. The goal of every institution is to ensure it succeeds in any change programs which it elects to undertake at any level. This therefore requires that the respondents are probed to ascertain the adequacy of information flow.

As revealed, the 'affirmative' accounted for 63% while the 'No' responses stood at 26.1% and the 'maybe' represented 10.9%. From these results, the researcher is of the view that there was lack of preparedness and communication prior to any change that took place within Chilanga Cement. In addition, the survey data indicates that 63% of the respondents believed that the reason for change was communicated, which is consistent with the findings of Nyasha's study, where most respondents affirmed that the vision for change was conveyed to employees.

The influence of organization change has been revealed through the benefits that have been derived from implemented change. Among them is improved productivity with 36.4%, employee engagement at 36.4%, job satisfaction at 11.4% while other unspecified benefits represents 15.9%. Therefore, improved productivity and employee engagement are the top influences and benefits derived from strategic changes which takes place at Chilanga Cement Plant.

Employees' reactions to organization change are affected by transformational leaders, who foster employees' readiness for and commitment to change and motivate them to act in support of the change. This is in line with Stefanie (2018) observance and findings on the subject matter.

Further, the overall impact of strategic change on the employees of Chilanga Cement indicate that 73.9% as positive, 19.6% as negative while 6.5% reveals that the impact of change was very positive. These results signify a significant impact on the overall implementation of strategic changes at Chilanga Cement, suggesting that change has indeed influenced and greatly affected the organization's performance. This aligns with Bilal (2020) findings, whose study on the impact of organization change on employees in the banking sector of Pakistan, revealed that organization

change has a positive significant impact on employees. The researcher further added that technological, leadership, and cultural changes in that order highly impact employees in Banks which are some of changes implemented at Chilanga Cement.

In a similar vein, respondents were asked on whether they had noticed change in their day to day or well-being after change was implemented, it is has been observed that 71.7% where of the view that indeed they had noticed change in their day to day responsibilities while 28.3% indicated that they had not noticed it at all. This therefore implies that strategic changes are observed, seen or manifested in employee's day to day operations.

5.4 Effective change management strategies implemented at Chilanga Cement

In order to address this objective, the research question was developed and sought to uncover whether or not there were some effective strategic change management that had been implemented at Ndola plant by Chilanga Cement plant. The results indicate 67.4% in affirmation while 17.4% shows that no strategic management changes had been implemented with 15.2% being unaware of any changes that had been implemented at the plant.

On the effective change management strategies implemented, the rating indicated 76.7% as effective, 18.6% ineffective while 4.7% represents highly ineffective. From these results, it is clear to deduce that indeed there is effective change management strategies implementation at Chilanga Cement. Further, the study reveals a number of change management strategies that have so far been implemented among them training and development, counseling, employee involvement, leadership support, flexible and bringing Chinese interpreters at the plant.

The researcher observes that in line with Sayed etal (2018), Change is crucial for organizations in growing, highly competitive business environments. Theories of change describe the effectiveness with which organizations are able to modify their strategies, processes, and structures. The action research model, the positive model, and Lewin's change model indicate the stages of organization change. These strategies as observed by previous scholars indicate consistency in the change implementation and guarantee of effective and desired change within an institution.

Furthermore, the researcher notes that the results indicate that effective change management demonstrates crucial elements such as employee involvement and participation, along with effective communication of change, which in turn leads to a lack of resistance to change. Sayed

(2018) also observed this critical component regarding effective strategy implementation. Well it has also been observed that change management could have been better if it was constant, an indication that constancy is required in as far as effective change management is concerned.

5.5 Summary of the findings

Chapter Five has provided an overview of the findings of the study. It discussed the findings regarding an examination of the various types of organization change implemented at Chilanga Cement which was aided by various research objectives developed. The study's specific objectives included an examination of various types of organization change implemented at Chilanga Cement, to evaluate the influence of organization change on employees at Chilanga Cement and to determine effective change management strategies implemented at Chilanga Cement. The overall impact of organization change on the employees of Chilanga cement shows a 73.9% positivity rate. The implemented Change encompass restructuring, policy adjustments, cultural shifts, technological advancements, leadership transitions, product innovations, departmental transformations, and rebranding initiatives, reflecting effective organization change implementation at the plant.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 Overview

This chapter summarizes the major findings of this study. Conclusions and recommendations are drawn based on data gathered in the previous chapters.

6.2 Conclusion

Organization change on employees often yields a variety of results usually influenced by factors such as the nature of the change, the organization culture, context and circumstances under which change management plans and implementation is developed.

Based on the identified patterns regarding the changes implemented by Chilanga Cement Ndola Plant, and their impact on employees, the research concludes that despite recommendations for strategic changes deemed suitable for the organization, there was no evidence of employee resistance to organization change, especially when it entailed significant shifts in leadership, processes, or culture. Typically, such resistance manifests in decreased morale, heightened stress, and diminished productivity. However, this is not evident at Chilanga Cement Ndola plant, evidently due to effective communication and engagement before implementing any changes.

Organization change significantly impacts employee morale and job satisfaction. In this study, change is viewed positively and managed effectively, leading to enhanced morale and job satisfaction by offering growth opportunities, development prospects, and a sense of purpose. Nevertheless, while some employees find it challenging to adapt to change, others display high levels of adaptability and resilience. The research suggests that individual variations in personality traits, coping mechanisms, and prior experiences with change, influence how employees react to organization change. It concludes that effective leadership and communication are crucial during periods of organization change. The research indicates that employees are more inclined to accept and support change initiatives when they perceive leaders as transparent, empathetic, and actively involving them in the change process.

Overall, this research underscored the importance of proactive change management strategies that prioritize effective communication, employee engagement, and support to mitigate potential negative consequences and facilitate successful adaptation to change.

6.3 Recommendations

Based on the conclusions drawn from research on the effects of organization change on employees at Chilanga Cement PLC Ndola Plant, the researcher has developed a number of recommendations from the study. Below are some of the recommendations for organizations for the study;

6.3.1 Develop a Comprehensive Change Management Plan

The company must prioritize the development of a robust change management plan that outlines clear objectives, strategies, and timelines for implementing the change and ensure that the plan addresses potential challenges that includes mechanisms for measuring progress and addressing employee concerns. In as much as the results point to successes, the negative sentiments suggests a comprehensive change management plan so as to ensure strategic changes yields intended results.

6.3.2 Communicate Transparently and Frequently

Effective communication is essential during periods of organization change. Arising from the observed pattern of results on the negative responses, the organization is advised to be as transparent as possible about the reasons for the change, the expected impact on employees, and the timeline for implementation. Further, a provision for opportunities for employees to ask questions, share feedback, and participate in the decision-making process must be encouraged.

6.3.3 Engage Employees in the Change Process and training

The organization must always endeavor to involve employees in the planning and implementation of the change to foster a sense of ownership and commitment. Solicit their input, ideas, concerns, and incorporate their feedback into decision-making processes wherever possible. Empower them to be change agents within their teams and departments. Offering of training and development opportunities to help employees build the skills and competencies needed to adapt to the change successfully is ideal and this could be by way of provision of ongoing support, coaching, and resources to help employees navigate any challenges or obstacles they may encounter during the transition period.

6.3.4 Address Employee Concerns and Resistance

Chilanga Cement PLC Ndola must ensure they take proactive steps to address employee concerns and resistance to change. Listen empathetically to their perspectives, acknowledge their feelings, and provide reassurance and support where needed and offer opportunities for dialogue and collaboration to identify solutions and mitigate resistance.

6.3.5 Promote a Positive Organizational Culture

The company must endeavor to foster a positive organizational culture that values openness, trust, and collaboration. Recognize and celebrate achievements and milestones related to the change initiative. Encourage teamwork, innovation, and continuous improvement to create a supportive environment for employees throughout the change process.

By implementing these recommendations, Chilanga Cement may help minimize the negative effects of organization change on employees and create a supportive environment conducive to successful adaptation and growth.

6.4 Recommendations for future research

For future research on the effects of organization change on employees, the researcher considers the following recommendations to deepen understanding and address emerging issues on the study;

6.4.1 Longitudinal Studies

Conduct longitudinal studies to track the effects of organization change on employees over an extended period. This will allow researchers to examine how employee attitudes, behaviors, and performance evolve over time in response to change and identify any long-term impacts.

6.4.2 Psychological and Behavioral Perspectives

Apply theories and concepts from psychology and behavioral science to understand the psychological and behavioral mechanisms underlying employees' responses to organization change. Explore factors such as cognitive biases, emotional reactions, and social influences that shape employee attitudes and behaviors during periods of change.

6.4.3 Leadership and Change Management Practices

Investigate the role of leadership and change management practices in facilitating or hindering employee adaptation to organization change. Explore leadership styles, communication strategies, and organizational interventions that promote employee engagement, trust, and commitment during change initiatives.

By addressing these research recommendations, scholars can contribute to a more comprehensive understanding of the complex dynamics underlying organization change and inform evidence-based strategies for promoting employee well-being, engagement, and effectiveness during periods of transition.

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APPENDIX

Appendix i: Gantt Chart (Time line)

Sn	Task	Proposed Period
1	Background of the problem of study	14 th - 30 th July, 2023.
2	Literature review & Theoretical framework	4 th - 20 th August, 2023.
3	Methodology	10 th - 30 th October, 2023.
4	Draft Proposal Submissions	2 nd – 30 th November, 2023.
5	Final Proposal Submission	9 th January, 2024.
6	Data collection (issuing & collection of questionnaires)	12 th – 22 nd February, 2024.
7	Sorting and Coding of Responses	23 rd - 25 th February, 2024.
8	Data analysis	26 th February– 3 rd March, 2024.
9	Final Report	5 th March, 2024.

Appendix ii: Research Budget

Activity/Item	Amount ZMW
Internet costs	500
Printing costs (Questionnaires, Introductory & Consent Letters and Final Report)	400
Transport costs	500
Total Expenditure	1400

Appendix iii: Ethical clearance (approval of study)



THE UNIVERSITY OF ZAMBIA DIRECTORATE OF RESEARCH AND GRADUATE STUDIES

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APPROVAL OF STUDY

IORG No. 0005376
HSSREC IRB No. 00006464
REF NO. HSSREC-2024-JAN-025

16th February, 2024

Mr. Matongo Hamunjo
The University of Zambia
P.O. Box 32379
LUSAKA

Dear Mr. Matongo

**RE: “AN ASSESSMENT OF THE EFFECTS OF ORGANISATION CHANGE ON EMPLOYEES:
A CASE STUDY OF CHILANGA CEMENT PLC, NDOLA PLANT”**

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 - 025
Approval and Expiry Date	Approval Date: 16 th February, 2024	Expiry Date: 15 th February, 2025
Protocol Version and Date	Version - Nil.	15 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

Appendix iv: Research Questionnaire

PART A: Demographics

Gender:

Male

Female

Age Group:

Below 25

26-35

36-45

46-55

56 and above

Job Title: _____

Department:

Commercial Production Maintenance Logistics

Human Resource Quality Finance Quarry

Procurement Health and Safety

Years of Service at Chilanga Cement:

4months-1 year

2-3 years

4-5 years

above 6 years

PART B: Change examination.

1. Indicate which of the following types of change have been implemented at Chilanga Cement by selecting all that apply.

a. Restructuring

b. Policy change

c. Cultural change

d. Technological change

e. Leadership change

f. Product change

g. department reorganization

Others (specify) _____

2. Were the reasons for change communicated by the business before its implementation?

Yes

No

3. If yes, what methods were employed to create awareness for the change?

4. Were you adequately informed about the reasons behind the change?

Yes No

5. If yes, to what extent did you feel adequately informed about the reasons behind the change?

(Select one option).

Lower Extent

Moderate

Higher Extent

6. What were your emotions regarding the change? _____

7. Which type of change was the most challenging during implementation?

8. Were you adequately prepared for the change?

Yes No

9. If yes, to what extent did you feel sufficiently prepared for the implemented change??

Lower Extent

Moderate

Higher Extent

PART C: The Influence of organization change on employees:

10. Have you noticed a change in your day-to-day responsibilities or well-being since change was implemented?

Yes No

11. What are some the consequences of change on your day-to-day work responsibilities and well-being?_____

12. How would you rate the overall impact of change on your day-to-day work? Select one.

Very Positive Very Negative

Positive Negative

13. What type of change do you find most beneficial for your work environment?_____

14. Can you share any challenges you have experienced as a result of the implemented change?

PART D: Strategies for change management.

15 Were there any change management strategies implemented by the business?

Yes No

16. If yes, what change management strategies did the business implement? (Select applicable).

a. Training and development

b. Counseling

c. Employee Involvement

d. Leadership Support

f. Flexible work arrangement

g. Other specify_____

17. What benefit did you derive from the implemented change strategy?

Improved productivity

Job satisfaction

Employee engagement

Other specify_____

18. How would you rate the change strategy which was implemented? (Select one option)

1 = Ineffective

2= Highly Ineffective

3 = Effective

4=Highly Effective

19. In your opinion, which change management strategy do you believe would have been more effective for you?_____

20. Describe any additional information or comments you would like to share regarding the effect of organization change on employees at Chilanga Cement? _____

The End. Thank you for your participation!