

**Bindura University
of Science Education**



MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE

GRADUATE SCHOOL OF BUSINESS (GSB)

An Evaluation of change management strategies on organisational performance. A case study of Premier Service Medical Aid Society (PSMAS)

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A dissertation submitted in partial fulfilment of the requirements for the Master of Leadership and Corporate Governance Degree (*MLC*)

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ABSTRACT

This case study aims to evaluate the impact of change management strategies on the organizational performance of Premier Service Medical Aid Society (PSMAS). The study focuses on PSMAS as a case organization and examines the change management strategies implemented during a period of organizational change. The research adopts a qualitative research approach, collecting primary data through interviews with key stakeholders involved in the change management process, including senior management, employees, and customers. Additionally, secondary data from organizational documents and performance indicators are analysed. The evaluation assesses the effectiveness of the change management strategies in various dimensions of organizational performance, such as financial performance, employee satisfaction, customer satisfaction, and operational efficiency. The study also identifies challenges and obstacles encountered by PSMAS during the change management process and analyses their impact on organizational performance. Based on the findings, the study provides recommendations for enhancing change management practices and improving overall organizational performance. The insights gained from this case study contribute to the existing knowledge on change management and its influence on organizational performance, specifically within the context of PSMAS and the healthcare industry.

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CHAPTER 1

1.0 INTRODUCTION

The chapter outlines a problem that must be solved and introduces the investigation. Additionally, it summarizes the study's goals and research questions, develops a hypothesis that will be put to the test, and describes the size and relevance of the research. The proposal also defines essential words, identifies any restrictions or limitations on the study, and gives background information on the topic's historical development. It also discusses methodology to be used as well as review of previous studies on subject.

1.1 Background of the study

In the global business landscape, firms face unique challenges and environmental forces that necessitate the development of appropriate response strategies (Dahlvig, 2020). These challenges arise from factors such as globalization, technological advancements, and changing consumer preferences. To navigate these complexities, organizations must adapt and implement effective change management strategies (Bruçaj, 2020). Leadership plays a crucial role in driving successful change initiatives (Bruçaj, 2020). However, there is a significant knowledge gap regarding the impact of change management strategies on overall firm effectiveness, highlighting the need for further research in this area.

In many continents, including Africa, firms are increasingly recognizing the importance of change management strategies in responding to dynamic environmental dynamics (Kosta, Tsirikas, & Katsaros, 2020). Governments and the public often set stringent performance standards, leading enterprises to undertake various transformation efforts (Kosta et al., 2020). These efforts aim to enhance effectiveness, adapt to external changes, improve service delivery, ensure quality, streamline operations, control costs, and increase revenue generation (Bouckenoughe, 2020). However, the success of such initiatives is not guaranteed, and negative consequences can arise if change management is not effectively implemented (Abbas & Asghah, 2018).

Within specific regions, such as Premier Service Medical Aid Society (PSMAS), change management strategies become particularly relevant for evaluating their impact on organizational performance. PSMAS operates in a complex healthcare environment where change initiatives are crucial for improving service delivery, operational efficiency, and cost control. The success of these initiatives relies on effective change management practices and leadership (Dahlvig, 2020; Bruçaj, 2020). However, there is a lack of comprehensive research examining the evaluation of change management strategies and their specific effects on PSMAS's organizational performance.

In the context of PSMAS, a comprehensive evaluation of change management strategies and their impact on organizational performance is essential. Change initiatives within PSMAS hold the potential to bring growth, development, and improved outcomes while also introducing risks and challenges (Chelsey, 2020). However, the adverse effects of poorly managed change can result in wasted resources, unexpected costs, and decreased productivity (Abbas & Asghah, 2018). Understanding the factors that contribute to the success or failure of change management strategies within the specific country context of PSMAS is crucial for informing future practices and achieving sustainable organizational effectiveness.

In summary, the international, continental, regional, and country contexts provide a backdrop for the study's focus on evaluating the impact of change management strategies on the organizational performance of Premier Service Medical Aid Society (PSMAS). The literature highlights the importance of effective change management practices, leadership, and the potential risks and benefits associated with change initiatives. However, further research is needed to comprehensively understand the specific effects of change management strategies on PSMAS's organizational performance within its unique healthcare environment.

Positive or negative change will constantly affect individuals that are involved in the firm. Change brings development and growth to different firms through the development of fresh connections, abilities, and operations, whilst presenting hazards for others (Chelsey, 2020). According to Abbas & Asghah (2018), the adverse impacts of change frequently cause firm's change programs to fall short of their objectives. These unfavourable effects can involve

wasted resources, unforeseen costs, and decreased productivity. Several studies have revealed that most transformation initiatives fail with an overall loss rate of about 75%.

1.2 Statement of the problem.

Change methods to boost productivity and accomplish corporate objectives. Medical aid societies that seek to improve program effectiveness through strategic change management practices have seen similar trends. Participation in strategic long-term change management is nevertheless regarded with scepticism when thinking of its significance for firm's performance because medical assistance firms, like PSMAS, have little funding. The perceived advantages of adopting a change management strategy are still up for debate, contrary to the international literature on how implementing these methods affects company performance. For instance, Krukowski, Raczyska, and Escher (2021) note in their study on understanding change management that a common criticism against change management tactics is that they produce documents that businesses neglect or fail to effectively use.

Bridges (2019) examined the circumstances surrounding businesses' failure to execute their strategic plans. Firms face the challenge of a lack of appreciation for the functions of change management strategic changes, as well as insufficient budgetary allocations for strategy implementation, according to the findings. However, other factors influencing strategic plan execution were not directly examined in this study.

Atieno and Kyongo (2020) conducted investigation into staff views of the impact of methods for managing change on the efficiency of firms and found that the metrics used to measure government performance were extremely personal and erratic. Additionally, the Southern Regional studies found no connection between enhanced firm's performance and change management or plan execution. Conversely, the standards used to evaluate the performance of the government were very subjective and imprecise.

The association between multimodal change management strategy approaches and company performance was examined in Zimbabwe by Nyaungwa, Linganiso, and Korodia (2015). Their analysis revealed no connection between enhanced performance at work and the execution of strategy.

Previous studies have only partially explored the connection between the implementation of a change management strategy and a firm's success by examining specific components. However, the significance of change management methods in determining a firm's success remains undisputed, leading to further investigation. This research aims to examine the influence of change management methods on the performance of Premier Service Medical Aid Society. This objective gives rise to the following research question: "How do change management methods affect the success of Premier Service Medical Aid Society?"

1.3 Aims and Objectives of the study.

Thrust of this research was an evaluation of strategies used on change management on organisational performance.

The study's specific objectives will be to:

- i. evaluate change management strategies on organisational performance at PSMAS.
- ii. gather the key factors affecting effectiveness of change management at PSMAS.
- iii. examine the efficacy of implementing change at PSMAS.
- iv. assess the impact of change management on PSMAS performance.

1.4 Research Questions

- i. How does change management strategies affect firm's performance at PSMAS?
- ii. What factors influence change management effectiveness at PSMAS.
- iii. How is change in an organisation implemented in the case of PSMAS?
- iv. What is impact of change management on performance of an organisation?

1.5 Research Hypothesis

These hypotheses shall be proposed for the study.

H0: Change management strategies has a significant on organisational performance.

H1: Change management strategies has no significant on organisational performance.

H0: Some factors have a significance on influencing effectiveness of change management.

H1: Some factors have no significance on influencing the effectiveness of change management.

H0: Change implementation is significant to PSMAS.

H1: Change implementation has no significant to PSMAS.

H0: Change management has an impact on organisational performance.

H1: Change management has no impact on organisational performance.

1.6 Scope of the Study

The scope of this study focuses on evaluating the effects of change management methods on the performance of Premier Service Medical Aid Society (PSMAS). The study primarily relies on a poll conducted among employees who work for PSMAS to gather data and insights.

Participants: The study will involve employees who are currently working for PSMAS. The sample will be selected from different departments and levels within the organization to ensure a diverse representation.

Change Management Methods: The study will examine various change management methods implemented by PSMAS during a specific period of organizational change. This may include strategies such as communication plans, training and development initiatives, employee engagement programs, and leadership support.

Performance Evaluation: The evaluation will focus on assessing the impact of change management methods on organizational performance. Key performance indicators such as financial performance, employee satisfaction, customer satisfaction, and operational efficiency will be considered.

Data Collection: The primary data for this study will be collected through a poll administered to the selected employees of PSMAS. The poll will include structured questions related to change management methods and their perceived effects on organizational performance. Additionally, open-ended questions will allow participants to provide qualitative insights and suggestions.

Data Analysis: The collected data will be analysed using appropriate statistical techniques to identify patterns, correlations, and trends. The qualitative responses will be analysed thematically to extract key themes and insights.

Limitations: The study's scope is limited to employees of PSMAS, and the findings may not be generalizable to other organizations or industries. The research relies on self-reported data from employees, which may be subject to biases or limitations.

Ethical Considerations: The study will adhere to ethical guidelines, ensuring participant confidentiality and informed consent. The research will be conducted with the necessary permissions and approvals from relevant authorities within PSMAS.

By focusing on the poll responses from employees, this study aims to provide valuable insights into the effectiveness of change management methods employed by PSMAS and their impact on the organization's performance. The findings can contribute to improving change management practices and enhancing overall organizational effectiveness.

1.7 Significance of the study

The results of the research have the potential to benefit a variety of individuals, such as:

1.7.1 Academics

This study's findings will be extremely beneficial to the academic community as it will contribute to the limited body of work that currently exists about change management strategies used to implementation in organisations. It could also serve as a basis of new change management techniques that are tailor made to medical aid societies.

1.7.2 The Researcher

The study will help the investigator earn a master's degree in corporate governance as well as leadership. The scholar will be competent to comprehend how change administration methods might affect firm's performance, which is a need for a Master of Leadership and Corporate Governance.

1.7.3 PSMAS Stakeholders

The results of the investigation will serve as reference material for PSMAS management to use if they can be considered while implementing change. The outcomes will be a valuable source of expertise that can be employed as a guide for executing strategic thinking in their firm, allowing management to learn from and strengthen areas where deficiencies were found. PSMAS.

1.7.4 Researchers

Future scholars who are fascinated by this field of study can utilize the findings as a source of inspiration or as a historical study for their subsequent research.

1.8 Research Assumptions

The following assumptions were made:

- i. The targeted to the research questions will display a positive attitude towards the researcher.
- ii. The researcher will be guided by the research ethics until its completion.

1.9 Delimitation of the study

- i. **Focus on Change Management:** The study specifically focuses on examining the impact of change management on the performance of Premier Service Medical Aid Society (PSMAS). It explores how change management strategies influence the organization's performance.
- ii. **Time Frame:** The study's scope is delimited to the period from January 2013 to December 2022. It analyses the change initiatives and their impact on performance

within this specific time frame. Events, changes, and developments that occurred before or after this period are not considered in the study.

- iii. **PSMAS as the Case Organization:** The research is limited to the context of Premier Service Medical Aid Society (PSMAS) as the case organization. The findings may not be directly applicable to other organizations or industries due to variations in governance structures, operational contexts, and industry-specific factors.
- iv. **Performance Metrics:** The study focuses on evaluating the impact of corporate governance on performance, but it does not delve into specific performance metrics in detail. While financial performance, operational efficiency, and other performance indicators may be considered, the study does not extensively analyse each metric separately.
- v. **Data Availability:** The study's findings are dependent on the availability and accessibility of relevant data and information related to change management practices and performance of PSMAS during the specified time frame. Data limitations or incomplete records may affect the comprehensiveness of the study.
- vi. **Ethical Considerations:** The research adheres to ethical guidelines and considerations. The study ensures the privacy and confidentiality of sensitive information and follows ethical protocols for data collection, analysis, and reporting.

These delimitations help establish the boundaries and context within which the study on the impact of change management strategies on the performance of PSMAS is conducted. They provide clarity on the specific focus, time frame, and limitations of the research to ensure accurate interpretation and application of the findings.

1.10 Limitations of the Study

- i. **Generalizability:** The findings of the study may not be generalizable to other organizations or industries beyond Premier Service Medical Aid Society (PSMAS).

The unique characteristics, context, and governance structures of PSMAS may limit the generalizability of the study's conclusions.

- ii. **Data Availability and Quality:** The study's limitations may arise from the availability and quality of data related to change management strategies practices and organizational performance. Incomplete or inaccurate data could impact the reliability and validity of the findings.
- iii. **Time Constraints:** The study's time frame from January 2018 to December 2022 may pose limitations in capturing long-term effects and trends. The short duration may not provide a comprehensive understanding of the relationship between change initiatives and performance.
- iv. **Self-Reported Data:** The study relies on self-reported data, such as a questionnaire which may be subject to biases or inaccuracies. Respondents' perceptions of change management practices and organizational performance may not align with objective measures.
- v. **External Factors:** The study may not account for external factors that could influence organizational performance, such as changes in the regulatory environment, economic conditions, or industry-specific challenges. These factors could have an impact on performance independent of corporate governance practices.
- vi. **Scope of Corporate Governance:** The study focuses on change management strategies practices but may not cover all aspects comprehensively. It may not explore all dimensions of change management.
- vii. **Research Approach:** The study adopts a specific research approach, such as qualitative methods, which may have inherent limitations. For example, qualitative data may lack statistical generalizability.
- viii. **Subjectivity of Performance Evaluation:** Evaluating organizational performance is a complex task, and subjective interpretations or biases may exist in assessing the impact of change management strategies. Different stakeholders may have varying perceptions of what constitutes good or poor performance.

It is important to acknowledge these limitations as they provide insights into the potential constraints and considerations in interpreting the study's findings. Addressing these limitations can guide future research and enhance the understanding of the relationship between change management strategies and organizational performance. The investigation had several problems, including reluctance from readers who were mostly resistant because they were sceptical of the study's aims despite the assurance of their confidentiality and the fact that the findings would only be utilized for educational purposes. Although the researcher hoped that truthful responses would be provided with the peace of mind given to respondents, the reliability of the results hinged on the participants' sincerity.

1.11 Summary

This study focused on evaluating the impact of corporate governance on the performance of Premier Service Medical Aid Society (PSMAS) within the time frame of January 2018 to December 2022. The research specifically examined how corporate governance practices influenced the organization's performance. However, several limitations were identified. The findings may not be generalizable to other organizations or industries beyond PSMAS due to its unique context. Data availability and quality, as well as time constraints, could affect the reliability and comprehensiveness of the study. The reliance on self-reported data and the potential influence of external factors were also acknowledged. The study's scope may not cover all dimensions of corporate governance, and the subjectivity of performance evaluation could introduce biases. Recognizing these limitations helps to provide a clear understanding of the boundaries and considerations in interpreting the study's findings.

Chapter 2: LITERATURE REVIEW

2.0 Introduction

The theory as well as models of change management, the variables influencing change management, the tactics for implementing change, and the effects of change management on company efficiency are all evaluated in this chapter. The theoretical underpinnings of the present investigation, alongside the empirical evaluations, the conceptual framework, and the knowledge gap, will all be covered in this part.

2.1 Theoretical foundation of the study with reference to PSMAS

There are several theories in this study of change management, that tried to elucidate boundaries concerning change management and performance of a firm. The Kurt Lewin Model, the Mckinsey 7s Model, the Kotter Eight-Step Change Model, and the Kubbler Ross Five Stage Model are all examined in this section.

2.1.1 Kurt Lewin Model

Adu (2020) asserts that, Kurt Lewin was a pioneering social psychologist who is well-known for his contributions to the field of firm's change. His work was instrumental in the development of several key theories and concepts that are still widely used by psychologists and change managers today.

One of Lewin's most influential contributions was his three-stage model of change. This model suggests that change in any system, whether it is an individual, group, or entire firm, occurs in three stages: unfreezing, changing, and refreezing (Burnes and Cooke 2023).

According to Burnes and Cooke (2023), during the unfreezing stage, the existing state of the system is analysed, and the forces that maintain the status quo are identified. The changing stage involves the introduction of new ideas, behaviours, and practices, and it is during this stage that the actual change occurs.

The second stage is the transitional stage, which indicates the organisation must enter a period of transition as soon as change is initiated. The change process's success during this phase necessitates adequate leadership and constant reassurance Cummings and Worley (2023)

Adu further discusses that, finally, the system is refrozen, where the new state is solidified and stabilized. Lewin's paradigm has seen widespread use, and change administrators continue to utilize it today. One benefit of Lewin's model, according to Adu (2020), is that the three phases provide a straightforward framework to comprehend and embracing change. The various phases can be simply tweaked and adjusted based on the certain context.

In addition to his three-stage model of change, Lewin also developed the concept of force field analysis. This analytical tool is used to identify and evaluate the forces that act on a system and determine whether they are either helping or hindering progress towards a certain goal. By visualizing a system's driving and restraining forces, people can more effectively plan and implement changes to a system. Overall, Lewin's contributions have significantly impacted the field of firm's change and continue to be relevant today. His models and concepts provide a solid foundation for change management, and as such, his work remains an essential part of the literature on firm's theory and practice (Cummings and Worley 2020).

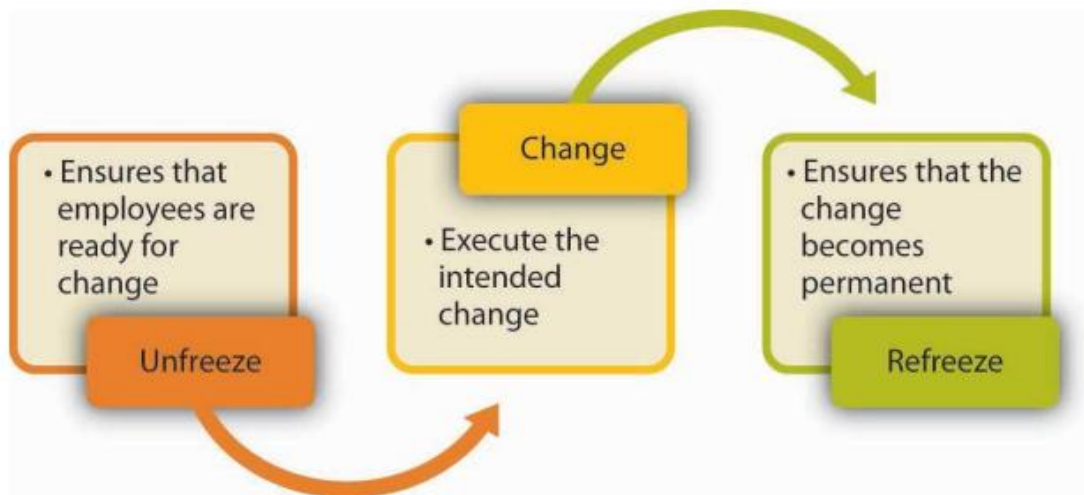


Figure 1.1: Kurt Lewin's three step change model
(https://www.researchgate.net/figure/Kurt-Lewins-change-model_fig1_276847540)

2.1.2 Kubler Ross Five Stage Model

This hypothesis was created by Kubler-Ross in the beginning of the 1960s. The objective was to describe the many phases of severe sorrow. She suggested that there are five separate stages that someone will experience when they learn poor news about their health. Although it was previously used to forecast an alteration in worker productivity after being notified about company modifications, this model is still applicable in the company sector. The following stages are mentioned in the model: denial, rage, bargaining, despair, and tolerance. Alase (2020).

2.1.2.1 Denial

In the very initial stage of the model, a person struggles to digest fresh knowledge but instead mobilizes immune systems to fend off the news. By (2020). The impact is typically seen when an individual's level of efficiency decreases their incapacity to think effectively and behave. Kubler-Ross Elisabeth states that when one decides to stay in disbelief for a lengthy amount of time, this propensity is frequently harmful.

2.1.2.2 Anger

After the news as well as reality have been established and the significance of the knowledge is recognized, explains Kubler-Ross, people frequently search for someone to hold accountable and experience rage in an assortment of ways. The tendency to remain intransigent and aggravated is a characteristic of this phase. Corr, (2020).

2.1.2.3 Bargaining:

After the initial phase of fury has ended, one often postpones the inevitable circumstance by exploring all the possible possibilities. The person will try to negotiate their way out of the issue by developing a discussion to compromise the change targeted at them if the report does not end in death. Either a complete or partial resolution may be found through negotiation, providing relief from the problem (Boonstra, 2020).

2.1.2.4 Depression:

According to (Freeman 2020), This period is characterised by unfavourable emotions, fear, grief, regret, and guilt are among them. One has lost here confidence and is not capable to find some path ahead. Whenever a person has little interest in life due to the fact that is no significance to it for them, that is when their life is at its lowest point in life. At this stage, there is no longer any drive or strength to work.

2.1.2.5 Acceptance:

One submits and acknowledges the circumstances and its implications after realizing that fighting against progress won't help. While an individual advances, there is currently no feeling of joy Beer (2021).

Playing a crucial part in illuminating the grieving process, researchers have challenged this paradigm. Anderson & Anderson (2020) claim that the model is inadequate in comparison to the empirical study and real-world proof that different phases relied on to support the hypothesis. He further asserts that the model is no longer valid or wholly inapplicable to other countries because it was centred on a single civilization during a specific.

2.1.3 Kotter's Change Management Theory

An influential thinker when it comes to enterprise, change and management, (John Paul Kotter). Kotter wrote a book titled "Leading Change" in 1996 that included tactics he thought would produce positive change if applied by companies. An administrator who is motivated by accomplishment and sets impermanent goals as a reaction to a shifting culture is described as "leading change." Ford and others (2021).

Businesses typically employ this tactic survive competitive industry. Kotter asserts that the public's lack of knowledge in certain industries enables impossible forecasting necessity for change, when it is not necessary, which results in company failures. Kotter outlined eight tactics for businesses to avoid "death" and prosper.



Figure 2.2: Illustration of Kotter's 8 Step Model. (www.Iow.nhs.uk)

2.1.3.1 Step one: Create sense of urgency.

Companies should educate employees about the need for pushing themselves beyond their familiar surroundings keeping track of quick results are required to accomplish this It instils a strong desire and determination to consistently make plans and carry them out. swiftly. Management has to remain out to differentiate between genuine eagerness counterfeit urgent guaranteeing that each task is succeeded in by a favourable outcome. Team member's values should be aligned with company values, and this makes successful managers. (Waite et al 2020).

2.1.3.2 Step 2: Creating Guiding Coalition

Putting together a capable, change-focused team refers to creating guiding coalition. Although assignments usually include several change initiatives that are unable to be finished by just one person, they are dealt with by teams. A team that has the "right people" on it will succeed in business. The benefit of this strategy is that it expedites change processes since people

cooperate, which reduces the amount of time needed for decision-making. Worley as well as Cummings (2023).

When putting together the squad, variables must be considered, suggesting that the team must have a certain set of qualities. There must be a team captain to give the other members of the team guidance. To reach reasonable and wise conclusions, it is necessary to every idea put out by members. Credibility must be established by the team for the rest of the business to adhere to and carry out decisions. The group needs flexibility to deal with changes as they occur. The final requirement is that the team provides unfettered flow of information in both directions and prompt resolution of any issues that emerge because communications is the lifeblood of every team. Worley as well as Cummings (2023).

2.1.3.3 Step 3: ‘Developing a Change Vision’

Vision is described by Jellison J (2021) as a hint the likelihood of the company's future outcomes resemble setting apart from history. As stated by Jellison (2021), a clear change vision performs three different tasks, including "encouraging people to act in the right direction, synchronizing the behaviours of individuals, and clarifying holistic decisions." An unimpeded vision considers the situation of the company and get backs by creating attainable goals to justify the firm's principles, both plans and strategies. Consequently, leadership grows a solid comprehensive strategy to achieve objectives. Transformation vision must have direction while being concentrated, flexible, and communicable Worley and Cummings (2023).

2.1.3.4 Step 4: ‘Communicating the vision for Buy-in’.

An idea is like a portrait on partition that requires explanation and conveyed message to audience so that they get an appreciation of what is expected of them so that they can direct the company in the appropriate direction. 2020's Hesselbein. Making sure that people comprehend and accepted that vision is responsible for communication (Farais and Johnson 2020). Poor communication results in carelessness and insufficient action in support of the vision

(Cummings and Nickerson, 2020). It is necessary to reiterate the material and make references to it in a variety of useful contexts, including emails, discussions, and speeches. An average business vision needs to be clear in language, vivid, and simple for people to understand. In this level, leadership behaviour is essential.

2.1.3.5 Step 5: Empowering broad-based action

The verb empower is defined as "to confer power upon by Oxford English dictionary According to Davies & Hanna (2020), removing barriers is the process of enabling people to succeed in line of employment. Obstacles include cumbersome structural supervision procedures. A fundamental barrier refers to problems that one has little influence over within a business. A typical obstacle to task completion is a lack of adequate funding or firm's red tape.

Davies & Hanna (2020), states that, it is the process of reducing obstacles so that people can succeed in their line of employment. The cited obstacles include cumbersome structural supervision procedures. A fundamental barrier refers to problems that one has little influence over within a business. A typical obstacle to task completion is a lack of sufficient resources or firm's red tape.

2.1.3.6 Step 6: Generating Short-Term Wins

Creating short-term goals and prioritising must come first before long term. The teams are encouraged to advance to the next phase when these short-term objectives are accomplished within the time span allotted. They accomplish objectives that assist beat procrastination and succeed (2020).

Cameron and Green (2020), asserts that, objectives must be clear, unambiguous, and in line with the transformation effort if prosperity is to be achieved. The benefit of this is that it helps people appreciate and recognize the fruits of their labour. Employees are typically happy when their labour pays off, which encourages them to work harder. while their morale is raised

(Caddle, 2021). Kotter continues, "Short-term successes generate traction that has the capacity to persuade non-partisan people."

2.1.3.7 Step 7: Do not Let Up

The achievements must not be disregarded, but rather integrated in larger procedure to effect extra change, in accordance with this phase modification process. Employees have a propensity to over celebrate success as they establish a

sluggish attitude of not immediately jumping back into activity. An impetus of the project is lost to be a result, and change reverts (Cummings and Worley, 2021). Transformational managers are noted for launching numerous initiatives which seek to promote fundamental change inside the business rather than devoting excessive amounts of time applauding successes (Hesselbein et al 2020). This is what sets leaders apart from managers (John et al., 2020).

2.1.3.8 Step 8: Make it *Stick*.

Novel processes may develop managing a business. Therefore, leadership must ensure effective procedures are put into place and entrenched in the company's culture. When adopting it into company culture, convincing staff, and managers that the new method of doing business is preferable to the previous one. Worley and Cummings (2023)

Workers can see the accomplishment; leaders must be ready to deal with internal opposition. The best course of action is to openly confront the resistance and draw attention to the shortcomings of the opposing opinion, the novel conduct aims to enhance. We looked at eight steps by Kotter for handling shifts and a few points were brought up. By establishing an impression of urgency before articulating the vision, Kotter starts the first step. According to John et al. (2020), people are less inclined to welcome innovation when the future guaranteed to them. John asserts that it simply conveys a "fake urgency," as contrasted with the assertion about a "true emergency."

2.2 Organisational Strategies

Change management strategies are techniques used by firms to drive change and improve performance. There are various change management strategies employed by firms, including innovation, revenue, service, and process. Innovation as a change management strategy involves introducing new ideas, processes, or products to a firm. The primary goal is to create a culture of innovation that drives continuous improvement. Innovation can come from within the firm or from external sources, such as partnerships with start-ups or other companies.

Revenue, on the other hand, is a crucial aspect of any firm, and driving revenue growth can be a powerful change management strategy. Revenue-related initiatives may include pricing and product changes, implementing new sales strategies, entering new markets, or offering new services.

Service as a change management strategy is focused on enhancing client service and client experience, which can drive significant improvements in firm's performance. This strategy may involve streamlining processes, improving communication, or investing in new technologies that better serve clients.

Finally, process as a change management strategy involves improving internal processes and systems within a firm. This strategy may include reengineering business processes to remove inefficiencies, optimizing supply chain management, or improving resource allocation. In conclusion, change management strategies driven by innovation, revenue, service, and process are all aimed at driving firm's change and improvement in performance. Firms must choose the best strategy or combination of strategies suitable for their specific needs and goals to achieve the desired change.

2.2.1 Innovation

Innovation as a change management strategy has been widely discussed in the academic literature. This strategy involves introducing new ideas, processes, or products to a firm with the aim of improving its performance, increasing efficiency, and reducing costs. Several studies

have examined the link between innovation and change management. For instance, Farias and Johnson (2020) suggested that innovation could be a vital tool for managing change in firms. According to them, innovation could help firms to be ready to change environments, remain competitive, and harness their strategic goals.

Other studies have focused on the role of innovation in facilitating firm's change. For example, Ford et.al (2020) argued that innovation could help firms to overcome resistance to change by creating excitement and enthusiasm among employees. Similarly, Hesselbein et.al (2020) suggested that innovation could provide a platform for experimentation and learning, which could help firms to cope with the uncertainties associated with change.

In addition, some researchers have examined the factors which impact the success of innovation as a change management strategy. For example, Jellison (2020) identified several factors that could affect the adoption and implementation of innovation, including firm's culture, leadership, and employee involvement. Similarly, Farias and John (2020) suggested that the success of innovation as a change management strategy could be influenced by factors such as the nature of the innovation, market conditions, and client needs. Overall, the literature suggests that innovation can be an effective change management strategy for firms seeking to be ready to change environments, remain competitive, and harness their strategic goals. However, the success of this strategy depends on several factors, including firm's culture, leadership, and employee involvement.

2.2.2 Revenue / Sales

Caddle (2021) Revenue is a crucial aspect of any firm, and it is necessary to generate and sustain profitability over the long term. As a change management strategy, revenue can serve as a crucial driver for change as it has the potential to transform a firm's operations and stimulate growth. Revenue as a change management strategy has been widely discussed in the academic literature across various fields, including business management, marketing, and finance. One key aspect of revenue as a change management strategy is the need to identify and leverage revenue-generating chances.

In their study on how firms could use revenue as a change management strategy, Cummings and Worley (2021), argue that innovation and growth are important drivers for revenue generation. According to their findings, it is essential for firms to continually identify and exploit revenue-generating chances, which may require rethinking business models, products, and services. Similarly, Cameron and Green (2020) highlights the significance of revenue recognition as a change management strategy. He posits that firms need to be responsive when it comes to recognizing revenue and should be willing to re-examine existing revenue recognition practices to enhance profitability and growth.

To achieve this, firms might need to invest in the right systems and processes, as well as hire the necessary talent to manage revenue accounting. Finally, in a study on revenue management as a change management strategy, Jackson et.al (2020) highlight the importance of integrating revenue management into a firm's overall change management approach. They argue that revenue management can help a firm align key departments, optimize pricing, and effectively allocate resources to improve profitability and competitiveness. In conclusion, the literature suggests that revenue can serve as an important change management strategy as long as a firm identifies revenue-generating chances, is responsive in revenue recognition, and aligns revenue management with its overall change management approach.

2.2.3 Service

Becker and Huselid (2020) argues that service as a change management strategy has received significant attention in the academic literature as an effective way to drive firm's change. The service strategy requires a focus on client needs and a shift from the traditional product-focused approach to a more client-centric approach.

According to Verganti et.al (2021) discusses that a key feature of service as a change management strategy is the emphasis on delivering a high-quality client experience. This requires a deep understanding of client needs and preferences, which is obtained through market research and client feedback. By putting the client at the centre of the firm's operations, service-focused firms can create a culture of continuous improvement that drives innovation and productivity.

Research has shown that service-oriented firms tend to be more agile and responsive to change than their product-focused counterparts. This agility is due in part to the close relationship between the firm and its clients, which makes firms to swiftly identify areas for improvement and get back to changing client needs. Overall, the literature suggests that service is an effective change management strategy for firms looking to be ready to market conditions and stay competitive. By focusing on the client, service-focused firms can create a culture of innovation and continuous improvement that drives long-term success (Ford and Ford 2021).

2.2.4 Process

Process change is a common strategy used in change management to enhance firm's performance. Numerous studies in the academic literature have examined process change as a change management strategy. One of the main benefits of process change is its ability to enhance firm's effectiveness by streamlining processes, reducing costs, and enhancing productivity (Yousef 2020).

According to research, process change can lead to significant improvements in financial performance and service quality. Studies have also found that process change can promote collaboration and create a more positive firm's culture. Implementing process change requires thoughtful planning and communication to ensure that staff members are aware of the changes, their contributions to the (Uhl-Bien 2021). It is important to involve employees in the planning and implementation stages of the change to gain their buy-in. Uhl-Bien further states that, furthermore, research has shown that involving employees in the change process can lead to better outcomes, including increased job satisfaction and improved firm's commitment. This is because employees are more likely to be invested in the success of the change if they feel their opinions and ideas have been heard. Process change can be challenging and requires strong leadership, effective communication, and employee engagement (Beer 2021). However, when implemented successfully, it can have a positive influence on the overall performance of the firm.

2.3 The Concept of Strategy

The concept of strategy refers to a plan of action achieve a certain goal or set of goals. In the context of business, strategy often involves identifying and pursuing competitive advantages that will allow a company to outperform rivals and achieve sustainable growth. Strategic planning involves a structured approach to defining firm's goals, assessing the resources needed to achieve those goals, and developing a plan of action to allocate resources and manage risk. At the heart of any strategic planning process is the development of a clear and compelling vision for the future, along with specific goals and objectives to guide decision-making (Boonstra 2021).

According to Beer and Nohria (2020), effective strategic planning requires a deep understanding of the competitive landscape in which a business operates, including industry trends and competitors' strengths and weaknesses. It also requires an ability to anticipate and get back to changes in the external environment, such as shifts in client needs, technological advances, regulatory changes, and economic conditions.

Strategic management involves the ongoing assessment and adjustment of a firm's strategy in response to changes in the business environment. This includes monitoring progress toward strategic goals, identifying emerging risks and chances, and making course corrections as needed to ensure that the firm stays on track toward achieving its long-term objectives (Cummings and Worley 2021).

2.4 Change management

Change management is a critical issue for firms in today's fast-paced and rapidly changing environment. According to Yousef (2020) change management is the process of planning and executing a set of activities to manage and facilitate change. This can include changes to processes, firm's structure, roles and responsibilities, systems, and technology.

Beer and Nohria (2020) argue that change management is a fundamental part of firm's performance. They suggest that firms that effectively manage change are better able to navigate the complexities of the business environment and are more likely to achieve their goals than those that do not. This is because change management makes firms to adapt to new situations and take advantage of emerging chances.

The effect of managing change on the success of a company has been the subject of many research investigations. For instance, Becker & Huseid (2020) discovered that successful change management enhances a firm's performance. Similar findings were made by Armenakis and Harris (2020), who discovered that effective change administration can support reducing resistance to change, boosting employee morale, boosting output, and fostering creativity. Businesses can employ a variety of tactics to successfully manage change.

The eight-step model of change management, according to Uhl-Ben (2021), consists of a sense of urgency instilling, forming leadership team, strategy formulating, vision, connecting the vision change, equipping staff members acting on vision, producing wins that are short-term, bringing gains together and creating transformation, ingraining new techniques into firm's culture. The adoption of methods for managing changes has also been advised by some studies to support the transition process. Lewin's three-step model from 1951, for instance, proposes that change can be handled by unfreezing the current situation and using new techniques reintegrating the brand-new state. In general, the research indicates that change management is essential to a firm's performance and that organizations that employ successful change management techniques have a greater capacity to adapt to evolving conditions and achieve their objectives.

2.5 Change management Concept

Managing change is a procedure that involves the application of various tools, techniques, and strategies to effectively manage firm's change. According to Armstrong (2020), change management is the systematic approach to preparing and supporting individuals, teams, and

firms to make a change, adopt new strategies and technologies, and implement new business processes. One key element of the change management process is to align the new strategy or change initiative with the overall business objectives.

As stated by Huselid et.al (2021), effective change management involves developing a coherent vision for the future of the firm to help employees understand the rationale for the change and the impact it will have on their work. Another important component of change management is communication. As noted by Guest (2020) effective communication is necessary to ensure that all stakeholders are aware of the change reasons, its ability to impact, and how they fit into the process. This can be beneficial alleviating resistance to change and increase buy-in from employees. Finally, it is important to have a plan for monitoring and measuring the success of change management efforts.

According to Beer and Nohria (2020), monitoring and evaluation regularly can aid identifying identify weak points in the change process and provide for corrections to be made to increase effectiveness. Overall, the literature suggests that effective change management requires a strategic approach that involves aligning the change initiative with overall business objectives, effectively communicating the rationale and impact of the change, and having a plan for monitoring and evaluating success.

2.6 Common types of Firm's Changes

According to Uhl-Biem (2021), the procedure by which an organization transforms its organization, strategy, operational procedures, culture, and technology employed, along with the overall effects of the modifications on the firm, is known as "firm change." Typically, these alterations take place gradually. contrasts between three different types of change: transformative, transitional, and developmental.

2.6.1 Developmental change

It corrects current features of a company by rebuilding skills therefore processes, and it can be planned for or unplanned for. Transitional transformation seeks to accomplish a known

objective that is distinct from the present one. A rigid approach to change, known as a transformational shift, departs from the firm's preconceptions regarding structure and procedures, culture, or objectives.

2.6.2 Unplanned versus Planned Change.

Unexpected organizational occurrences might result in changes that force the people in charge of handling them to react in unpredictable and disorganized ways. Events, novel languages, and customs alone can be credited as the causes (Caddle 2021).

Unwelcome change happens when managers make decisions that are silent and insensitive to the change that is taking place. Additionally, external as well as internal factors may impact change in ways that are out of the managers' control and influence (Cameron & Green 2020). The two justifications offered by Cameron as well as Green for the causes of both anticipated as well as emergent changes are as follows. He continues by saying that when managing change, one must pay attention to and-the variables that are within their control.

2.6.3 Episodic Versus Continuous Change

Episodic *vis-a-vi* continuous change is a concept in the field of firm's change, which refers to the way change is implemented in a firm. Episodic change is characterized by a specific and clearly defined interval or timeframe for change, while continuous change is ongoing and incremental (Beer and Nohria 2020).

According to Burnes (2004), episodic change is typically associated with large-scale change programs that are initiated in response to significant internal or external pressures, such as mergers, acquisitions, or major shifts in market conditions. Burnes further asserts that, in contrast, continuous change is associated with ongoing efforts to improve processes, procedures, and systems over time. Research has shown that both types of change have their advantages and disadvantages.

Episodic change is effective in addressing large-scale problems and can provide a clear direction for change efforts, but it also has the potential to be disruptive and lead to resistance from employees (Adu 2020). According to Cummings and Worley (2023), continuous change, on the other hand, is more focused on small, incremental changes that can be easily integrated into daily operations. It is less disruptive and can lead to greater employee engagement over time.

Overall, the literature suggests that a balanced approach to change may be the most effective strategy. Firms should be proactive in identifying chances for continuous change but also be prepared to execute episodic change when necessary. By considering the benefits and drawbacks of each approach, firms can create a change management strategy that maximizes effectiveness while minimizing disruption.

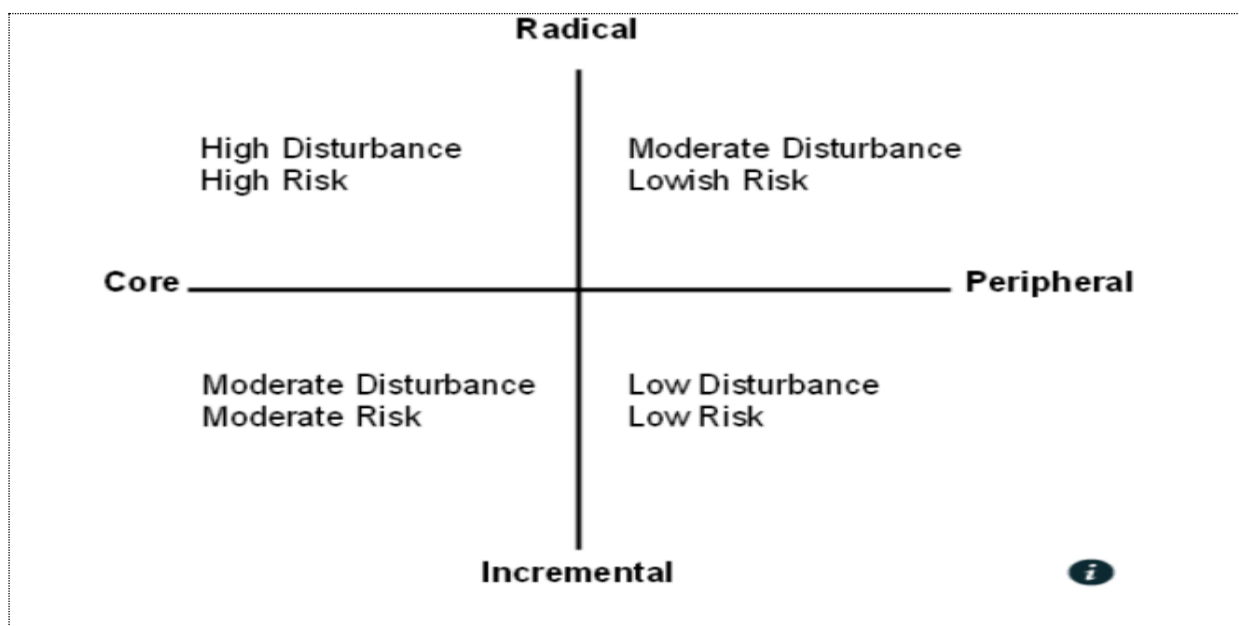


Figure 2.3: Illustration of change traits when plotted on scales.

2.7 Reasons for Change

It is hard to discuss the results of certain changes without first identifying what caused them because the study's theme is change and change management. There are six main factors that

contributed to the transformation at the firm, according to Armenakis and Bedeian (2021), referenced in Anderson and Anderson (2020). Among the modifications are Markets, communication channels, and internet industries have all been impacted by advanced technology.

The entire planet is now regarded as one village; it has transformed into a global village. increased competitiveness across markets. introduction of novel business methods and procedures, Businesses are operating more quickly technology advancements. The complexity of the workplace demands quicker and more efficient solutions (Beer, 2020). The political and economic climates might act as external change agents. Governments may establish new laws, such as banning plastic bags or setting a minimum pay for workers, which will have an effect based on the kind of change made. Burnes (2020) claims that social and technological challenges also influence how businesses change.

ERP, SAP and online shopping platforms streamline work and have emerged as a result of technology improvements. These changes have a substantial impact on how hiring is outsourced and how clients are targeted. Change will result from competitors of a company's behaviour. For instance, the combination of businesses may be necessary to access more supplies.

Social, political, and legal environment, diversification (client happiness pursuit), people and technology (competencies and new skills) are the four main factors identified as driving a firm's evolution (Braun et al. 2021). Therefore, businesses must determine the factors supporting the need for change. Therefore, choosing the right strategy is essential for executing the change because it will lead to success.

2.8 Drivers of Change

The key and ongoing question for management researchers and practitioners has been what motivates corporate change. Finding the series of events that result in the development of change events has shown to be challenging (Braun et al., 2021). A corporation may decide to install a new whole business or structure for some reasons. Eventually management will have to make decisions that are different from how business is normally done, be it for corrective action, to remain informed of market developments, or even to guide forward the company.

Braun et al (2021) claim that, numerous theories have been proposed to explain the cycles and forces behind change, notably ecological and categorical imperatives. R&D spending and interaction with outside knowledge sources, along with firm factors like size, industry, ownership, and location, have all been recognized as significant drivers of innovation activity. Business operations and potential changes are significantly influenced by both internal and external factors. Due to their importance in the final decision-making and execution processes, the politics, power, and culture of the company all have a considerable impact on the change process (Brownes, 2020).

Corr (2020) identifies seven main factors that contribute to change, starting with external factors and moving toward internal factors. He said that while assessing the underlying reason for the shift and the extent of the change's impact, typically leaders will begin by focusing on external forces as they are more accustomed to them.

The need to adapt to shifting stakeholder needs and demands is one example of an external motivator. Another is the need to align internal systems to cut costs and promote an internal flow of information. Examples of these include the business environment, market success criteria, business imperatives, and firm-specific imperatives (Armenakis et al., 2021).

Internal drivers are more challenging to recognize and explain, but if disregarded, they can result in a failing project, according to Armenakis et al. Instances of these include cultural imperatives, employee and leader behaviour, and employee as well as leader mentality. Performance depends on paying attention to both internal and external drivers, as concentrating on just one can result in issues. Changes have an external cause, yet this external driver is frequently absent.

2.9 Resistance to change.

The one and only human organization that resists advancement is the cemetery (Beer and Nohria 2020), hence it goes without saying that anyone who opposes innovation is the designer of decay. This adage should serve as a reminder that businesses in the twenty-first century risk becoming obsolete if change is not aggressively welcomed. Anderson & Anderson (2020) note that resistance to change is common, but Beck (2021) finds that it only manifested itself when coupled with inadequately designed and managed change procedures.

It can manifest itself in a variety of ways, including less productivity, higher turnover, disputes, strikes, and vocal objections to the change. Any change must therefore be thoroughly thought out and take into consideration the complex interactions between the numerous stakeholders that comprise the change process.

In accordance with Boonstra (2020), firms' changes are often met with rebellion because of worries about interrupted routines and security, the disintegration of current networks, which breeds unpredictability and anxiety, disorientation from professional focus, worry that skills are undervalued, changes that happen all too frequently, comparable endeavours which fail, along with a lack of opportunities for one to personally contribute to things.

People frequently oppose innovation because they are apprehensive about the future or worried about how it will affect them. People feel as if they have lost control when they don't know all the answers, which makes them despondent. To some level, apprehension of change is normal, and managers have a responsibility to handle this process skilfully to reduce anxiety (John et al, 2020).

Implementing Kotter's eight phases is essential in this case, with the creation of a coalition and vision being key to directing the transformation. Here are a few explanations for why individuals object to change in businesses. The first component is surprise or apprehension about the future. (Lee 2021).

According to Stacey and Mowles (2021), businesses have a propensity to return to the status quo, thus change might be unsettling for some people. When transformational or drastic change occurs a lack of time to dedicate to the change process, which typically results in a dearth of employee involvement, this type of resistance can exist.

Employees may resist new changes as a form of protest if they feel they are unfavourable or will lead to job losses. Second, resistance to change may result from a lack of faith or trust in people in control of the change. For change to be successfully executed, employees frequently need to respect those engaged; as a result, it could be challenging for a new change manager to gain the trust of their followers (Passmore et al 2020).

According to Pfeffer (2020), a lack of trust might exacerbate a person's resistance to change. The third explanation is a loss of control. Control is a topic that comes up regularly while talking about initiatives to change. Employees may get fearful of efficiency measures like reduction or reorganisation and look for alternative work as a result.

As a result, judgments and plans for containing these forces or improving the transformation plan itself would be based on this (Yousef 2020). Numerous change management techniques have been created and are utilized in contemporary businesses, such as the Kotter's 8-step Model (Adu 2020), the McKinsey 7S model, Abbas, and Colleagues (2020).

2.10 Organisational Performance

Businesses' personnel, society's real yield or repercussions in comparison to its suggested yields, objectives, and goals. This controlling influencing also considers three different kinds of firm results: financial execution, item advertising execution, and shareholder return. Alagoz et al. (2020) claim that top-down calculation is the path toward social interaction, analysing and also uncovering information about the performance of a group, framework, person in question, or part, and that it can include thinking about forms throughout the firm, or investigating procedures or parameters, to see how much the yield is in line with what was proposed or should have been accomplished something.

There are inference frameworks now in use, such as the Execution Crystal (Sharpe 2021) and the customized scoreboard (Sharpe 2020). The basic estimations of hierarchical execution, investor return, skill in resource utilization, and cost have all been expressed in each of these execution estimating frameworks. By concentrating on client interactions, client loyalty, and customer loyalty, Lessing increased business. Other examples include quality management, quality execution, on-time delivery, and creativity.

According to Weil et al. (2020), experts have lately made a few attempts to design structures for the non-benefit sector. They claim that the execution estimation approaches from the commercial sector have been adopted to fit non-benefit associations. Wald (2021) points out that groups and specialists are currently making some attempts to develop institutions for the non-profit sector, which is, in any event, a significant divergence between non-benefits and for-benefits. However, a major difference between non-benefits objective in-benefits is that non-benefits have more elusive and difficult-to-define objectives and administrations, making monitoring executions a more important test for non-benefits.

The text that goes with it talks about systems that were created and adopted without consideration of any benefits. There are two execution metrics provided by Seifert and Gonenc

(2020). Adequateness and productivity are two of the metrics. Adequacy is measured by how successfully investor and partner needs are met, as well as profitability, which is the efficient use of financial resources in relation to the degree of partner fulfilment.

Turnbull (2020) argued that the altered scorecard would be more appropriate for these kinds of businesses. Since the adjusted scorecard is the most well-known execution estimation methodology used by businesses and has lately been modified to better suit the unique circumstances in which non-benefit associations operate, it is shown here. Turnbull goes on to say that it is more important to describe execution estimation as a way of determining if an activity is sufficient. Four alternative viewpoints are presented by the adjusted scorecard: clients, internal business budgets, advancement, and learning.

Even with non-benefits, researchers have found reasons for implementing operational estimation. According to Vilasuso and Minker (2021), components, yields, throughputs, results, and their implications are all execution markets. These indicators were developed in the commercial sector, according to Wald (2021), but non-benefits also find them useful and use them. Sources of information are described as anything that is anticipated to carry out a task or a particular undertaking, including personnel, individuals, financial resources, supplies, wages, and so forth.

According to Qui and La (2020), streamlining all information sources is incredibly fascinating for those who do not gain from them. The quantity of work finished, or administrations delivered is referred to as yield. Because yields are the measure of work completed and inputs are the measurement of resources needed for this task, sources of information variable yields are closely linked.

The correlation between yields as well as information sources gauges the effectiveness of authoritative sources. The operations of the associations are connected to outputs, which include measurements of both proficiency and viability (Mitton, 2020). It is feasible to evaluate hierarchical limit by evaluating various business processes and activities. The results are unmistakably connected to the company's primary objective.

We can determine how successfully the company accomplishes its main aims and objectives by measuring achievements and evaluating appropriateness (Sharpe et al 2020). Showcase numerous techniques for gauging success, such as gauging member satisfaction with shifting attitudes and behaviours. On a mission, scientists suggest measuring. All modifications—even

unintentional ones caused by the association's actions are referred to as "effects." The desired result may have an ongoing or short-term impact.

2.11 Theories of Firm Performance

Based on Sharpe et al. (2022). Resource-based theory (RBV) is the most widely accepted theory explaining why certain companies prosper while others fail (Davenport and Jinho 2020). In comparison to the alternatives, only resource-based theory is effective in explaining firm performance in a variety of contexts. Since most executives seek a commercial perspective, RBV offers that (Sharpe W 2020). However, other well-known theories such as stakeholders' theory, enactment theory, theory regarding ecological determinism, organizational theory, along with transaction cost economic theory are also effective in explaining corporate performance.

In the 1990s, the stakeholders' theory first appeared (Sharpe et al., 2022). This argument contends that the company has obligations to the public in addition to its shareholders. Consequently, how well it can satisfy these stakeholders must be used to gauge its performance (Nunkoo and Boateng, 2020).

According to the stakeholder hypothesis, distinct stakeholder groups—who are unquestionably concerned with the results of the firm's operations—compare the firm's performance to their expectations. It recognizes that shareholders are only one type of stakeholder and are only significant to businesses that issue stock, its viewpoint of a firm's achievement takes into consideration value to stakeholders (Seifert and Gonenc 2020).

According to Turnbull, who supports the shareholders' theory, a firm's financial performance (profits, return on assets, and return on investment) is one of three distinct areas of firm outcome that are included in performance, performance on its goods or service in the market, and the returns to shareholders.

Enactment theory states that a firm can, if not completely in part, create an advantageous environment for itself by putting excellent plans into practice that alter the competitive landscape (Weil et al., 2020). This provides a business control over its course in life.

Another idea for gauging a company's success from the standpoint of its stakeholders is the balanced score card (BSC). The firm's performance measurement considers financial, short-

term efficiency, client or market, and long-term development and learning (Kaplan & Norton, 1992). Kaplan and Norton recommend that the BSC have performance measurements, with no more than six in each quadrant.

2.12 Determinants of Firm Performance

Sharpe and others (2020) studied on Determinants of Firm Performance are discussed in their book "Fundamentals of Investment". Specifically, the Return on Assets (ROA) percentage, return on Equity (ROE), Abnormal returns, annual stock return, Return on Capital Employed (ROCE), Labor Productivity (LP), Critical Business Return on Asset (CROA), Operation Profit (OP), Return on Investment (ROI), Stock Repurchases, Sales Per Employee (SPE), and Return on Revenue (ROR) were all highly correlated with the connection among managing changes and performance of organisation in practice.

Theoretically, based on academics, a firm's short-term performance is evaluated using accounting-based metrics like ROA, ROE, profit margin, and others, whilst market-based performance is evaluated using Tobin's-Q as a prediction of future long-term performance. Because of this, the two when combined give a clear image of the company (Wald 2021).

For predicting long-term company performance, Tobin's-Q is a well-known statistic (Sharpe, 2021). In the sense that the company has leveraged its investment to create a business that is valued more in terms of market value than book value, a high Q ratio denotes success (Wald 2021). Management may be encouraged to modify their holdings in accordance with their expectations for the firm's future success if market-based expectations for firm performance exist (Bank and Soedarmono 2020).

When a business's market-based performance surpasses Tobin's Q results, it shows that it has achieved its planned outstanding performance (Vilasuso and Miler 2021); however, when it falls short of Tobin's Q, the organization must modify its plans to boost its short-term performance. If a corporation wants to be successful in the market, it must regularly update its mission because poor performance causes losses for shareholders (domestic as well as international) (Weil et al. 2020).

2.13 Impacts of Change on Organisational Performance

Many people believe that the only thing that is continuous in life is change, thus any company that wants to stay relevant in its industry must be able to adapt to change effectively regardless of how the world itself changes. Weil et al. (2020) assert that change is still required despite many obstacles and problems. It is the only method for a business to successfully compete, adjust to shifting trends, and satisfy customer expectations.

When a change is proposed for a corporation, forces will be at work to prevent it, as stated by Davenport and Jinho (2020). Development of a change management model or policies within the company is continuously monitored will the positive impact or effect of the change be apparent. Examples of good consequences of change on a company's performance include employee confidence, business growth, competitive edge, fluidity, and other positive benefits.

According to Armstrong (2020), when a change is effectively carried out without having a negative effect on the staff member, it increases their trust and makes future change processes with the company run more smoothly. As a result, the right course of action and judgments will be made, improving the performance of the company.

According to Jackson et al. (2020), a firm's growth is a result of positive change. You cannot continue to think the same way and expect to advance. It is possible to accept new marketing or sales notions, infrastructure acquisition, and technological innovation. Jackson et al. go on to say that these will lead to the predicted expansion of the company. and the company's capacity for change helps it keep a competitive edge in the market. The company must adopt a corporate culture that will keep it relevant in the marketplace as soon as feasible if it wants to be dynamic and powerful. Change-embracing organizational cultures are more likely to maintain market competitiveness.

According to Guest (2020), a workplace that is dynamic and receptive to change is one that is productive and forward-thinking. Employee resistance, higher costs, a lack of support, failure, and a lack of employee morale can occur poorly stated and executed change. Productivity is a measure of performance. Measures of a company's performance include client and staff happiness, operational effectiveness, cost efficiency, efficiency, quality of service, market share, and profitability.

As a prerequisite for change to take place, survival nervousness must prevail over learning anxiety, according to Huselid et al. (2021). It is best to decrease anxiety regarding learning by fostering an environment that promotes learning through the psychological security of employees while also pushing for higher worker efficiency. However, because it is simpler to raise survival anxiety, most businesses opt to do so. And this is where businesses make a huge mistake.

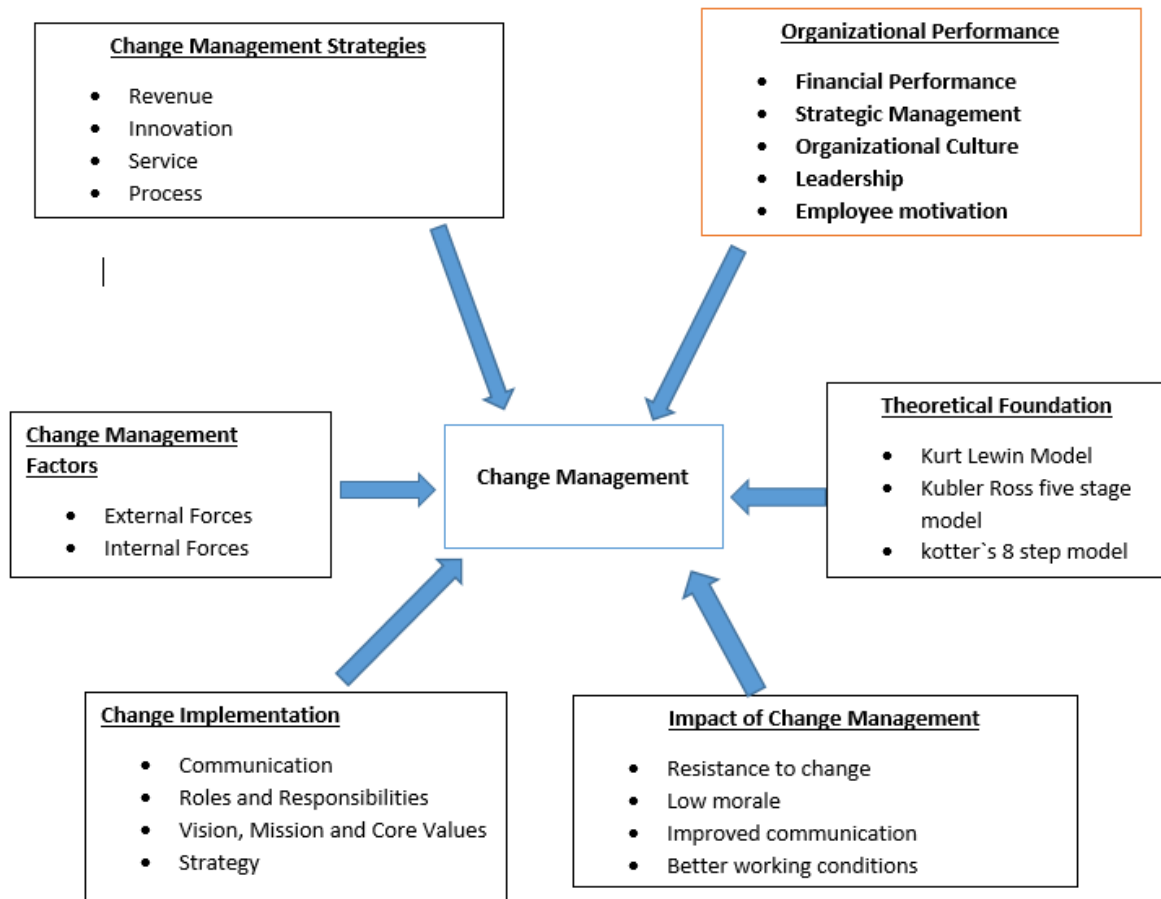


Fig 2.4 Conceptual Framework

2.15 Empirical Literature Review

This part examines the research that have been done on the firm's culture as well as effective change management.

2.15.1 Firm's Culture

According to Alagoz et al. (2020), a firm's culture is generally understood to be a set of important beliefs, presumptions, understandings, and norms that its members share. In his research, Caddle N. (2021) stated that a company's culture can teach you about daily living there. The researcher stressed the significance of an organization's culture for successfully managing change.

By (2020) showed that quality management must be understood in the context of the common shared values, beliefs, and presumptions that are taken for granted. This was revealed through their empirical study of Iranian oil businesses. The information above relates to strategic change management. It is being demonstrated that a company's culture directly influences the attitudes and behaviours of its employees, which is essential for the success of any organizational reform.

It is essential to comprehend employee behaviour and attitudes create effective interventions that will direct the change process. Boonstra (2020) found that it is very challenging to make significant change permanent over the long term. However, they eventually came to an understanding that ensuring the desired behaviours are compatible with the culture of the company is the only way to effect long-term transformation.

If this goal is not met, resistance to change may arise if the suggested change runs counter to present company norms and values. An empirical study on corporate culture in Japanese companies was done by Beer M in 2021. Their research findings indicated that business policies including employment policy, finance structure, and management structure are significantly influenced by how strong the corporate culture is. Additionally, they claimed that business culture affects performance.

The empirical results also showed that the press and mass media criticized Japanese businesses for being unwilling to change. According to research done in Pakistan by Burnes (2020), the culture of a company is primarily shaped by its leaders and leadership teams. Worley (2021) conducted an empirical study on the effects of corporate culture on the management of human resources (HR) in Nigeria. In their study, Cummings and Worley claimed that a company's culture not only has the power to direct behaviour and alter attitudes at work, but also significantly contributes by influencing behaviour and attitudes towards satisfactory performance.

According to Green (2020), businesses do not alter their culture by accident; rather, they do so by using an explicit approach for high participation and a quantifiable action plan behaviour and attitudes toward satisfactory performance. According to Cameron and Green (2020), businesses do not alter their culture by accident; instead, they do so by using a well-defined strategy for widespread engagement and a quantifiable action plan.

Total service quality (TSQ) and total quality management (TQM), two current corporate objectives, are usually linked to high engagement strategies. Porras and Robertson (2020) assert that an organization's culture has a positive and significant influence on HRM and affects HRM management procedures within the organization.

The impact of culture in organization on performance in South African public sectors was examined by Gasela M (2020) in his journal article titled "The Influence of Organizational Culture on Performance in Public Entities of South Africa." According to the research, exists a significant link between a culture in a company and its performance. the study findings improvements in employee and client satisfaction result in improvements in firm performance.

2.15.2 Effective Change Management

To effectively handle transformations and realize their aims, organizations must engage in change management, claim Becker and Huselid (2020). Numerous research has been carried out to comprehend the efficacy of change management, and the article that follows summarises some of the results.

Effective change management necessitates six essential elements, according to research by Anderson and Anderson (2020): a common vision, backing from management, interactions, training, staff involvement, and a corporate culture that embraces change. According to the study, businesses who use these variables report having successful transformation programs.

In a different study, Gasela (2022) outlined eight steps for effective change management, including instilling a sense of urgency, forming a coalition, developing a strategic vision and projects, relating the change vision, empowering individuals to act on the vision, achieving short-term success, consolidating gains, and generating more change, and establishing new

methods in the firm's culture. According to the survey, businesses who adhere to these guidelines can have successful change implementation procedures.

According to a review by Peter Verburch (2020), successful change administration places a strong emphasis on the value of leadership, worker engagement, communication, and evaluation and assessment. According to the review achieve desired results, change should be addressed as a process rather than an event and involve people early on.

The significance of change preparedness which relates to how well individuals and the company have been ready for change, has been highlighted by additional studies. According to an examination by Uhl (2021), investing in projects that foster readiness, like dialogue and contribution, is important for the effectiveness of change management programs.

In summary, successful change management necessitates a comprehensive strategy that incorporates leadership support, communication, staff participation, training, change preparation, and an organizational culture that embraces change. A process-based methodology that prioritizes monitoring and assessment as well as the significance of integrating personnel from the start is also necessary for effective change programs.

2.16 Research Gap

The research gap in question is focused on evaluating the impact of change management strategies on the organizational performance of Premier Service Medical Aid Society (PSMAS). This specific case study aims to analyse the effectiveness and outcomes of change management strategies implemented within PSMAS and their influence on the overall performance of the organization. By addressing this research gap, the study aims to provide valuable insights into the relationship between change management strategies and organizational performance, specifically within the context of PSMAS.

2.17 Chapter Summary

This chapter's objective was to look at the classics of literature now accessible on change management, particular emphasis implementation change. The literature that is currently

accessible on change management procedures was critically reviewed in this chapter. The notion of change management as well as change management tactics, theoretical underpinnings, business results, change management factors, and change management impacts are all explored. The chapter outlined its purpose before analysing the available research and its applicability. The chapter also covered the gaps in the literature and their broad consequences.

Chapter 3 RESEARCH METHODOLOGY

3.0 Introduction

The study was conducted using a research methodology that involved several key elements.

Design of Data Collection Instruments: The researcher designed specific instruments for collecting data relevant to the study. These instruments could include surveys, questionnaires, interviews, or other methods tailored to gather information on change management strategies and organizational performance within Premier Service Medical Aid Society (PSMAS).

Goal of the Research: The overarching goal of the research was to evaluate the impact of change management strategies on the organizational performance of PSMAS. This objective guided the entire research process and provided a clear focus for the study.

Data Gathering Process: The researcher implemented the designed data collection instruments to gather relevant data from various sources within PSMAS. This could involve conducting surveys or interviews with employees, managers, or other stakeholders involved in the change management process. The data gathering process aimed to collect comprehensive and reliable information to address the research questions.

Data Analysis: Once the data was collected, the researcher performed data analysis to make sense of the gathered information. This analysis could involve quantitative techniques such as statistical analysis or qualitative methods such as thematic analysis to identify patterns, themes, and relationships within the data. The analysis aimed to derive meaningful insights and conclusions regarding the impact of change management strategies on organizational performance.

Information Dissemination: Finally, the findings of the study were disseminated to the relevant audience. This could involve writing a research paper, presenting the results at conferences, or sharing the findings with stakeholders within PSMAS. The aim was to communicate the research outcomes and contribute to the existing knowledge in the field of change management and organizational performance.

Overall, the study employed a research methodology that involved designing data collection instruments, setting research goals, conducting data gathering, analysing the data, and disseminating the findings to address the research gap related to the evaluation of change management strategies on the organizational performance of PSMAS.

3.1 Research Philosophy and Justification

A phenomenology paradigm will be used by the researcher as the study's guiding philosophy. Based on his interest in and past understanding of change management processes, the researcher will analyse the study's findings while the perceptions of and the perspectives of the participant's different study. Transformational or subjectivity epistemology and fundamentalist ontology, which are elements of the interpretive thinking paradigm, are used in the study. According to relativist ontology, reality is created from the social and experience growth of meanings and comprehension (Adu 2020).

3.2 Target Population

The population or target population of 85 employees, according to is a group of elements or situations, including people, things, or events, that fit certain criteria and to whom the research findings are to be extrapolated. Male and female employees of Premier Service Medical Aid Society from the Head Office made up the study's population. PSMAS had 320 full-time employees overall, along with 10 graduate trainees. The table below shows a breakdown of employees by gender:

	Fulltime Employed	Graduate Trainees
Female	210	6
Male	110	4
Total	320	10

Table 3.1 Full time employment by (PSMAS)

The above table reveals that as of the end of April 2023, women made up 65.6% of PSMAS's workforce while men made up 34.4%. 60% of the graduate trainees were women, while 40% were men. There were 330 staff people working for the Society as a whole.

3.3 Sample size

Sample size is largely determined by the type of study, the research hypotheses, the available funding, the importance of the findings, the of variables being examined, the data collection techniques, and the level of precision necessary (Scafer as well as Alvesson, 2020). The study 85 workers as its sample size, who were randomly picked.

Subsets of a population's constituent parts make up the representative sample, enabling generalization of the study's findings. The target population's characteristics should closely match those of the sample population. The sample will be chosen using a convenience sampling. Convenience sampling, according to refers to selecting a sample based on the researcher's convenience. The minimum sample size for employees will be determined based on the sample size required to estimate the proportion. There will be a 95% confidence interval.

The following formula is used to determine the sample size for a proportion:

$$n = \frac{(1.96)^2 pq}{d^2}$$

Where: -

n = sample size minimum required

p = population estimated proportion

q = 1-p

d = degree of precision.

3.4 Research Design

This study will utilize the research design developed by Saunders et al. (2015). Saunders' design is characterized by various layers that can be uncovered by peeling back the research

onion. The purpose of this study is to provide a comprehensive insight into the research process by offering vital details on the underlying philosophy, strategy, time horizon, and data collection methods. The research follows an explanatory design, which is predominantly quantitative in nature, employing surveys and interviews as means of gathering data from respondents

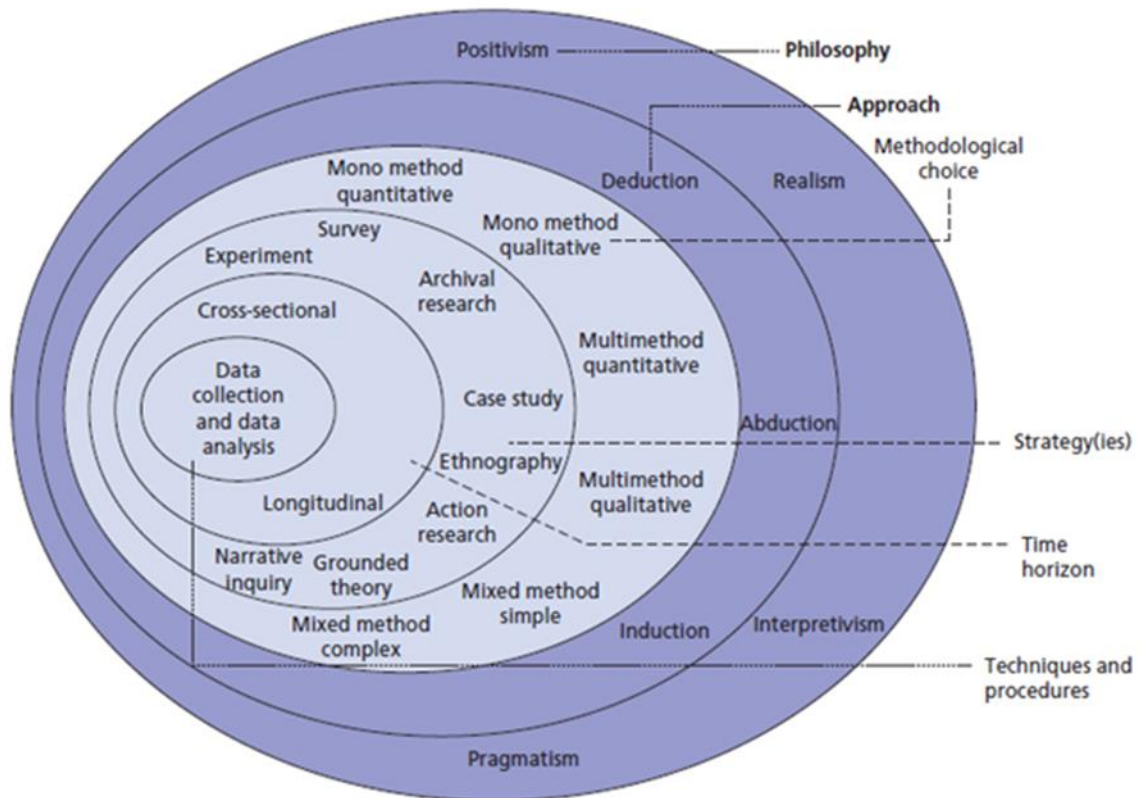


Fig 2.5 The research onion

Source: ©Mark Saunders, Philip Lewis, and Adrian Thornhill (2011)

3.5 Data Collection

Data collection, according to Earth Lab (2020), is the process of acquiring the facts necessary to solve a certain scientific issue. It is crucial that the researcher correctly and thoroughly records the data collection procedure. Any research project, according to the author, must specify the criteria for data collecting by specifying the circumstances (where the investigation will take place), the actors or individuals, and the procedure.

This chapter explores the procedure for gathering and analysing data from respondents using the selected qualitative approaches. Any research report must have accurate data to preserve the integrity of the study. The knowledge gained is crucial in that it enables an investigator to compare primary data to supplementary data and develop inferences (Davies L and Hanna E 2020).

The study used first-hand information. With the aid of an interview guide, structured one-on-one interviews were used to get primary data directly from respondents. In-depth interviews have been used to gather primary information on the effects of change management techniques on the performance of the company, the factors that affect change management effectiveness, the efficiency with which change was implemented at PSMAS, and the effect of change management on PSMAS performance.

The interview guide was divided into five components. Data was gathered in Sections (A), (B), (C), (D), and (E) on the general personality traits of the those being interviewed, the impact of approaches to change management on the firm's performance, the factors impacting the successful execution of change management, and the success of change implementation at PSMAS.

3.6 Data Collection Instruments

The tool for the survey will be a presented questionnaire includes multiple choice options and a Likert-type scale with 1 being strongly disagree and 5 being strongly agree, as shown by Braun V et al (2021). The main tools for gathering data for the study were questionnaires. The Likert Scale was used to respond to closed items on the surveys. Adu P (2020) A Likert scale is a psychometric scale that is used in the design of questionnaires to define attitudinal values or weight when taking attitude toward a topic into consideration. The replies range from strongly agreeing to agreeing, uncertain, disagreeing, or strongly disagreeing, as shown in the table below.

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

Table 3.2 Likert Scale

The range of Likert scale categories that a respondent can choose from or fit for a particular topic is shown in the table above. According to Scafer and Alvesso (2020), the Likert Scale offers straightforward, quantifiable assessment, and it is simple to deliver a score.

These scaled inquiries do not need the person taking part to take a position on a particular topic, making it simpler for the respondents, claims Adu (2020), and they are frequently comprehended by participants. Adu further stressed that because the reaction of participant's is represented by a single number, the replies are relatively simple to code while collecting data and are simply measurable and subjective to the computation of any mathematical analysis.

Additionally, this kind of data collection is quick, effective, and affordable. These questions nevertheless fail to offer participants the opportunity to comment on a topic, therefore they do not fairly represent their genuine attitudes. Even though an extreme response would be the most truthful, when presented with such questions, respondents tend to avoid extreme choices because to the bad connotations associated with "extremists." (Saldana, 2020).

Someone's response to a particular element of the study question is shown using the Likert Scale. According to Davies and Hanna (2020), the Likert scale offers a straightforward and accurate way to evaluate attitudes when scales are well-designed and simple to use. To make qualitative data suitable for statistical analysis, the Likert Scale was utilized to give it a numerical value. At the conclusion of the assessments, each option was given a numerical value, and the mean of all questionnaire replies was calculated. In addition to questionnaires, the author used the Likert Scale, asking respondents to rate their agreement or disagreement with the questionnaire on a scale of 1 to 5 (Davies and Hanna, 2020).

3.7 Motive of the research based on the research objectives and research questions.

It is necessary to pinpoint crucial elements that support the implementation of change successfully and prevent unnecessary failures understand the values that leaders including transition activists value most for achieving firm excellence, it is essential to look at previous significant company changes and the most typical explanations for project execution failures. In addition to exploring the role of leaders and managers in guaranteeing adherence to recent

changes and embedding these changes into the company culture, I can assist in identifying these important concepts and aspects that direct the organization when establishing new initiatives.

Businesses may anticipate a host of benefits following the successful conclusion of new projects that will benefit the company and stakeholders.

Motive of the research based on the research objectives	Research questions
To evaluate change management strategies on organisational performance.	How does change management strategies affect organizational performance at PSMAS?
To identify the factors influencing effectiveness of change management	What factors influence the effectiveness of change management.
To assess the effectiveness in implementing change at PSMAS.	How is change implemented in an organisation?
To assess the impact of change management on performance at PSMAS.	What is the impact of change management on organisational performance?

Table 3.3: Summary Interview Questions

3.8 Data Analysis

Data analysis is a methodical process for finding patterns in data and developing hypotheses that explain the patterns. Content analysis was utilized to make use of the data that had been gathered. The material objects employed in the study's material composition were described qualitatively. Content analysis, in the words of Gathwaite et al (2020), is the semantic and qualitative evaluation of the structure of subjects of study; this involves analysing key concepts,

contents, and themes pertinent to the research goals and interpreting them to make recommendations and findings.

The data was arranged and examined after collection. According to Lo Lacano et al. (2020), data analysis is a method for acquiring, modelling, and changing data emphasize information. Neale (2021) claims that categorizing data, coding data, and determining the proper statistics are the core processes of data analysis.

This required properly describing the variables, entering the data, and identifying each participant's questionnaire by giving it a special identification number. The data was initially displayed in graphs and charts, and subsequently frequency tables were made. A frequency distribution can be easier to understand if it is transformed into a graph, according to Garthwaite K et al (2020). The quantitative methodology was adopted for this reason because it offered straightforward and efficient methods for implementing the findings.

The survey replies from the respondents were coded by the researcher. Frequencies and percentages are two additional statistical concepts applied in the interpretation of data. One of the statistical tools used to evaluate the degree of correlation between two variables that are linearly related is the coefficient of Pearson's (Adu 2020). The correlation coefficient (R), which has a positive (+) and negative (-) range, is shown. A perfect powerful positive connection is represented by 1, a perfect strong opposite relationship is represented by -1, and no relationship at all is represented by zero.

$$R = \frac{n \sum xy - (\sum x * \sum y)}{\sqrt{[n \sum x^2 - (\sum x)^2] * [n \sum y^2 - (\sum y)^2]}}$$

This survey explores the effects of change management implementations with a particular focus on the telecommunications industry, hence the research analysis is descriptive in character. Using descriptive statistical analysis, the investigator was able to condense, summarize, arrange, assess, and interpret numerical data (Davies L and Hanna E 2020).

3.9 Validity and reliability

Reliability is the ability of the outcomes obtained to naturally replicate themselves even when the study is performed a second or even third time (Adu P 2020). Testing the results to determine if they meet the goals and specifications of the article of study is referred to as determining the "research validity" of the findings. (2020 Earth Lab). The theories applied and the literature's objectives are quantified in a valid result. The requirements of the study have an evidential strength, which is the foundation for tenable discussions. Validity must be established by demonstrating that the data replicates itself dependent on the item(s) being tested. (Braun et al, 2021). To guarantee consistency in the results, the theories were used to frame the questions.

Confirming theories while generating comparable outcomes and offering a wealth of evidence for trustworthy findings is the aim of qualitative research. Errors are inevitable in research, which is significant when assessing the reliability of the findings (Adu 2020).

High reliability is implied by small errors, and low reliability is implied by inflated errors. (Thome S 2020). This study's focus was condensed to a select set of respondents, which made data gathering easier. Depending on the divisions the study addressed, the chosen firm receives respondents independently. Consequently, the outcomes should be trustworthy.

3.10 Ethical considerations

According to ethics are the standards and conduct that a group is supposed to exhibit in accordance with its code of professional conduct. The essential idea that directs research is this. In any research involving individuals, the researcher should look at the rights of the subjects, according to Cordon & Millar (2020). Examples involve respect for one's individual honour, honesty, and equality.

3.11 Informed Consent

The investigator made sure that each participant knew about the study before deciding to take part. This included a description of the study's objectives, the methods to be followed throughout the, and the criteria used to choose the subjects (Scafer. & Alvesso 2020). All during the initiative, there was no prejudice or oppression, and everyone involved were

reassured of their liberties and responsibilities. It is essential that all subjects comply fully when the study begins.

Participants received information on the study's goals, including, if necessary, the final findings. There was no physical or psychological harm to participants (Saldana 2020). The researcher did not give any misleading information or withhold any information from the participants. Scafer and others (2020). The participants responded well and cooperated with the researcher when they utilized an introduction to obtain availability and permission (Braun et al., 2021). participants retain the ability to decline participation based on personal principles (Saldana 2020), their identities are always kept private.

3.12 Confidentiality

The respondents were given assurances that the information acquired would be treated in full confidence and would not be used towards them unless their consent (Adu 2020). The data that was obtained was primarily meant to be used for this study's objectives. Protecting the anonymity and privacy of participants is one of the research professional's main duties (Davies, 2020). The participants were made aware of privacy issues and that the participants' communication data wouldn't be exposed to anyone. To maintain participant anonymity, research must adhere to confidentiality (Thome, 2020). The information submitted by the participants in the study was handled with the utmost confidentiality avoid any violations of the agreement and potential risks associated with participating in the study.

3.13 Privacy

According to Neale (2020), the participants were assured of their right to confidentiality and that their engagement was voluntary and free of fear or coercion. The participants had the option of remaining anonymous assuming they so desired.

3.14 The Right to On-participation

Participants had the choice to opt out completely or partially, with no consequences (Garthwaite et al 2020). In line with the rights of people who participate in or are impacted by one's employment, ethics refers to the acceptability of one's behaviour, according to Tarrant A et al (2020). Ethics are "behavioural norms or standards that guide moral decisions about behaviours and relationships with others," according to Neale (2021). study ethics thus pertains to the capacity to define and make clear the study topic, plan the research and secure access, gather, process, and store data, analyse data, and report research findings in a righteous and responsible manner.

Special caution must be used when using people as the subject of a study inquiry to protect both their rights and the integrity of the research (Lo Lacano V et al., 2020). The researcher makes sure that considerable thought was given during data gathering and that all necessary permissions were granted.

3.15 Summary

This chapter gave a general overview of the research philosophy and argumentation, target population, job opportunities, sample size, study restriction, research design, data collection, and data collection tools, as well as the motivation behind the research based on the research objectives and research questions. It also discussed ethical considerations, informed consent, confidentiality, privacy, and the right to on-participation.

Chapter 4: DATA PRESENTATION AND ANALYSIS

4.0 Introduction

The purpose of this chapter is to present and analyse the findings of the study to accomplish the research objective, which was to evaluate the impact of change management strategies on the firm's performance of Premier Service Medical Aid Society (PSMAS). The study used a qualitative approach, and the data was analyzed using SPSS. The chapter contains the demographics of the participants and their responses to the research questions. The findings are presented in line with the research objectives to answer the research question.

4.1 Response Rate

The researcher distributed 85 questionnaires as was the sample size of the study.

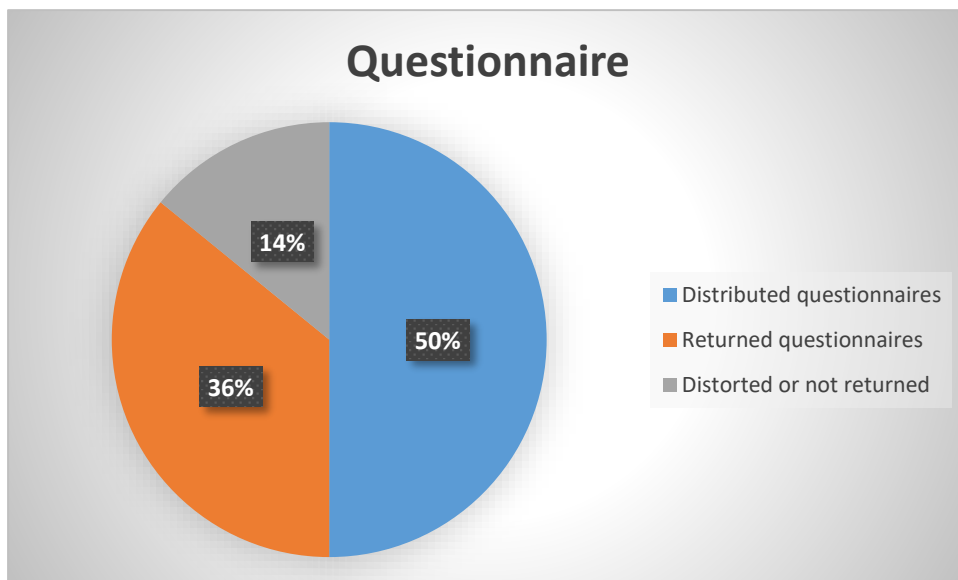


Figure 4.1 Response rate.

Table 4.1 Based on the given information, 85 questionnaires were distributed. Out of those, only 61 were returned while 24 were either distorted or not returned at all. Therefore, the response rate can be calculated as $(61/85) * 100$, which is equal to 72%. This response rate is considered somewhat high as it is more than two-thirds. However, it's important to note that the missing or distorted questionnaires may introduce some potential bias in the results, so it's essential to consider this factor while interpreting the data.

4.2 Demographic Data

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Junior staff	37	60.7	60.7	60.7
Middle management	21	34.4	34.4	95.1
Executive	3	4.9	4.9	100.0
Total	61	100.0	100.0	

Table 4.1: Indicate your Position at PSMAS

Data for the case study was gathered from the headquarters of PSMAS located in Harare, Zimbabwe. The study sought views from all employees who comprised, junior staff, middle management, and executives. From the given data, it appears that respondents (60.7%) hold junior staff positions at PSMAS. 34.4% of respondents stated they were in middle management positions, while only 4.9% of respondents reported being at the executive level.

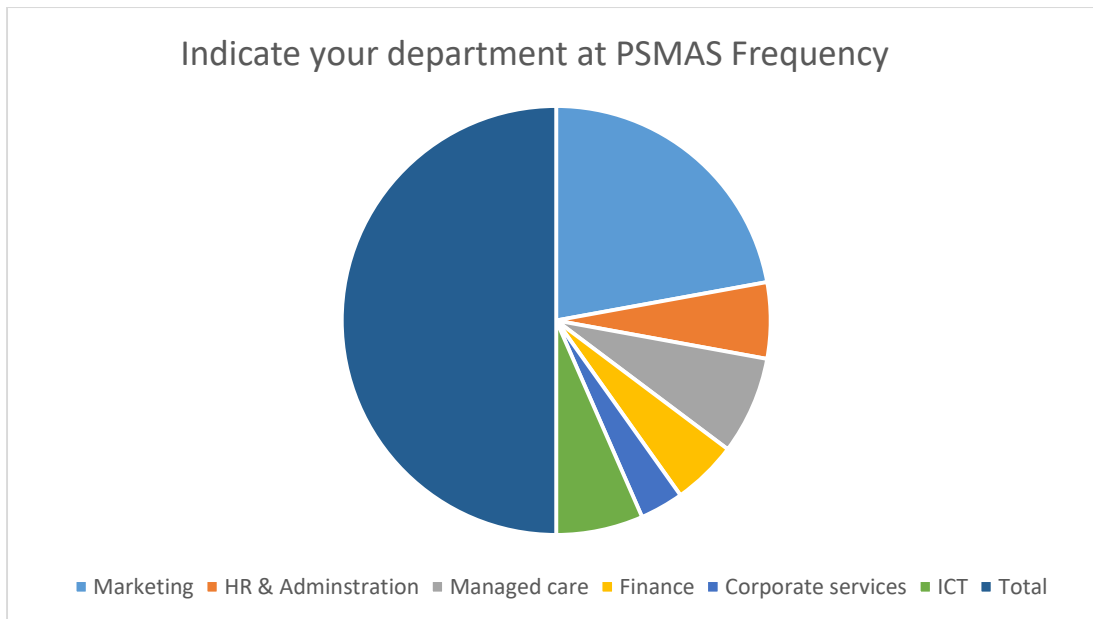


Fig 4.2: Indicate your departments at PSMAS.

Participants were asked to indicate which department they work in at PSMAS (Premier Service Medical Aid Society). The total number of participants was 61. The Marketing department had the highest number of responses, with 27 individuals indicating that they work in that department (44.3% of all responses). - HR & Administration came in second with 7 responses (11.5% of all responses). - Managed Care had 9 responses (14.8% of all responses). Finance had 6 responses (9.8% of all responses). Corporate Services had 4 responses (6.6% of all responses). ICT had 8 responses (13.1% of all responses).

This information could be useful in understanding the composition and size of each department within PSMAS and could inform decision-making related to resource allocation and firm's structure.

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	28	45.9	45.9	45.9
Valid Female	33	54.1	54.1	100.0
Total	61	100.0	100.0	

Table 4.2: Indicate your Gender.

Participants were asked to indicate which department they work in at PSMAS (Premier Service Medical Aid Society). The total number of respondents was 61. The Marketing department had the highest number of responses, with 27 individuals indicating that they work in that department (44.3% of all responses). - HR & Administration came in second with 7 responses (11.5% of all responses). - Managed Care had 9 responses (14.8% of all responses). Finance had 6 responses (9.8% of all responses). Corporate Services had 4 responses (6.6% of all responses). ICT had 8 responses (13.1% of all responses).

This information could be useful in understanding the composition and size of each department within PSMAS and could inform decision-making related to resource allocation and firm's structure.

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	4	6.6	6.6	6.6
31-40	17	27.9	27.9	34.4
Valid 41-50	30	49.2	49.2	83.6
51+	10	16.4	16.4	100.0
Total	61	100.0	100.0	

Table 4.3: Indicate your Age.

Respondents were requested to indicate their age. The results are presented in four age categories, along with the frequency and percentage of responses in each category. Here's what we can gather: The respondents are spread out across a wide range of ages, with the youngest being in the 20-30 age group and the oldest being 51 or above. The most common age group among the respondents is 41-50, with almost half of the respondents falling into this category.

The second-largest group is 31-40, with just under 28% of the respondents falling into this range. The information provided offers insight into the variety of ages among individuals who participated in the survey or questionnaire.

How long have you been with the society

	Frequency	Percent	Valid Percent	Cumulative Percent
0-5	8	13.1	13.1	13.1
6-10	14	23.0	23.0	36.1
11-15	11	18.0	18.0	54.1
16-20	11	18.0	18.0	72.1
21+	17	27.9	27.9	100.0
Total	61	100.0	100.0	

Table 4.4: Period with the Society (PSMAS).

There was a total of 61 participants who provided data on their length of time with the Society. The largest group of participants fell in the 21+ years category, with 27.9% of respondents reporting being with the society for 21 or more years. The second largest group of respondents were in the 6-10 years' category, with 23% of respondents reporting being with the Society for between 6 and 10 years.

The next largest group of participants were in the 11-15 years' category, with 18% respondents in this group. The 0-5 years and 16-20 years' categories were tied in terms of the number of participants, with 13.1% of respondents falling into each category. Given that respondents have

been with the society for longer than 10 years, it is possible that the society has a strong culture of loyalty and longevity among its employees.

Indicate your educational level				
	Frequency	Percent	Valid Percent	Cumulative Percent
	Certificate	8	13.1	13.1
	Diploma	12	19.7	32.8
Valid	Degree	23	37.7	70.5
	Masters	18	29.5	100.0
	Total	61	100.0	100.0

Table 4.5: Indicate your Educational Level

Survey participants were requested to specify the highest level of education they have achieved. The following are some observations based on the data provided. A total of 61 respondents provided data on their educational level. Among the respondents the most common level of education was a degree (37.7%), followed by masters (29.5%), diploma (19.7%), and certificate (13.1%). - The top two levels of education (degree and masters combined) make up responses at 67.2%. - There are no data presented that relate to the specific field of study or subject area for the educational level attained. This data is important in analyzing the knowledge and skills of the survey respondents in relation to the topic under investigation.

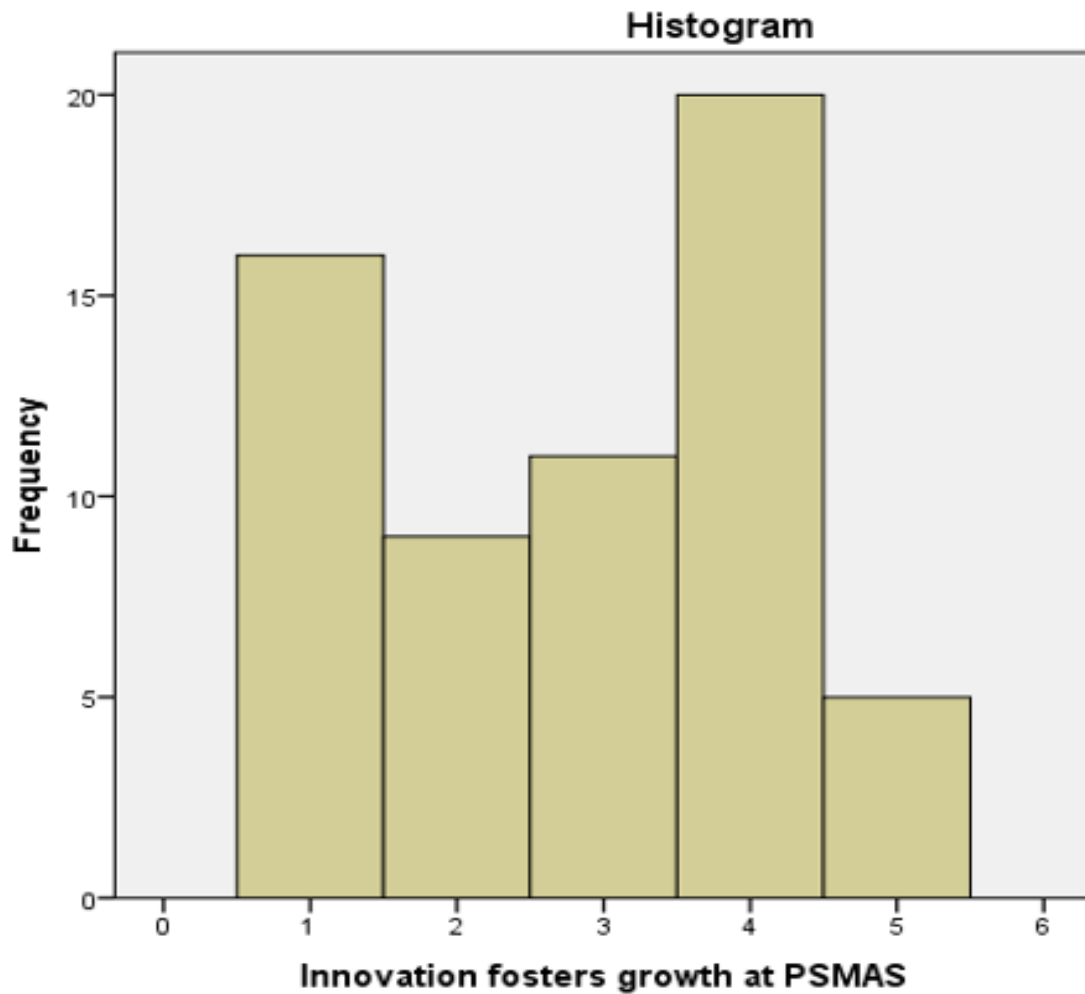


Fig 4.3: Innovation fosters growth at PSMAS.

There was a total of 61 participants who provided data on this question. Among the respondents 26.2% strongly disagreed that innovation fosters growth at PSMAS, while only 8.2% strongly agreed that innovation fosters growth. 32.8% of the participants agreed that innovation fosters growth, while 14.8% disagreed and 18.0% were neutral. This data suggests there is some level of uncertainty or disagreement about the relationship between innovation and growth at PSMAS, with a significant proportion participant not being fully confident that innovation will foster growth. However, it is worth noting that a slightly larger proportion of participants agreed that innovation does foster growth. This can be useful for PSMAS leadership in terms of identifying areas where they may need to focus on promoting innovation and its positive influences on growth.

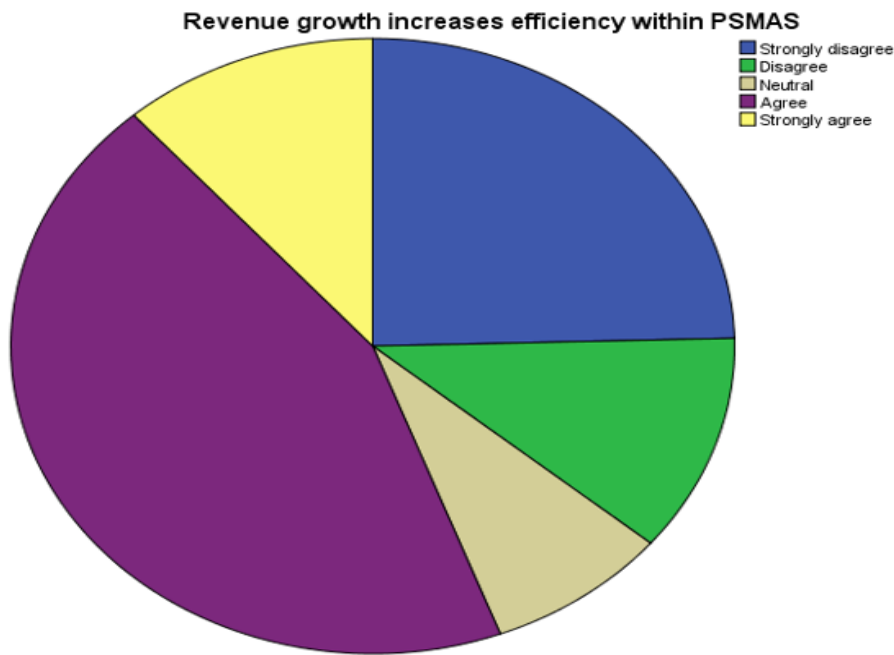


Fig 4.4: Revenue growth increases efficiency within PSMAS

There were 61 total respondents who answered the survey question. 24.6% of the respondents strongly disagreed that revenue growth increases efficiency within PSMAS. 11.5% of respondents disagreed with this statement. 8.2% of get respondents chose the neutral option. 44.3% of get respondents agreed that revenue growth increases efficiency within PSMAS. 11.5% of respondents strongly agreed with this statement. Overall, a majority (55.8%) of get respondents agreed or strongly agreed that revenue growth increases efficiency within PSMAS. However, a notable proportion (35.1%) of respondents disagreed or strongly disagreed with this statement, which indicates that there may be differing perspectives on the relationship between revenue growth and efficiency within the firm.

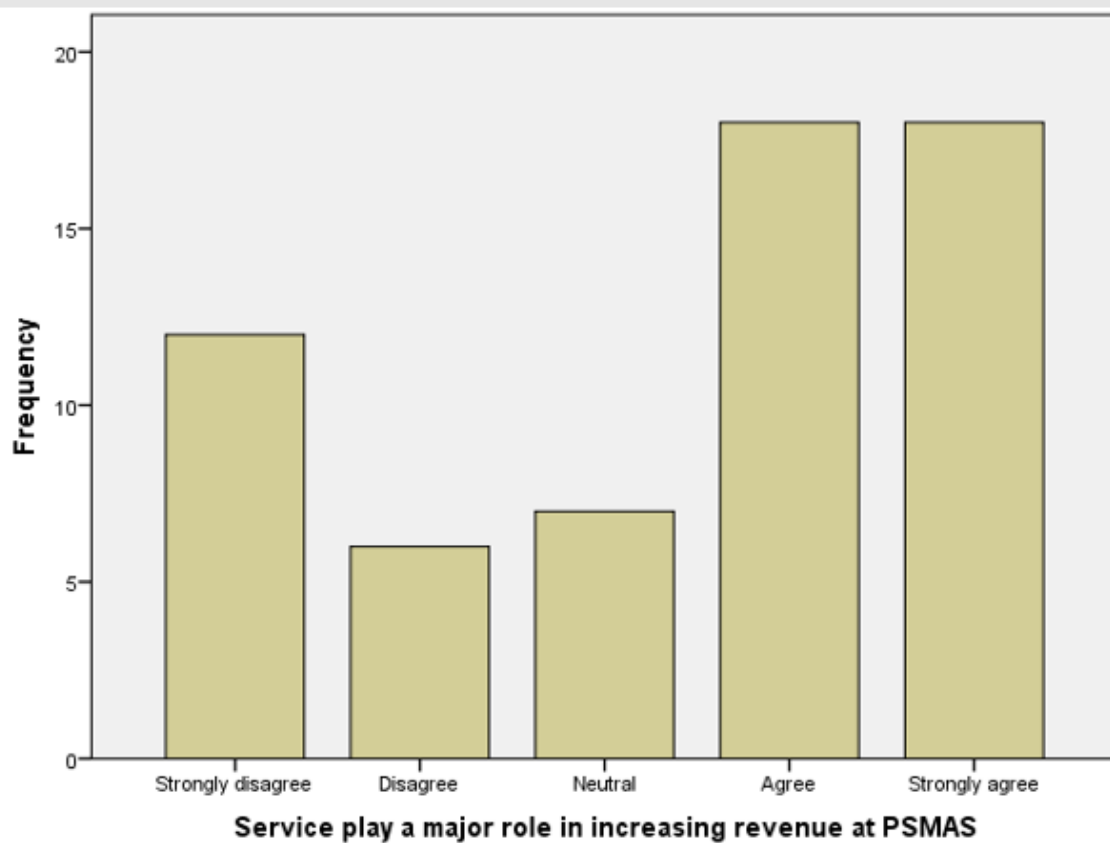


Fig 4.5: Service plays a major role in increasing revenue at PSMAS.

A summary of a survey or questionnaire that was conducted to gather opinions and perspectives about the role of service in increasing revenue at PSMAS. The study's variables are evaluated using a five-level Likert scale, which includes the following options: strongly disagree, disagree, neutral, agree, and strongly agree. The sample size for this study is 61 participants surveyed, 48 participants (79%) agree or strongly agree that services play a significant role in increasing revenue at PSMAS. The remaining participants may feel that other factors play a larger role in increasing revenue at PSMAS or may not be sure what factors play the larger role. It would be interesting to know what participants define as "service" and what specific services they believe have the most significant impact on revenue growth at PSMAS.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	10	16.4	16.4	16.4
Disagree	7	11.5	11.5	27.9
Neutral	8	13.1	13.1	41.0
Agree	31	50.8	50.8	91.8
Strongly agree	5	8.2	8.2	100.0
Total	61	100.0	100.0	

Table 4.6 Processes enable PSMA S to reach desired objectives as aimed in the strategy.

A survey was conducted to gather information regarding the significance of processes and their influence on a company's ability to achieve its desired objectives, as specified in the organization's strategy. A total of 61 individuals responded to this questionnaire. 16.4% of respondents strongly disagree that processes enable PSMA S to reach their desired objectives as aimed in the strategy. 11.5% disagree with this statement, while 13.1% of respondents are neutral. On the positive side, 50.8% of respondents agreed that processes help PSMA S reach their objectives, and 8.2% strongly agreed with the statement. Most of the survey participants (59%) concurred or strongly concurred with the given statement, which suggests that they acknowledge the significance of procedures in realizing the objectives stated in PSMA S' strategic plan.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	13	21.3	21.3	21.3
Disagree	13	21.3	21.3	42.6
Neutral	17	27.9	27.9	70.5
Agree	18	29.5	29.5	100.0
Total	61	100.0	100.0	

Table 4.7: Employees are motivated by change management.

The relationship between change management and employee motivation was investigated, and the findings showed that most of the respondents (42.6%) did not believe that change management motivates employees. About 29.5% of the respondents agreed that change management can motivate employees, while 27.9% were undecided on the matter. This suggests that there is no clear agreement among the respondents on how change management affects employee motivation.

4.5.2 What factors influence the effectiveness of change management?

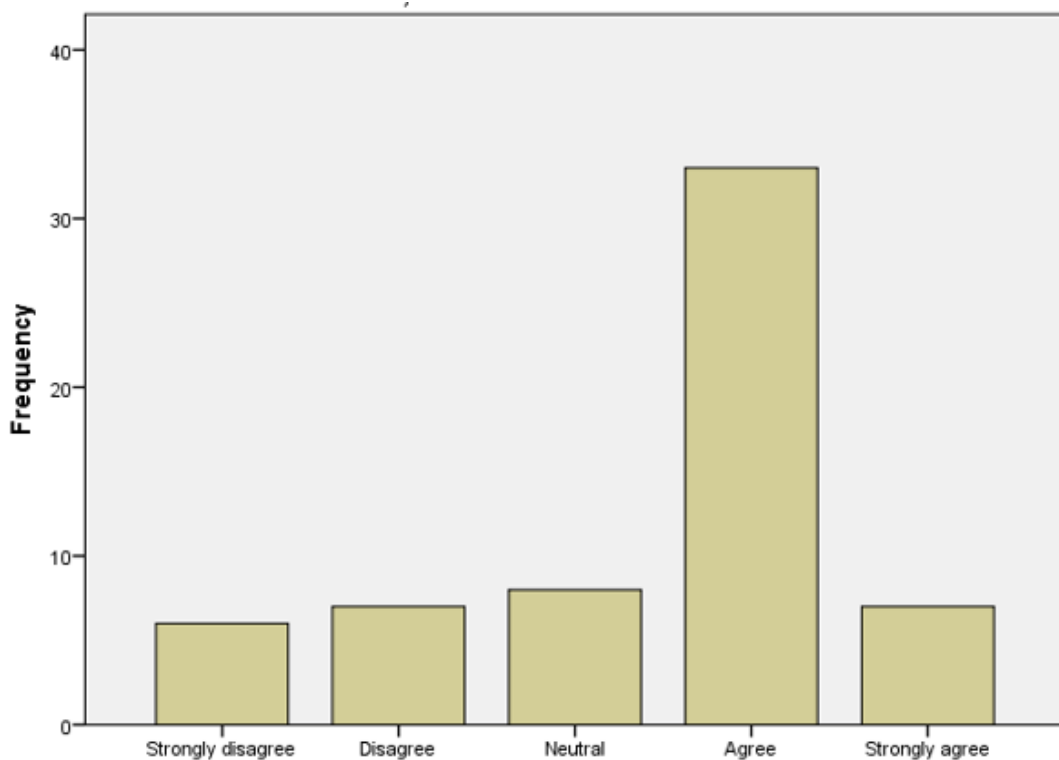


Fig 4.6: The most important change management success factor is management's support by providing clear vision, mission, and core values.

Responses were gathered concerning information about the perception of the vision, mission, and core values of PSMAS. There was a total of 61 respondents who provided data on this question. Of the respondents 11.5% (7) strongly disagreed or disagreed with the statement, suggesting that they may not be aligned with the firm's vision, mission, and values. Around 54.1% (33) of the respondents agreed that they are aligned with the vision, mission, and core values of PSMAS. 13.1% (8) of the respondents were neutral. 11.5% (7) of the respondents

strongly agreed with the statement. Overall, the respondents (54.1%) agreed that they align with the vision, mission, and core values of PSMAS. However, there is still a significant proportion of the respondents (21.3%) who either disagreed or were neutral. The significance of these findings can be determined based on the survey's intended aims and objectives. They may be utilized to improve adherence to the firm's principles or to enhance communication of its objectives and purpose to the workers.

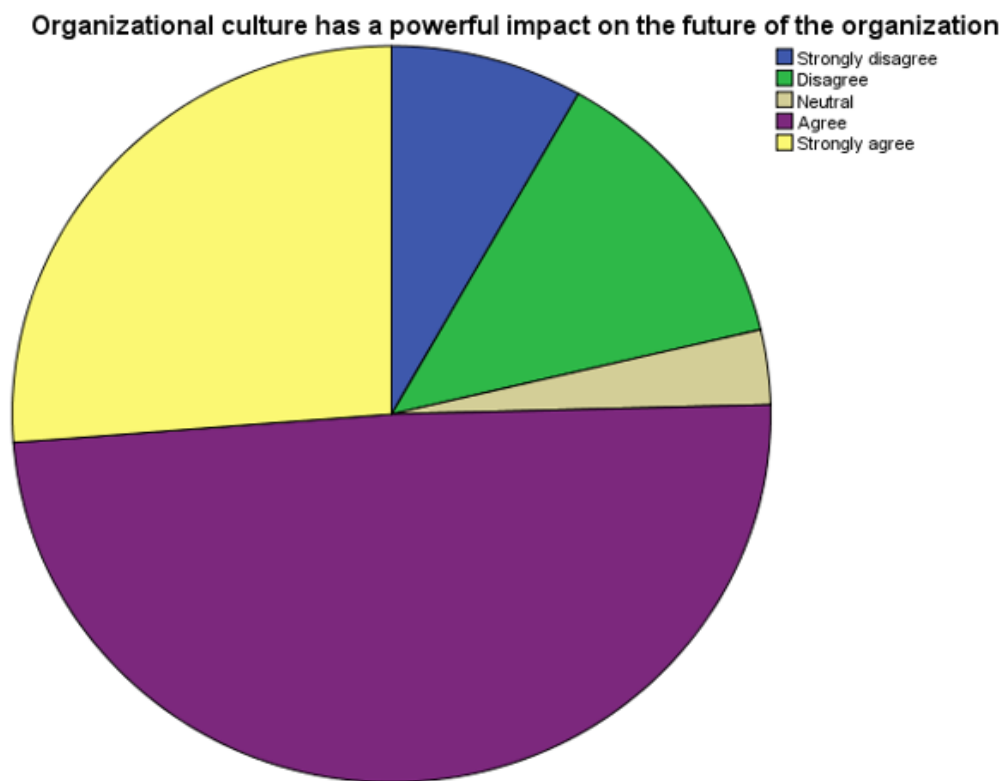


Fig 4.7: Organizational culture has a powerful impact on the future of the organization.

A summary of a survey or questionnaire that was conducted to gather opinions and perspectives about the impact of a firm's culture on a company's future. From the table, it can be observed that most of the respondents (75.4%) hold a positive view towards the statement that firm's culture can significantly influence the future of the firm. This is evident as they either agreed or strongly agreed with the statement.

Only a small percentage (8.2%) strongly disagree or disagree, indicating that the respondents believe that firm's culture is an important factor in shaping a company's future. It's important

to note that without additional context about the survey and its methodology, we can only make assumptions about the validity and generalizability of the results. From the information given, it seems that most of the individuals surveyed believe that the culture within a firm has a significant impact on determining its future.

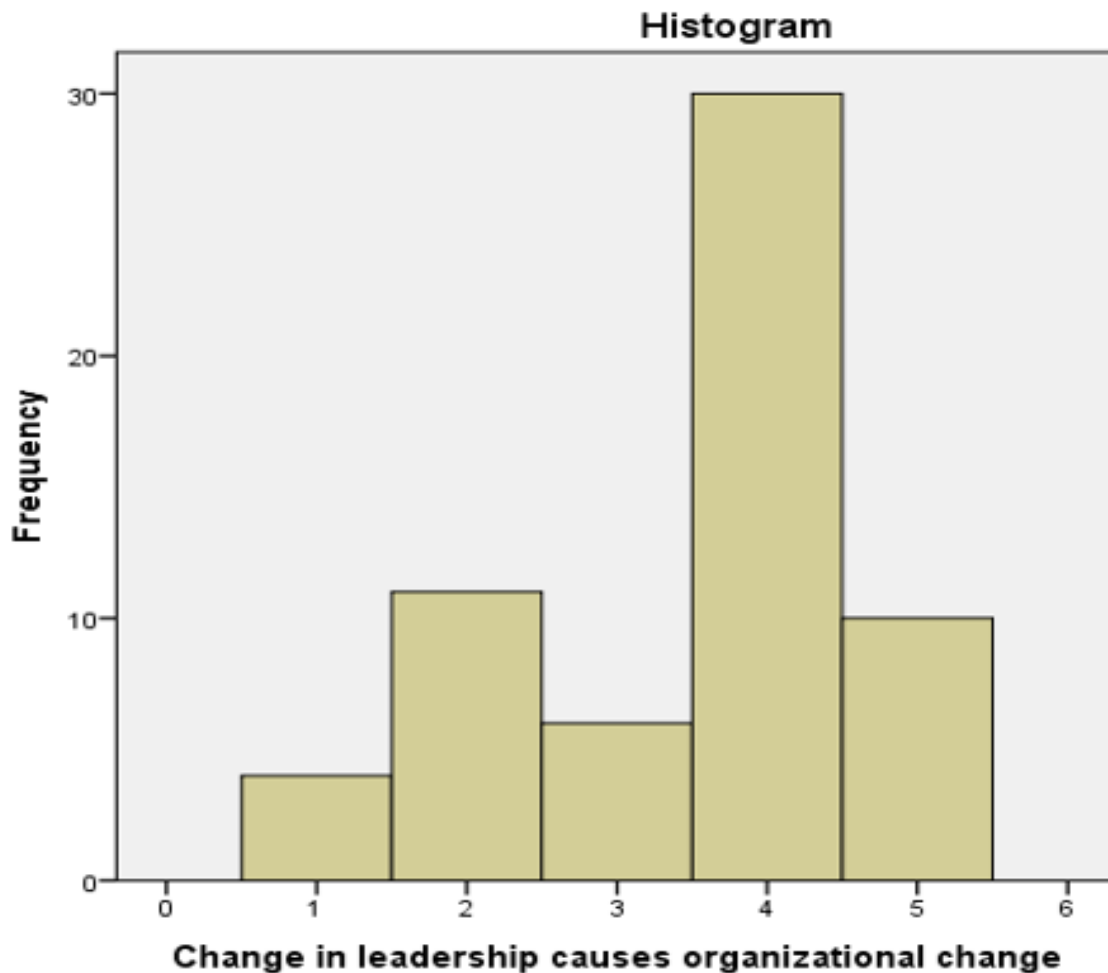


Fig 4.8: Change in leadership causes organisational change.

The findings show that 65.6% of the participants agree or strongly agree that a change in leadership leads to firm's change. Specifically, 16.4% strongly believe in this relationship while 49.2% agree with it. This suggests that there is a relatively strong perception that a change in leadership has an impact on firm's change. Only 6.6% of the respondents strongly disagreed with the idea, and a further 18.0% disagreed, indicating that there are some who do not perceive significant links between leadership and firm's change. Respondents expressed

their views on this matter as only a small percentage (9.8%) remained neutral. Overall, it appears that there is a perception among a significant majority of the respondents that a change in leadership has an impact on firm's change. This suggests that leadership is viewed as an important factor in shaping firm's change, and reinforces the idea that leadership plays a critical role in firm's success.

Performance is the most important factor which drives change

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	3	4.9	4.9	4.9
Disagree	8	13.1	13.1	18.0
Neutral	8	13.1	13.1	31.1
Agree	32	52.5	52.5	83.6
Strongly agree	10	16.4	16.4	100.0
Total	61	100.0	100.0	

Table 4.8: Performance is the most important factor which drives change.

Responses that gathered information on the importance of performance as a driving factor for change at PSMAS was received from respondents. Most of the respondents (52.5%) agreed that performance is the most important factor which drives change at PSMAS, while 16.4% strongly agreed with this statement. Meanwhile, 13.1% of the respondents each disagreed or were neutral on the statement, and only a small percentage (4.9%) strongly disagreed with it. - Overall, the results suggest that a significant portion of the respondents believe that performance is a key driver for change at PSMAS, indicating that the firm may need to prioritize performance indicators in its change management strategies.

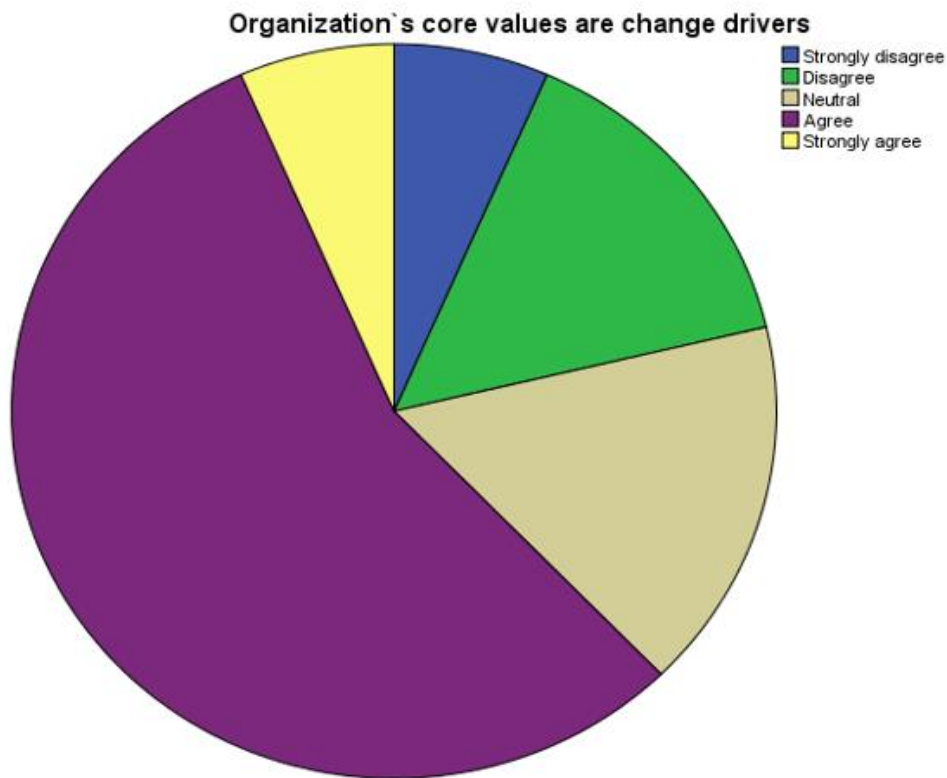


Fig 4.9: Organization's core values are change drivers.

Of course, here's an analysis of the provided data: This appears to be a summary of survey responses that gathered information on the concept of firm's core values serving as drivers of change within a firm. - The respondents (55.7%) agreed that the core values of a firm are drivers of change. On the other hand, 21.4% of the respondents disagreed or strongly disagreed that core values drive change in a firm. Only a small percentage, 6.6%, strongly agreed or disagreed with the statement about the importance of firm's core values as change drivers. The respondents remained neutral towards the statement, making up 16.4% of the total. Nonetheless, it appears that overall, the respondents acknowledge the significance of firm's core values in driving change.

4.5.3 How is change implemented in an organisation?

Technological advancements have a significant impact on change.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	6.6	6.6	6.6
Disagree	6	9.8	9.8	16.4
Agree	2	3.3	3.3	19.7
Valid Agree	38	62.3	62.3	82.0
Strongly agree	11	18.0	18.0	100.0
Total	61	100.0	100.0	

Table 4.9 Technology advancements have a significant impact on change.

According to the given information, it can be inferred that most of the participants (62.3%) hold the view that technological progress has a notable influence on initiating changes. Among them, 18% completely support this idea while 9.8% hold an opposing perspective. Only a small percentage (6.6%) strongly disagrees. Overall, this suggests that there is a consensus among the respondents that technology plays an important role in driving change.

Internal and external politics affect the organisation

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	5	8.2	8.2	8.2
Disagree	2	3.3	3.3	11.5
Neutral	3	4.9	4.9	16.4
Valid Agree	29	47.5	47.5	63.9
Strongly agree	22	36.1	36.1	100.0
Total	61	100.0	100.0	

Table 4.10: Internal and External factors affect the organization.

According to the data, most of the respondents (83.6%) either agree or strongly agree that internal and external politics affect the firm. Specifically, 47.5% agree while 36.1% strongly agree. Only a small percentage (11.5%) either disagree or are neutral on the impact of politics.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	9.8	9.8	9.8
Neutral	9	14.8	14.8	24.6
Valid Agree	36	59.0	59.0	83.6
Strongly disagree	10	16.4	16.4	100.0
Total	61	100.0	100.0	

Table 4.11: Economic growth brings change.

The data indicates that a significant portion (nearly 60%) of the respondents hold the view that change is brought about by economic growth, with another 14.8% being neutral on the issue. However, nearly one-quarter (24.6%) of the respondents did not agree with this statement, with 9.8% strongly disagreeing and 14.8% being neutral.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	3	4.9	4.9	4.9
Disagree	4	6.6	6.6	11.5
Neutral	5	8.2	8.2	19.7
Valid Agree	45	73.8	73.8	93.4
Strongly agree	4	6.6	6.6	100.0
Total	61	100.0	100.0	

Table 4.12: Changing social trends force the organization to effect change.

Most of the respondents (around 73.8%) believe that firms need to make changes in response to the shifting social trends. Additionally, 6.6% strongly disagree with this statement, while 6.6% strongly agree. It's worth noting that the neutral responses represent 8.2% of total respondents. This suggests that some respondents may not have a strong opinion on this topic or may need more information before forming a clear perspective. Overall, these results indicate that most participants recognize the importance of adapting to changing social trends in order to stay relevant and effective as a firm. It may be helpful for the firm to explore ways to incorporate changing social trends into their strategic planning in order to better serve their stakeholders.

Management communicates change initiatives

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	8	13.1	13.1	13.1
Disagree	10	16.4	16.4	29.5
Neutral	14	23.0	23.0	52.5
Agree	27	44.3	44.3	96.7
Strongly agree	2	3.3	3.3	100.0
Total	61	100.0	100.0	

Table 4.13 Management Communicates change initiatives.

Looking at the data, it appears that a significant portion of the participants (29.5%) disagree with the statement that management communicates change initiatives. Another 23% of the respondents remained neutral, while approximately 44% agreed with the statement. Only 3.3% participants strongly agree that management communicates change initiatives. Overall, the data suggests that there may be room for improvement in terms of effective communication of change initiatives by management. The relatively high percentage of the respondents who are neutral may also indicate a need for better communication overall in the firm.

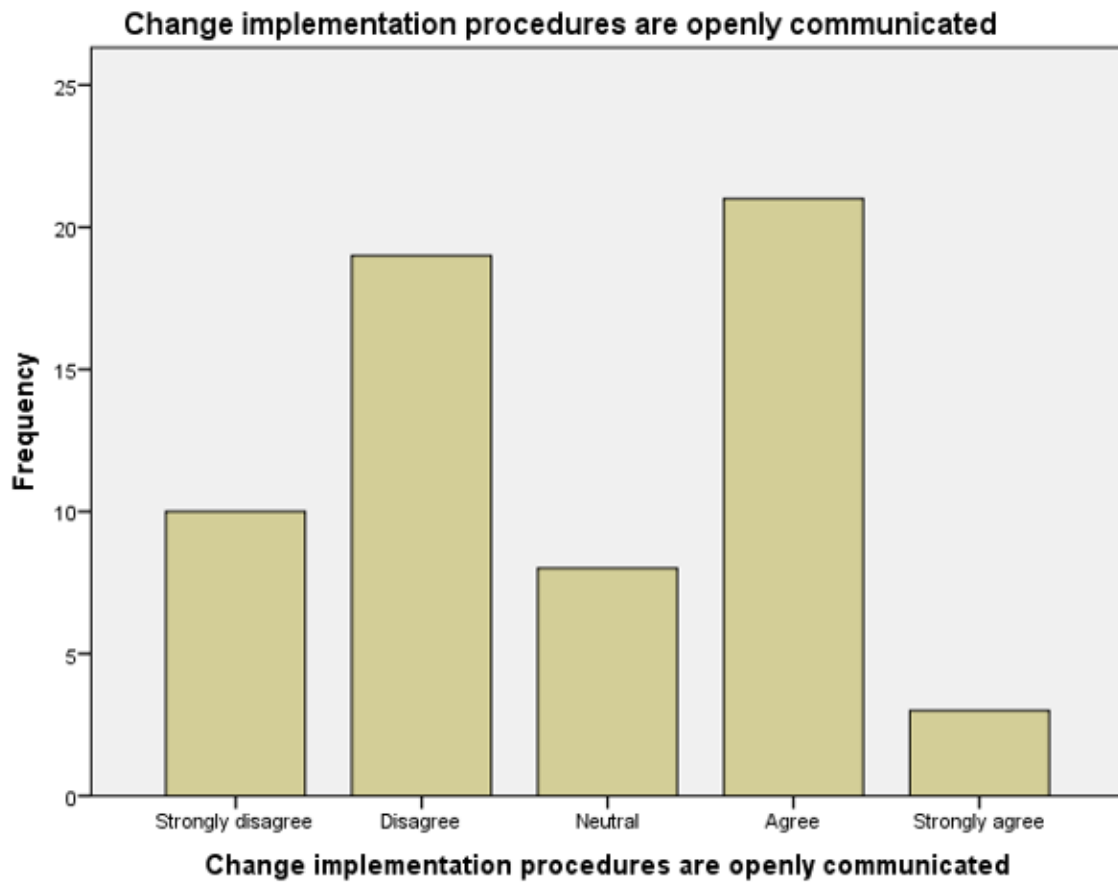


Fig: 4.10 Change implementation procedures are openly communicated.

From the given data, it appears that a significant majority (47.5%) of the respondents either disagree or strongly disagree that change implementation procedures are openly communicated within their firm. Another 13.1% remained neutral while only 34.4% agreed and 4.9% strongly agreed. This indicates that there might be some existing communication issues within the firm when it comes to change implementation procedures. It could potentially lead to confusion and resistance during or after the implementation of a change. The firm could benefit from improving their communication strategy and making sure that all employees are well-informed and on-board with any change that is taking place.

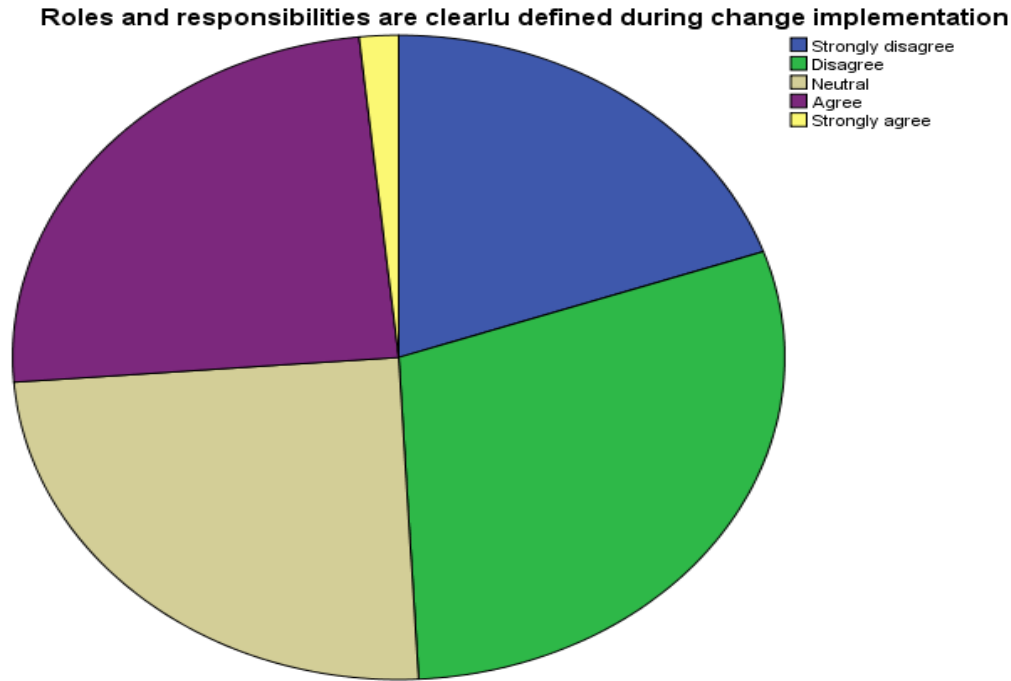


Fig 4. 11: Roles and Responsibilities

After examining the data, it seems that almost half (49.2%) of those surveyed do not agree with the statement that roles and responsibilities are adequately defined during change implementation. Another quarter (24.6%) neither agree nor disagree, leaving only about a quarter (26.3%) who agree or strongly agree with the statement. This implies that there may be scope for enhancing the definition of roles and responsibilities during change implementation in the firm. More analysis could be conducted to identify the reasons behind this perception and to come up with methods for improving communication and clarity during change initiatives.

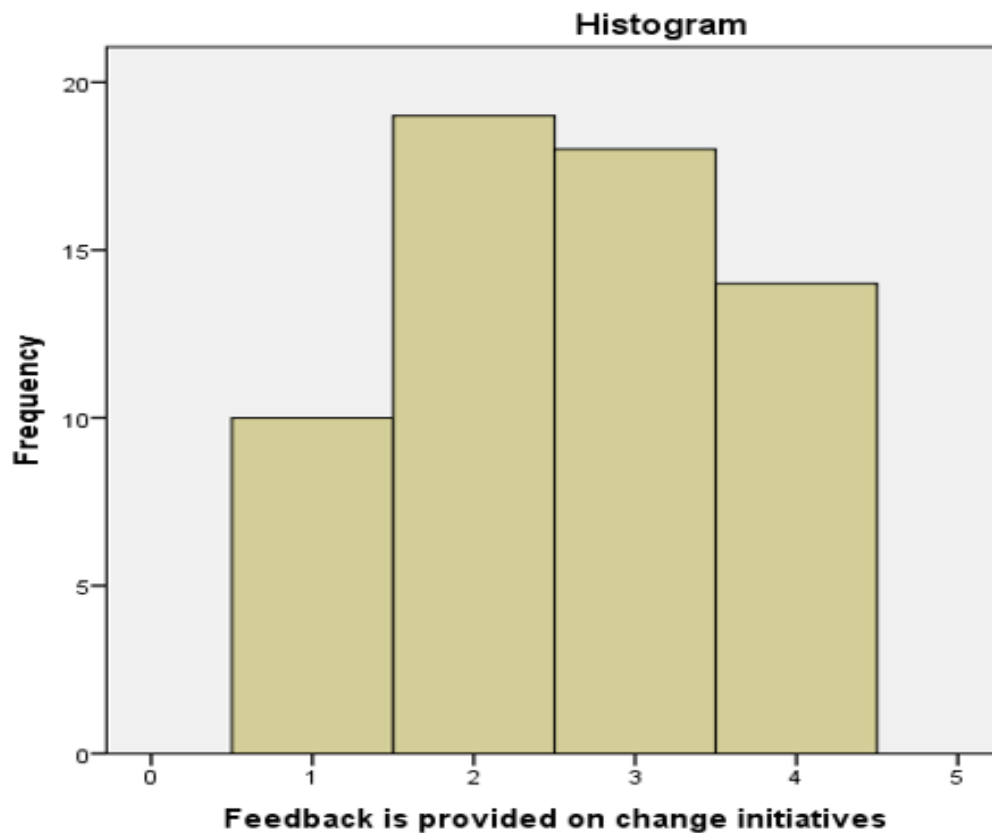


Fig 12: Feedback is provided on change initiatives.

From the given data, it appears that most of the participants (47.5%) either disagree or strongly disagree that feedback is provided on change initiatives. Also, a significant number of the respondents (29.5%) remain neutral on the issue. Only 23% of the participants agree that feedback is provided on change initiatives. This suggests that there may be issues with communication and management of change initiatives within the firm. Improvement may be needed to ensure that feedback is given to employees to keep them informed and engaged.

4.5.4 What is the impact of change management on organisational performance?

Employees are involved in decision making regarding change

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	11	18.0	18.0	18.0
Disagree	20	32.8	32.8	50.8
Valid Neutral	15	24.6	24.6	75.4
Agree	15	24.6	24.6	100.0
Total	61	100.0	100.0	

Table 4.14: Employees are involved in decision Making regarding change.

Based on the data provided, it seems that most of the respondents (50.8%) do not believe that employees are given a say in making decisions about changes in their firm. A smaller percentage (24.6%) agreed that employees are involved in decision making, while the rest were neutral. These findings suggest that firms could enhance employee commitment and support by giving them a voice in change decisions.

There is cooperation among team members

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	7	11.5	11.5	11.5
Disagree	15	24.6	24.6	36.1
Valid Neutral	18	29.5	29.5	65.6
Agree	19	31.1	31.1	96.7
Strongly agree	2	3.3	3.3	100.0
Total	61	100.0	100.0	

Table 4.15: There is cooperation among team members.

Based on the given data, it seems that there is a lack of cooperation among team members within the firm. Specifically, 36.1% of get the participants among team members. On the other

hand, 31.1% of those surveyed have the same opinion, agreed, while 29.5% of them neither agree nor disagree with the statement.

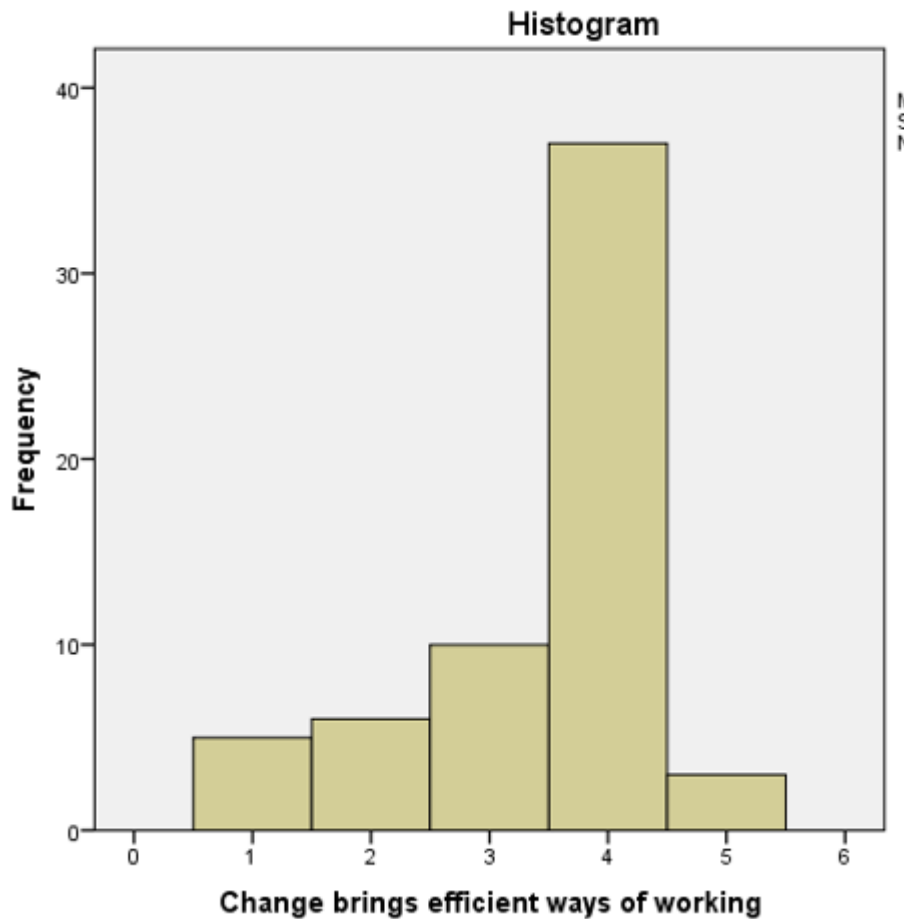


Fig 4.13: Change brings efficient ways of working.

Based on the given data, it appears that a significant majority (95.1%) of the respondents agree or strongly agree that change brings efficient ways of working in a firm. There are some participants who remain neutral (16.4%) or disagree (18%). However, most of the respondents have a positive perception of how change initiatives can improve the effectiveness and efficiency of work in their firms.

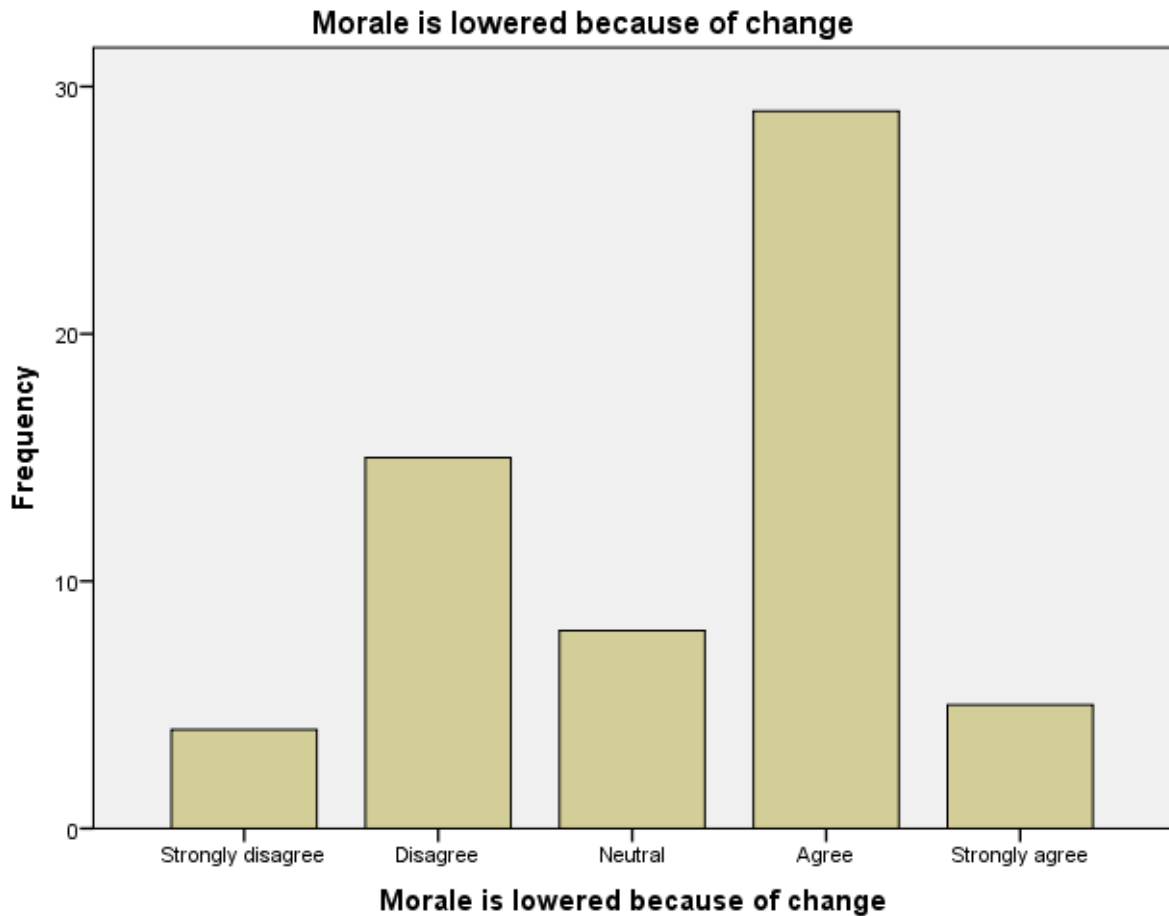


Fig 4.14: Morale is lowered because of change.

From the given data, it appears that the majority of the respondents (91.8%) don't believe that morale is lowered because of change. Also, almost half of the participants (47.5%) agree that morale is not lowered due to changes. However, there is a fraction of the respondents (30.7%) who either disagree or are neutral on this matter. It can be inferred that the perception of the impact of changes on morale varies among employees in the firm. Further analysis, such as identifying the reasons for positive or negative responses, could help to understand the factors affecting morale and how they can be addressed.

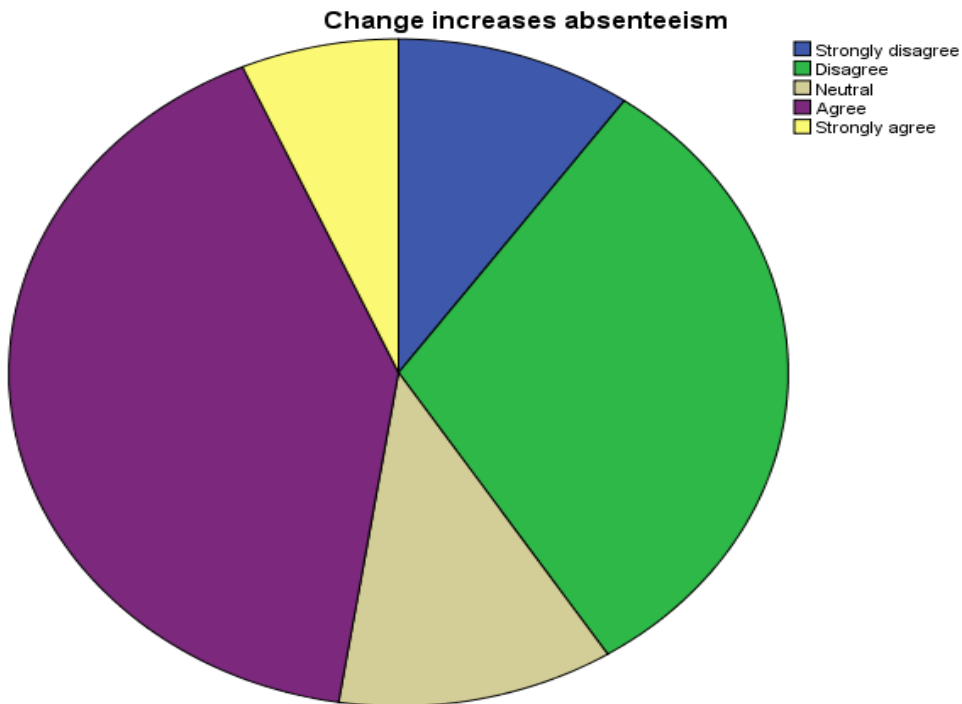


Fig 4.15: Change increases absenteeism

From the given data, it appears that the participants (93.4%) either disagree, neutral or strongly disagree that change increases absenteeism within their firm. Specifically, 41.0% of the respondents agree that there is no increased absenteeism due to change. The data indicates that employees, approximately 68.9%, agree with the statement that change does not lead to an increase in absenteeism. Only a minority, around 31.1%, hold the opposite view, with 9.8% strongly disagreeing with this statement. Thus, it appears that most workers do not perceive change to have adverse effects on their attendance and punctuality.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	9.8	9.8	9.8
Disagree	15	24.6	24.6	34.4
Neutral	7	11.5	11.5	45.9
Agree	31	50.8	50.8	96.7
Strongly agree	2	3.3	3.3	100.0
Total	61	100.0	100.0	

Table 4.16: Change causes breakdowns in working relationship.

Based on the given data, the respondents (96.7%) either disagree or are neutral about the statement that change causes breakdowns in working relationships. Specifically, 24.6% of the respondents disagree while most of the respondents (50.8%) believe that firms should take an active approach to handling change prevent any negative impact it may have on employee relationships.

4.6 Summary

In chapter 4 of the project, the focus was on collecting demographic data and discussing firm's performance and change management at PSMAS. The strategies for innovation, revenue, service, and process were discussed, along with the internal factors that affect effective change management. These internal factors include firm's culture, leadership, and performance. External factors such as technology, politics, economic growth, and changing social trends were also discussed. The implementation of change at PSMAS involved communication, roles and responsibilities, and feedback. How implementing change management affects the performance of PSMAS as a firm was also explored, looking at the involvement of employees in decision-making, teamwork, efficient ways of working, morale, absenteeism, and breakdown of work relationships. Overall, the chapter provided a comprehensive analysis of the factors affecting change management at PSMAS and how effective change management can improve firm's performance.

Chapter 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In light of these findings, the following recommendations are suggested:

- i. Ensure that change management strategies are communicated effectively to all stakeholders involved in the change management process.
- ii. Provide adequate training and support to all employees to ensure successful implementation of change management strategies.
- iii. Make sure that the leaders fully back the change management process. It's recommended to conduct additional research to investigate how change management strategies have affected other firms by using a larger number of case studies.

Additionally, future research could consider the impact of different change management strategies on various firm's outcomes, such as employee satisfaction and client loyalty.

5.1 Summary of Findings

The study's results suggest that implementing strategic change practices has a positive influence on a firm's performance and effectiveness. These findings hold practical, empirical, and theoretical significance as they demonstrate a strong connection between strategic change management implementation and improved firm's performance. Essentially, the study supports the hypothesis that effectively implementing strategic change practices can greatly benefit a firm.

According to the study, most of the participants had been employed by the firm for more than two decades. Which makes their input important in drawing accurate conclusion. The participants talked about various changes and advancements that occurred during the firm's rebranding, switch from Mass to NEXUS information systems, restructuring, strategic operational changes, socialization of strategy and the closure of PSMI subsidiary due to wage non-payment. These strategic approaches were aimed at improving firm's performance, card acceptance by service providers and gaining a market share. The findings of the study suggest that change management strategies can significantly boost firm's performance.

Firm's performance and change management - In terms of innovation, Society is still reliant on the 1930 product Main Plan, which simply changed its name when rebranding was done to Standard Plan. Its market is still dominated by the government employees, even though many competitors have shifted their focus to recruiting the private sector and are doing well, such as FML, Fidelity, Cellmed, and others. Grown revenue typically finds its way out of the system because of poor corporate governance, so no efficiency growth is supported, as was the case of the recently dismissed Group Chief Executive Officer (Dr F. Muchena). The Society established a department called the Premium Brand, which was intended to compete with the schemes of other medical aid societies. The premium brand was created to manage private sector firms such as ZESA. This failed because ZESA slipped away from the Society.

The processes of the Society were found to be flawed. The economy was partially dollarized, and the Society needed to follow suit due to changing trends, but it failed to change its Information Technology system, which is unable to accept and process USD currency.

Service remains a nightmare due to low subscription rates that do not even keep up with the changing economy. Many service providers do not accept the card, leaving most members stranded and unable to access affordable health care.

Factors affecting change management - In 2016, the Society changed its leadership but unfortunately, things got worse, and employees suffered greatly. Some even had to sell their personal belongings to make ends meet for their families. The new leadership lacked effective change management strategies and even good initiatives were undone. The implementation of strategic plans was lacking and the consolidation of structures under the holding company created challenges in corporate governance, leading to the dissolution of the board. Additionally, the Society's poor communication and engagement with key stakeholders, especially the government, led to a breakdown of trust.

It seems that the Society is too comfortable with its government clients and hasn't kept up with market trends or technological advancements. Additionally, the Society failed to address the needs of the growing private sector, ultimately leading to the loss of private sector clients to newer competitors. In terms of change implementation, the Society lacks effective communication and faces firm's politics and silo mentality, which undermine any strategic

changes. Moreover, corporate governance gaps affect support for strategic items, making it difficult for the Society to implement necessary changes.

It seems that the change programs implemented by the Society have had a negative impact on staff morale, resulting in silo mentality and relationship breakdowns among departments. The Society has also seen limited business growth as a result of these change programs such as rebranding, ISO certifications, the introduction of the Core Nexus system, and product development efforts such as the USD product and Premium Brand introduction. It is essential for the Society to focus on effective change management strategies in order to mitigate negative impacts and to align the firm around common goals. This may include involving staff at all levels in the change process, providing clear communication and support, and measuring the impact of changes on the business.

5.2 Conclusions

Based on the research findings, it can be concluded that change management strategies have a significant impact on organisational performance at Premier Service Medical Aid Society. The study identified several change management strategies that have positively impacted the firm, including effective communication, stakeholder involvement, adequate training, and leadership support. The study also revealed some limitations, including a small sample size and the use of a single case study. As such, the findings may not be generalizable to other firms.

5.2.1 How does Change management strategies affect organisational performance at PSMAS?

The null hypothesis (H₀), states that there is a strong correlation between change management strategies and firm's performance. Conversely, the alternative hypothesis (H₁), claims that there is no significant relationship between change management strategies and firm's performance. According to the survey findings, most of the participants are of the opinion that PSMAS can enhance its efficiency by focusing on revenue growth and

improving services. In addition, a considerable number of participants also acknowledged the importance of processes in helping the Society achieve its goals.

Based on the outcomes, it can be concluded that implementing change management strategies has a beneficial effect on P SM AS's overall performance. Therefore, we can confirm that the assumption stating change management strategies significantly impact firm's performance is valid, while we can dismiss the opposing hypothesis as unsupported.

Overall, the survey results suggest that effective change management strategies can help firms like PSMAS achieve their desired objectives and improve their overall performance.

5.2.2 What factors influence the effectiveness of change management.

The results indicate that both internal and external factors have a considerable impact on the effectiveness of change management in P SM AS. Therefore, it is appropriate to refute the hypothesis (H1) that some factors do not affect change management success and accept the hypothesis (H0) that highlights the importance of considering multiple factors in change management implementation. With this understanding, P SM AS can concentrate on creating effective change management strategies that take into account internal and external factors to achieve favourable outcomes.

5.2.3 How is change implemented in an organisation.

The hypothesis, (H0), change implementation has a significant relationship to PSMAS and (H1), change implementation has no significant relationship to PSMAS. the following are the percentages of the findings, 44.3% agreed that Management communicates change initiatives, 34.4% agreed that Change implementation procedures are openly communicated, approximately 30% of the respondents did not believe that clear roles and responsibilities were established during change implementation. Similarly, around 31% did not think that feedback was provided on change initiatives and approximately 33% did not agree that employees were involved in decision making regarding change.

Based on these percentages, it seems that there may be some issues with change

implementation at P SM AS. For example, less than half of the respondents agreed that change initiatives are communicated by management and only about a third agreed that implementation procedures are openly communicated. About one-third of the participants did not agree that the responsibilities and tasks were adequately defined while implementing changes, and similarly for feedback on change initiatives and employee involvement in decision-making.

In order to evaluate the hypotheses, additional details like the number of participants in the study and the specific statistical methods used would be necessary. Given the current information provided, the study cannot draw a conclusion about the importance or relevance of the correlation between change implementation and P SM AS.

5.2.4 What is the impact of change management on organisational performance?

According to the provided survey results, it seems that a majority of the respondents believe that change does bring about efficient ways of working, but also has negative effects such as lowered morale and breakdown in working relationships.

Regarding the hypothesis, it is difficult to conclude definitively without more information on how firm's performance is being measured. However, given that there are both positive and negative impacts of change management according to the survey results, it is possible that the impact on firm's performance may be mixed or vary depending on specific circumstances. Further research and analysis would be needed to fully assess the relationship between change management and firm's performance.

5.3 Recommendations

5.3.1 Organisational performance and change management recommendation.

PSMAS should develop and implement a performance management system that aligns with the Society's goals and objectives. This will help identify areas of improvement and ensure performance metrics are being tracked and measured regularly. Conduct regular employee

training programs to build their skills and knowledge. This can help enhance employee productivity and job satisfaction, leading to improved firm's performance.

Adopt a change management process to facilitate smooth transitions when changes are introduced. To achieve a successful implementation, it is essential to keep employees informed and engaged in the process of change, ensuring they are willing to adapt and actively participate. Always promote effective communication and collaboration among employees, teams and departments. Encouraging open communication within the firm can promote a cohesive and collaborative environment where employees share a common goal.

Encourage innovation and creativity within the Society to promote a culture of continuous improvement. This can help identify chances for growth and expansion and drive positive change. Evaluate and establish relationships with key suppliers and stakeholders to improve supply chain management. This can help reduce costs, streamline processes and improve overall firm's performance.

By implementing these recommendations, Premier Service Medical Aid Society can achieve improved firm's performance, enhanced team effectiveness and overall success.

5.3.2 Factors affecting change management at PSMAS recommendations.

Premier Service Medical Aid Society (PSMAS) is a healthcare organisation that operates in a dynamic environment, which means that change is inevitable. Both internal and external factors can affect change at PSMAS, and some of the recommendations regarding these factors include:

5.3.2 Internal Factors

Leadership - The leadership at PSMAS plays a crucial role in driving change. The organisation needs a dedicated and visionary leader who can inspire employees to embrace change. Employee Engagement is essential to involve employees in the change process. To ensure smooth implementation of change, it is crucial that employees comprehend the reason behind the change and how it can be advantageous for them. This can be done through regular

Communications, training, and development programs. PSMAS should create a culture that supports change and innovation. The culture should encourage risk taking, experimentation and learning from failures.

5.3.2.2 External Factors

The healthcare industry is undergoing significant technological changes, and PSMAS needs to keep pace with these developments. Investing in new technologies like tele medicine, electronic medical records (EMR) etc. can help improve the quality of services. Economic factors such as inflation, exchange rates, and labour costs can affect PSMAS's financial viability. To mitigate these risks, the organisation needs to adopt efficient cost management practices.

PSMAS operates within a regulatory framework, and changes in regulations can significantly impact its operations. The organisation needs to stay abreast of regulatory changes and ensure compliance. Overall, PSMAS needs to create an environment that supports change and innovation, both internally and externally. By get backing to internal and external factors, PSMAS can adapt to changes in the market and enhance its competitiveness.

5.4.3 Change implementation at Premier Service Medical Aid Society recommendations.

The Society needs to follow these stages to successfully implement change at PSMAS;

Clearly define the change objectives - Before implementing any change at Premier Service Medical Aid Society, it is important to clearly define what the objectives of the change are. This will help to ensure that everyone involved in the change is on the same page and understands what they are trying to achieve. It is important to get buy-in from all stakeholders involved in the change. This includes employees, management, and clients. Hold meetings, focus groups and surveys to gather feedback and engage stakeholders in the process. Communication is key when it comes to change implementation. Ensure that all stakeholders are aware of the changes being made, why they are necessary, and what the potential benefits are. Implementing a change can be a difficult process for some individuals. Make sure to

provide training and support to employees to help them adapt to the new changes. Monitor the progress of the change implementation regularly and evaluate its impact. This will help to identify any issues that may arise and allow for timely corrective action to be taken if needed. By following these recommendations, Premier Service Medical Aid Society can successfully implement changes while minimizing disruption to operations and positively impacting the firm's overall performance.

5.4.4 Impact of Change management on organisational performance recommendations.

Below are some suggestions regarding how the implementation of change management could affect the overall performance of Premier Service Medical Aid Society (PSMAS). It is essential to have a well-defined change management plan that outlines the goals, objectives, and strategies for managing the change. This plan should be communicated and understood by all stakeholders in the Society. Encourage employees to embrace change as a normal part of their work. Establish processes and practices that promote continuous learning and improvement to ensure that changes are continually evaluated and refined.

Communication is critical during a change process. It is essential to communicate with stakeholders before, during, and after the change process. This communication should address the reasons for change, what the change entails, how the change will be implemented, and what benefits the change will bring. To effectively manage change and improve firm's performance at Premier Service Medical Aid Society, it's important to address employee resistance by engaging them in the change process.

This can be done by actively seeking their feedback, offering relevant training, and giving employees a sense of ownership over the process. Regular evaluation of the changes made is also crucial to ensure that they align with the firm's goals. Adjustments should be made as needed to achieve the desired results. By following these steps, Premier Service Medical Aid Society can successfully navigate change and improve overall performance.

5.5 Suggestions for further studies

The current study used qualitative methods and questionnaires to gather information from participants, who had varying views on change management strategies and their effects on firm's performance. Additionally, the study explored factors that influence the success of change management initiatives, how change is implemented in a firm, and the impact of change management on performance. To expand upon this research, quantitative methods could be employed, which would enable researchers to gather more extensive data through interviews. Furthermore, other scholars could explore similar topics within different industries to conduct comparative analyses.

There are several recommendations for further studies that could build upon the current research on change management strategies and their impact on firm performance. These recommendations include: -

Quantitative Methods: Future studies could complement the qualitative approach used in the current research by incorporating quantitative methods. This would involve collecting numerical data, such as performance metrics or financial indicators, to quantitatively measure the impact of change management strategies on firm performance. By employing statistical analysis techniques, researchers can provide more robust and objective evidence regarding the relationship between change management and performance outcomes.

Interviews: In addition to questionnaires, researchers could conduct in-depth interviews with participants to gather richer and more detailed insights into their views on change management strategies and their effects on firm performance. Interviews can provide a deeper understanding of individual perspectives, experiences, and perceptions related to change management initiatives. This qualitative data can complement the quantitative findings and provide a more comprehensive understanding of the topic.

Comparative Analyses: To broaden the scope of research, scholars can explore similar topics within different industries. By conducting comparative analyses across various sectors, researchers can identify industry-specific factors that influence the success of change management initiatives and their impact on firm performance. This approach can provide

valuable insights into the applicability and effectiveness of change management strategies in different organizational contexts.

Longitudinal Studies: To gain a better understanding of the long-term effects of change management strategies, future studies could adopt a longitudinal approach. By collecting data at multiple points in time, researchers can track the performance of firms before, during, and after the implementation of change initiatives. This would enable a more comprehensive analysis of the sustained impact of change management on firm performance.

Mixed Methods Research: Combining qualitative and quantitative methods through a mixed methods approach can offer a more comprehensive and nuanced understanding of the relationship between change management strategies and firm performance. Researchers can leverage the strengths of both qualitative and quantitative data to provide a more holistic analysis of the topic.

By incorporating these recommendations into future studies, researchers can enhance the existing knowledge on change management strategies and their impact on firm performance, contributing to the advancement of theory and practice in this area.

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Annex `A`: Survey Questionnaire

SURVEY INTRODUCTORY LETTER

To whom it may concern

Dear Participant

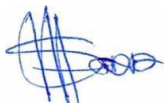
I am currently conducting research on "**An evaluation of change management strategies on firm's performance. A case study of Premier Service Medical Aid Society (PSMAS).**" as part of my Master of Business Leadership and Corporate Governance (*MLC*) program at Bindura University of Science Education (*BUSE*).

The study will be conducted using a self-administered questionnaire that will be mailed to you. I would appreciate it if you could fill out the questionnaire and return it to me. Your identity and responses to the questionnaire will be kept strictly confidential. Your information will be used solely for research purposes. Participation in the survey is entirely voluntary. You may leave the survey at any time for any reason.

If you have any questions, please do not hesitate to contact me. If you would like to speak with my research supervisor, Dr Fundira, please send me an email or call and I will forward his contact information to you.

Your willingness to take part in this survey will be greatly appreciated.

Yours faithfully,



Vitos Munyawarara

Cell: 0773 522 587

Email: vmunyawarara02@gmail.com

QUESTIONNAIRE

“An evaluation of change management strategies on organisational performance. A case study of Premier Service Medical Aid Society (PSMAS).”

Please click in the appropriate box.

1. Indicate your position at PSMAS.

Junior Staff Middle Management Executive

2. Indicate your Department at PSMAS.

Marketing HR & Administration Managed Care Finance

Corporate Services ICT

3. Indicate your gender:- Male Female

4. Indicate your age :

20 – 30 years 31 -40 years 41 – 50 years 51+ years

5. How long have you been with the Society

0 – 5 years 6-10 years 11-15years 16-20 21+ years

6. Indicate your educational level.

Certificate Diploma Degree Masters PHD

Please click in the appropriate box.

	1	2	3	4	5
	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Organisational Performance and change management at PSMAS					
1. Innovation fosters growth at PSMAS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Revenue growth increases efficiency within PSMAS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Service Play a major role in increasing revenue at PSMAS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Processes makes PSMAS to reach desired objectives as aimed in the strategy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Employees are motivated by change management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal factors affecting effective change management at PSMAS					
1. The most important change management success factor is management's support by providing clear vision, mission, and core values.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Firm's culture has a powerful impact on the future of the firm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Change in leadership causes firm's change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Performance is the most important factor which drives change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Firms core values are change drivers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External factors affecting effective change management at PSMAS.					
1. Technological advancements have a significant impact on change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Internal and external politics affect the organisation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Economic growth brings change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Changing social trends force the firm to effect change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change Implementation at PSMAS					
1. Management communicates change initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Change implementation procedures are openly communicated.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Roles and responsibilities are clearly defined during change implentation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Feedback is provided on change initiatives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The effect of change management on firm's performance at PSMAS.					
1. Employees are involved in decision making regarding change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. There is cooperation among team members.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Change brings efficient ways of working.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Morale is lowered because of change.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Change increases absenteeism.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Change causes breakdowns in working relationships	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

