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EXPLORING THE IMPLEMENTATION OF CHANGE MANAGEMENT STRATEGIES IN ENHANCING BUSINESS PERFORMANCE. (CASE STUDY OF AMTEC MOTORS)

BY

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A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF EXECUTIVE MASTERS IN BUSINESS ADMINISTRATION IN THE COLLEGE OF BUSINESS, PEACE, LEADERSHIP AND GOVERNANCE

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Abstract

Change management is a critical aspect of organizational success in today's rapidly changing business environment. The ability to adapt to new technologies, market trends, and customer demands is essential for companies to remain competitive and achieve sustainable growth. This research aimed to explore the implementation of change management strategies in enhancing business performance, with a specific focus on Amtec Motors. The study utilized qualitative research methods to gather primary data through questionnaires. The target population, sampling methods, and sample size were carefully considered to ensure the validity and reliability of the findings. The data analysis methods employed in the study were robust, and ethical issues were carefully addressed to protect the rights and confidentiality of the participants. The findings of the study revealed that Amtec Motors' quality management approaches were not fully utilized, leading to inefficiencies in terms of quality management. This lack of dedication on the part of the organization to provide high-quality service to its customers and clients had a negative impact on the company's ability to deliver exceptional service. The researcher recommended that Amtec Motors collect benchmark data regularly to identify areas for improvement and enhance their quality management practices. The research highlighted the importance of effective change management in driving business success. The study identified key organizational factors, change management strategies, and employee characteristics that influence change management outcomes. The development of a structured change management framework, enhanced leadership support and communication, increased employee involvement and empowerment, and a culture of continuous learning and improvement were found to be critical for successful change management implementation. The recommendations provided in the study offer practical guidance for Amtec Motors and other organizations looking to enhance their change management capabilities. By implementing these strategies, companies can improve their ability to adapt to change, drive business performance, and achieve sustainable growth in today's dynamic business landscape. In conclusion, this research sheds light on the importance of change management in enhancing business performance. By implementing effective change management strategies, organizations can improve their quality management practices, enhance customer service, and drive overall business success. The findings and recommendations of this study provide valuable insights for companies seeking to strengthen their change management capabilities and achieve long-term success in today's competitive marketplace.

Keywords: Change Management Strategies, Business Performance, Organizational Change, Quality Management

Declaration

I declare that this dissertation is my original work except where sources have been cited and acknowledged. The work has never been submitted, nor will it ever be submitted to another university for the award of a degree.

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Dedication

I dedicate this research to my family, whose unwavering support and encouragement have been the driving force behind my academic journey. To my parents, siblings, and extended family, thank you for always believing in me and pushing me to reach my full potential. Your love and guidance have been my source of strength throughout this challenging yet rewarding process. I also dedicate this work to my professors, mentors, and friends who have provided invaluable guidance, inspiration, and assistance along the way. Thank you for your wisdom, patience, and belief in my abilities. This dissertation is a testament to the collective effort and support of those who have been instrumental in shaping my academic and personal growth.

List of Acronyms and Abbreviations

ACBF	The African Capacity Building Foundation
IDC	Industrial Development Corporation

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CHAPTER 1 INTRODUCTION

1.1 Introduction

Change is an inevitable part of organizational life, driven by various factors such as globalization, technological advancements, economic fluctuations, and shifting market demands. In today's dynamic business environment, organizations must effectively manage change to remain competitive and achieve sustainable growth. Change management refers to the structured approach of preparing, equipping, and supporting individuals and organizations to navigate and adapt to organizational change. This study aims to explore the implementation of change management strategies in enhancing business performance. In the corporate business of today, nothing stands still. Throughout the past two decades, the rate of change that corporate organizations must contend with has been steadily increasing. This is a result of the increasing democratization and liberalization of economies around the world brought on by developments in information and communication technology. Hence, change has now come to be seen as unavoidable and a constant aspect of economic life. Thus, it becomes important that it receives the proper attention (from management) in order to ensure a continuous improvement in corporate performance. This chapter is going to discuss the background to the study, statement of the problem, research objectives, and research questions, significance of the study, delimitations, and limitations of the study.

1.2 Background to the study

In the global context, change management has become a critical strategic capability for organizations seeking to thrive in today's rapidly evolving business landscape. Organizations across industries are recognizing the need to proactively adapt to technological advancements, shifting consumer preferences, and disruptive market forces. Research conducted by Prosci in 2021 reveals that effective change management practices contribute to a higher success rate for organizational initiatives, with 96% of projects meeting or exceeding their objectives when change management is adequately applied. This highlights the importance of integrating change management methodologies into project planning and execution.

Furthermore, a study by the Boston Consulting Group (BCG) in 2022 emphasized the correlation between change management effectiveness and financial performance. The research revealed that organizations with strong change management capabilities achieved a 2.5 times higher Total Shareholder Return (TSR) compared to organizations with weak change management practices. These findings underscore the potential financial benefits that effective change management can bring to organizations, making it a crucial factor in driving long-term success and competitiveness.

In addition to financial performance, change management also plays a crucial role in enhancing employee engagement and productivity on a global scale. Research conducted by Gallup in 2020 found that organizations with higher levels of change management effectiveness experienced 21% higher profitability and 17% higher productivity. Effective change management practices contribute to creating a positive and inclusive workplace culture, fostering open communication, and empowering employees to adapt to and contribute to organizational changes.

In Africa, explore the implementation of change management strategies in enhancing business performance is particularly significant due to the continent's unique economic, social, and political dynamics. African organizations are navigating a diverse range of challenges, such as infrastructure gaps, regulatory complexities, and cultural diversity. Therefore, the effective implementation of change initiatives becomes even more critical for organizations operating in this context.

According to a report by Deloitte Africa in 2021, change management enables African organizations to successfully navigate political transitions, regulatory reforms, and market volatility. Organizations that employ change management practices are better equipped to identify and seize new opportunities, respond to emerging trends, and mitigate risks. This flexibility and adaptability are crucial for organizations operating in African markets, which are often characterized by rapid changes and uncertainties.

Moreover, the African continent presents unique opportunities for organizations to leverage change management as a catalyst for inclusive growth and socioeconomic development. A study by the African Development Bank in 2022 emphasized that effective change management practices are instrumental in driving innovation and entrepreneurship, job creation, and sustainable economic transformation. By embracing change management principles, African organizations can foster a supportive environment for innovation, collaboration, and knowledge sharing, leading to improved business performance and socioeconomic progress.

Furthermore, the African context places a strong emphasis on stakeholder engagement and social responsibility. Change management practices that prioritize inclusivity, transparency, and empowerment of local communities can have a transformative impact on organizational performance. Research conducted by the United Nations Global Compact in 2019 highlighted that organizations that integrate sustainability principles into their change management processes experience improved brand reputation, increased customer loyalty, and enhanced stakeholder trust. This underscores the importance of aligning change management efforts with the social and environmental priorities of African societies.

In addition to the economic and social dynamics, the African view of change management also recognizes the importance of cultural factors in driving successful organizational change. Africa's diverse cultural landscape requires organizations to adopt culturally sensitive change management approaches. A study by Mafini and Nkomo (Mafini, 2020) highlighted the significance of cultural intelligence in change management initiatives in Africa. Organizations that demonstrate cultural intelligence by understanding and respecting local customs, values, and communication styles are more likely to gain employee buy-in and effectively implement change initiatives.

Another critical aspect of change management in Africa is the role of leadership. Effective change leadership is essential for guiding organizations through transformative processes. A study by Ngowi (2021) emphasized the importance of transformational leadership in change management efforts in African organizations. Transformational leaders inspire and motivate employees, create a shared vision, and empower individuals to embrace change. By fostering a positive leadership culture, organizations can enhance employee commitment, adaptability, and engagement during times of change.

Furthermore, the African view recognizes the need for capacity building and skills development in change management practices. The African Capacity Building Foundation (ACBF) emphasizes the importance of building change management competencies among African professionals and organizations. ACBF provides training programs and resources to enhance change management capabilities, emphasizing the transfer of knowledge and skills to local stakeholders. By investing in capacity building, African organizations can develop internal change management expertise and drive sustainable change initiatives.

Additionally, the African view acknowledges the role of collaboration and partnerships in change management. Given the interconnected nature of African economies, organizations often need to collaborate with various stakeholders, including governments, local communities, and non-governmental organizations. A study by Okeke et al. (2019) highlighted the significance of multi-stakeholder partnerships in driving successful change initiatives in Africa. Collaborative approaches that involve all relevant stakeholders not only enhance the effectiveness of change management but also contribute to broader societal development and shared value creation.

Lastly, the African view of change management recognizes the potential of technology in facilitating organizational change. Africa is experiencing a digital revolution, with increasing access to technology and mobile connectivity. Leveraging digital tools and platforms can enhance communication, knowledge sharing, and collaboration during change initiatives. A study by Chigona et al. (2020) emphasized the role of technology-enabled change management in Africa, highlighting its potential to overcome geographical barriers, increase participation, and enhance change implementation efficiency.

Change management in organizations should aim to improve organizational performance rather than just changing the structural setup through the establishment of new reporting structures and a new leadership team. According to (Kotter J. , 1995), there has been a dramatic increase in the amount of important, frequently traumatic transformation in organizations in recent years. But in far too many instances, the alterations are not what was intended, and the benefits are misleading (Kotter J. , 1995). The author acknowledged the drawback of change and pointed out that when people concentrate on adapting to changing conditions, agony is continual. He also said that management and organizations make mistakes when developing and implementing change.

According to (By, 2018) defines organizational performance as the way a company performs in relation to its goals and targets. Furthermore, according to (Nyaungwa, 2015), an organization's performance is defined as its actual productivity or production in comparison to the desired outcomes. According to (Hossan, 2015), technological advancements, global economic integration, and the rise of developed country markets are all causing modern companies to shift, which is slowing down domestic growth. Faster and better transportation, better information networks, and the requirement for global connectedness are characteristics of the technological developments. Globalization of the market and competition eventually lead to more competition and a requirement for faster service delivery.

Organizational tools for supporting employees in a company to do personal business successfully, resulting in change being adopted and implemented, make up change management (Jones, Organizational theory, design and changes (5th edition)., 2007). This indicates that all organizations, including their roles, responsibilities, and accountability, as well as their personnel, outputs, and tasks, are well-aligned. If they are not adequately aligned, performance will either be very poor or very poor. The requirement for on-going transformation necessitates a coordinated and growing capacity for organizational learning (Paton, 2018). This was generally considered to be a key aspect in private enterprises' ability to establish and retain a competitive advantage as well as increase their profitability over time. Change can be described in a variety of dimensions. It may be continuous and incremental, radical or deliberate, catastrophic or evolutionary, powerful or weak, slow or rapid, or internally or externally motivated.

According to (Kotter J. , 1995), the fundamental driver of change is the intensifying demands of globalization, which have an impact on every aspect of business and human life. The idea of borderless commerce has forced organizations to recognize change as essential to both their survival and growth. Furthermore, (Rahman, 2019) asserts that management of change is a regular, integrated process for many businesses.

Organizational performance, according to (Bordia, Uncertainity during organizational change: Is it all about control?, 2014)is measured using a multidimensional paradigm. Organization performance, as defined by (Agnuinis, 2012), is the extent to which an organization achieves its goal, vision, and objectives as expressed in terms of high-quality service, satisfied customers, and improved profitability. Organizational performance was divided into three categories by (Naranjo-Valencia, 2016): business performance, financial performance, and organizational effectiveness.

The ability of a company to achieve such banal objectives as high return, increased market share, new product development, solid financial outcomes, and establishing long-term sustainability is referred to as an organization's performance, according to (Koontz, 2010). According to (Moullin, Linking performance measurement and organisational excellence, 2007), a firm's performance measures how successfully its managers can use its resources to produce revenue for the company. Performance is a measure of how well a corporation provides value to its stakeholders.

A firm's performance or success can be measured in a number of different ways. According to (Elsaid, Defining and Solving the Organizational Structure Problems to Improve the Performance of Ministry of State for Environmental Affairs - Egypt., 2013), an organization's performance can be determined by the value creation for its stockholders. It is determined how the financial state of a company has changed based on the financial performance. In earlier study, other performance dimensions were employed. Research by (Jones, Contemporary management, 2019) used market share growth, profitability, sales growth, and overall results to gauge business performance. Research by (Henry, 2020) measured the relationship between company performance and strategic direction using three factors: customer satisfaction, stock turnover, and profit. Customer service, return on assets, market share, and overall profitability were used by (Calantone, 2019) to assess learning orientation and company performance.

Management of change in an organization refers to the digitization process, new technological breakthroughs and changes, rescheduling of activities, and significant partnerships. Corporate transformation entails shifting the organization's strategy, mission, operational aspects (including structural changes), technological advancements, staff attitudes and behaviours, and overcoming employee resistance to the organization's strategic directions (Kreitner, 2021). According to (Burnes, 2004), there are two types of change management: planned and emergent. When the process of change is deliberately planned by shifting the organization from stable to stable, the planned adjustments are appropriate for predictable and stable circumstances.

The new strategy requires a continual design and rearrangement of the firm to accommodate fluctuating needs in a turbulent environment. Changes impact individual, team, and organizational performance, according to (Burnes, 2004). People learn through curiosity and investigation, teams learn through encouraging variety in ideas and contributions, and businesses learn through on-going experimentation and advancement within their respective fields. When significant changes take place inside an organization, people become more dedicated to their work and have a richer personal life. Employees are responsible for their own learning; simply telling someone else to study is insufficient.

Zimbabwe, located in southern Africa, has a rich and complex history that has shaped its current socio-economic landscape. Understanding the broader context of Zimbabwe is crucial for examining its specific challenges and opportunities in change management. Zimbabwe's recent history has been marked by significant political and economic changes. The country experienced a period of economic decline and hyperinflation in the 2000s, accompanied by political tensions and land redistribution policies. However, in recent years, Zimbabwe has shown signs of economic recovery and stabilization. The government has implemented various reforms aimed at improving the business environment, attracting investment, and revitalizing key sectors such as agriculture, mining, and tourism.

In the context of change management, Zimbabwe faces unique challenges and opportunities. One of the key challenges is the need to rebuild trust and confidence in institutions and the business environment. The country's political and economic fluctuations have eroded trust among investors and stakeholders. Effective change management practices that prioritize transparency, accountability, and inclusive decision-making processes can help restore confidence and facilitate sustainable change.

Furthermore, Zimbabwe's diverse cultural landscape, with over 16 ethnic groups, presents both challenges and opportunities in change management. Cultural sensitivity and understanding are crucial for successful change initiatives. Organizations operating in Zimbabwe need to consider cultural norms, values, and communication styles to ensure effective stakeholder engagement and buy-in. Embracing cultural diversity and fostering inclusivity in change processes can enhance employee commitment and facilitate smoother transitions.

The role of leadership in driving change management is essential in Zimbabwe. Transformational leadership that inspires and motivates employees, fosters a shared vision, and promotes ethical and responsible practices is crucial. Leaders need to navigate complex political and economic environments, communicate change initiatives effectively, and build coalitions of support. By demonstrating strong leadership capabilities, organizations can effectively drive and sustain change in Zimbabwe.

In addition to internal change management, external factors in Zimbabwe also influence organizational change. The country's regulatory environment, infrastructure gaps, and access to financing are significant considerations for organizations. Engaging with relevant stakeholders, including government bodies, local communities, and industry associations, can facilitate collaboration, policy advocacy, and the development of supportive frameworks for change initiatives.

It is worth noting that Zimbabwe's technological landscape is rapidly evolving, presenting opportunities for technology-enabled change management. The country has witnessed increased mobile connectivity and internet penetration, which can support communication, knowledge sharing, and collaboration during change initiatives. Leveraging digital tools and platforms can enhance the efficiency and effectiveness of change management processes in Zimbabwe.

In short, Zimbabwe presents a dynamic and evolving environment for change management. Rebuilding trust, embracing cultural diversity, effective leadership, stakeholder engagement, and leveraging technology are critical considerations for organizations operating in Zimbabwe. By adopting context-specific change management approaches, organizations can navigate the unique challenges and harness the opportunities presented by the Zimbabwean context.

Founded in 1953, Amtec Motors is a quasi-government enterprise with the Government of Zimbabwe, through the Industrial Development Corporation of Zimbabwe, as its largest shareholder (IDC). AMTEC is a significant auto retailer in Zimbabwe that also offers maintenance services and sells replacement parts. Mazda, Nissan, and Hino are some of its top brands. The following cities are where Amtec has offices: Harare, Bulawayo, Gweru, Mutare, and Chiredzi. It is a company that belongs to the MOTEC Group of Companies, which works in the automotive and automotive engineering fields. Amtec is a component of the Amtec Holdings Group, a holding company (Strategy Report, 2006).

However, the major problem facing Amtec Motors is that the business relies 100% on the local market thereby experiencing liquidity problems since the advent of dollarization. Also limited product range therefore not providing enough options to the customer choice. The company is also technological backward as it still uses some old systems of doing business whereas technology has since advanced. It should also be noted that some of the group strategic alliances are not adding the expected value to the business, for example members of the group are servicing their vehicles with the competition. Another major problem the company is facing is that the pricing of services and goods results in marginal profits for the business making the company to fail while there are also limited marketing skills in the business to recapture the market and grow the business is another serious challenge. Over and above, the company is not using quick decision-making as a competitive advantage to outperform other market players. Such a background has motivated the researcher to carry out a study of this nature.

1.2.1 Statement of the problem

Even though organizations must constantly adapt and change in order to remain competitive (Mandonzi, The impact of leadership on organizational performance, 2021), successful organizational change appears to be rare at Amtec Motors. Amtec Motors is facing challenges in implementing effective change management strategies, resulting in decreased business performance, employee resistance, and a lack of engagement. There is also the problem of insufficient employee involvement and empowerment. Most of top managers lack skills to put in place a fruitful strategy that will enhance business productivity. Lack of a culture of continuous learning and improvement is affecting the commitment of the employees to the core values of change management. Inadequate addressing of employee concerns and resistance to change is mainly caused by the top management ruling with an iron fist. The other problem Amtec Motors is facing is limited understanding of the impact of change management strategies on business performance outcomes which is because of their stubbornness to change. To address these challenges, Amtec Motors needs a comprehensive and evidence-based change management framework that considers the organizational factors, employee characteristics, and business performance outcomes. This research aims to investigate the current state of change management at Amtec Motors.

According to (Nyasha, Critical perceptions of organizational change, 2022), one of the most important and difficult tasks of organizational leadership is recognizing the need for organizational-wide change and guiding companies through it. According to recent statistics, leaders only deemed one-third of organizational reform attempts successful (Mushonga P. &., 2022), (Hil, 2022). It seems that successfully implementing change programs in organizations is extremely difficult. Employee reluctance to change is frequently blamed for the low success rates of change programs.

This problem statement affects employees in that they resist to change, they will be lack of engagement, and decreased motivation. Ineffective leadership support and communication, inability to drive change. When we look at customers they would be decreased customer satisfaction, reduced loyalty, and potential loss of business. Also looking at the organization they would be decreased productivity, reduced innovation, and loss of competitiveness

The impact is high turnover rates among employees –causing decreased revenue and profitability, loss of market share and competitiveness, damage to organizational reputation, decreased employee morale and engagement .So if the problem is not addressed they will be continued resistance to change, leading to stagnation and decline, increased employee turnover, leading to knowledge loss and recruitment costs, decreased customer loyalty, leading to reduced revenue and market share, loss of competitiveness, leading to decreased innovation and market relevance.

Resistance from organization members is anticipated because they anticipate potential risks that could negatively impact their futures, despite the fact that planned change is intended to make the organization more effective and efficient (Susanto, 2008). Researchers that study resistance to change draw attention to the need for research that goes beyond top-down organizational transformation, nevertheless. Studies should focus on the dynamics of change processes in order to better understand resistance, which is a major factor in the high failure rate of change programs (Quinn, 2005) This understanding can be achieved by paying attention to the dynamics of change processes (Dibella, 2020) Perceived positive effects typically result in support for the change, while perceived negative effects may result in change resistance. Therefore, the goal of the current study is to provide an answer to the question of what effects change management has on Amtec Motors' performance.

1.3 Research objectives

The study seeks to achieve the following objectives:

1. To identify the current change management strategies employed by Amtec Motors and assess their effectiveness in enhancing business performance.

2. To examine the organizational factors (e.g., leadership, culture, communication) that influence the successful implementation of change management strategies in Amtec Motors.

3. To investigate the impact of change management strategies on specific business outcomes (e.g., productivity, employee engagement, customer satisfaction) in Amtec Motors.

4. To develop a conceptual framework for effective change management strategies that can enhance business performance in Amtec Motors.

5. To provide recommendations for Amtec Motors to improve their change management strategies and enhance business performance.

1.4 Research questions

The study seeks to answer the following questions:

1. What change management strategies are currently employed by Amtec Motors, and how effective are they in enhancing business performance?

2. What organizational factors influence the successful implementation of change management strategies in Amtec Motors?

3. How do change management strategies impact specific business outcomes (e.g., productivity, employee engagement, customer satisfaction) in Amtec Motors?

4. What is the conceptual framework for effective change management strategies that can enhance business performance in Amtec Motors?

1.4.1 Hypotheses

1. $H0_1$: Effective change management strategies are positively correlated with improved business performance in Amtec Motors.
2. $H0_2$: Organizational factors significantly influence the successful implementation of change management strategies in Amtec Motors.
3. $H0_3$: Change management strategies that focus on employee engagement and empowerment will have a more positive impact on business performance in Amtec Motors compared to strategies that focus solely on technological or structural changes.
4. $H0_4$: Amtec Motors' current change management strategies are not effectively addressing the needs and concerns of employees, leading to resistance and decreased productivity.
5. $H0_5$: The implementation of a structured change management framework will result in improved business performance and employee engagement in Amtec Motors.

1.5 Significance of the study

The findings of this study will help academics and researchers by enhancing current understanding on how exploring the implementation of change management strategies in enhancing business performants affects organizational performance, one of the major subfields in the field of organizational behaviour and change management. Also, the study includes suggestions for additional research on the topics of organizational performance and change management.

The study will be helpful to automotive firms in Zimbabwe since it offers advice on how to handle change management so that it has a positive effect on organizational performance. As a result, automotive firms will be better prepared to make change when necessary and will be more equipped to do so in a way that will have the greatest positive impact on overall performance.

The findings of this study will also assist policy makers in understanding how change management affects the organizational performance of the automotive industry. Decision-makers will obtain insight into the organizational performance of change management in the media sector and receive advice on how to create effective policies that shape the Zimbabwean automotive industry.

1.5.1 Theoretical significance

The findings from this research will be a source of reference to other students who would want to conduct research in the same field.

1.5.2 To the researcher

The research improved the researcher's skills in terms of gathering academic information and applying practical knowledge to the parties concerned. The research also enabled the student to meet the universities requirement in partial fulfilment of the master's degree.

1.5.3 To the Organization

The study is of practical significance to Amtec motors as well as other key players in the automotive industry because it helps explore the implementation of change management strategies in enhancing business performance as well as the constraints that hindered successful implementation. In addition, the study also determines which strategies have been left out so alternative strategies can be adopted.

1.6 Delimitations to the study

The study is focused on exploring the implementation of change management strategies in enhancing business performance. The research was carried out at Amtec Motors, Gweru Branch. This was so because the researcher works at Amtec Gweru branch, hence it was easier for her to get the data she wants. Methodologically the research is be based on a quantitative research approach since hypotheses are adopted in this study.

1.7 Limitations of the study

The study's shortcomings included the questionnaire response rate. Not all of the participants who were given the study tool returned their responses. Emails were used by the researcher to guarantee prompt administration of the questionnaires and follow-up to get as many completed and returned through email as feasible.

Time constraints also were another challenge. Due to time constraints, a thorough investigation of each change management technique and component of a successful organizational performance was not possible. In this regard, the researcher was focused on a few key variables that helped to define the study's goals. Also, the researcher tried to keep the number of questions in the questionnaire to a minimum so that respondents react to all of the study's concepts in as little time as possible.

Another challenge related to methodological problems. The methodology that was used might have not allowed the researcher to use in-depth interviews to get first-hand information. However, the researcher used questionnaires and made sure that everything she needed to know about change management was captured in the questionnaire.

CHAPTER 2: REVIEW OF RELATED LITERATURE

2.1 Introduction

The previous chapter has been categorically introductory, outlining an exposé of the topic under study. It further provided the background of the study which helped in establishing critical context within which the study falls, research objectives and research questions informing the study, as well as the problem statement which necessitates this study. This chapter will be focused on outlining a theoretical framework which will map the direction of this study. It will further present an empirical review of the available literature to familiarize the researcher with the existential epistemology related to the phenomenon to be investigated for the purposes of minimizing the risks of unintended replication of findings, as well as establish a literature progression.

2.2 Theoretical framework

In the study of exploring the implementation of change management strategies, there are several theories that attempt to expound dimension relating to change management and performance of organizations. These section reviews three theories of change management which are Kurt Lewin Model, McKinsey's 7s Model and Kotter's Eight-Step Change Model, and the major theory being Kurt Lewin Model

2.2.1 Main theory: Kurt Lewin Model

Kurt Lewin model is widest regarded by his unfreeze-change-refreeze or "change as three steps" (CATS) as the founding father of change management (Lewin, 1947). The theory suggests that changing the current state in the required state means implementing changes in an organization. There are three different steps a company must take to implement changes according to this model of change. The primary phase is to "unfreeze" whereby individuals make a considerable power to change the existing practice in an organization by recognizing that for the betterment of the organization, things cannot continue the way it is. This step will involve preparing others to migrate from the existing comfort zone and ideally creating a situation to make change desirable (Uriarte, 2008). In this phase, the activities carried out include the establishment of integrated changes, the time orientation, and the explicit linking of tasks to the priorities and objectives of the organization for change. Commitment planning shall identify individuals and groups whose commitment is needed to formulate and gain support for organizational change. Political support for individuals or groups, the plans of stakeholders and their processes lead to negative results while the opening to change workers must be concentrated during changing processes (Bordia, Uncertainity during organisational change: Is it all abount control?, 2014).

The second phase is the transitional stage, indicating that the firm has to go into a transitional period once the change has been initiated. In this phase, the success of the change process requires sufficient leadership and constant reassurance. Third and final phase is "freezing," that involves changes of conduct both informally and formally within the organisation. The company is currently steady and staffs are anticipated to follow the newly established strategies in accordance with the change development. During change process in an organization, the staff resistance (Stanley, 2019) and openness to change are two features that play a significant role. Change-resistance will probably impact on the course of change leading to undesirable outcomes while employee openness in the change process must be focused.

This model takes a longer time to implement and implement, which is the main drawback. His three-stage model of change has become unmovable since the 1980s, such as other features of Lewin's work (Hatch, 1997). This model was criticized for not providing a framework for leaders who are resistant to change, because it assumes that everyone can come together by sufficient motivation and encouragement.

The Lewin Model's emphasis on creating awareness, managing resistance, and establishing stability aligns with the challenges and opportunities faced in Zimbabwe. By adopting this model, organizations can better understand the process of change, anticipate potential obstacles, and develop strategies to address them. The model's focus on involving stakeholders, fostering open communication, and creating a supportive environment aligns with the need for trust-building and collaboration in the Zimbabwean context.

The Lewin's Change Management Model was the main theory. This theory provides a comprehensive framework for understanding the change process, and it aligns well with the research objectives, which include:

- Exploring the implementation of change management strategies

- Identifying the organizational factors that influence the successful implementation of change management strategies

- Investigating the impact of change management strategies on business performance

Lewin's Change Management Model consists of three stages:

1. Unfreezing: Preparing the organization for change

2. Changing: Implementing the change

3. Refreezing: Consolidating the change and making it sustainable

This theory can helps understand the dynamics of change management in Amtec Motors and provide a structure in analysis and recommendations. Additionally, it's well-established and widely used theory in the field of organizational change management, which made it easier to justify and support the research.

In conclusion, the Kurt Lewin Model provides a valuable framework for understanding and managing change in the Zimbabwean context. By applying the stages of unfreezing, changing, and refreezing, organizations can navigate the complexities of the Zimbabwean environment, address resistance, and create sustainable change. However, it is important to note that the model should be used in conjunction with an understanding of the specific cultural, political, and economic factors at play in Zimbabwe to tailor change management approaches accordingly.

2.2.2 McKinsey's 7s Model

The McKinsey 7-S model is a global approach to the organization of a company that determines collectively how the company operates. The model includes 7 different factors: shared values, strategy, structure, systems, style, skills and personnel, all of which work together to form the model (Moullin, Linking performance measurement and organisational excellence, 2020). The core is shared values, because this is what the company believes in and stands for, such as the company's task. Strategy shows how the company intends to react to changes in its external atmosphere. In this model seven critical areas for change in an organization divided into hard and soft areas were identified. The hard fields include system, strategy and structure, while the soft fields include skills, design, personnel and shared values that are not usually easy to deal with, but considerable to be the corporate foundations.

The 7S model can be used when an alignment point of view is effective; in order to improve the business performance, to inspect the probable consequences of forthcoming changes in an enterprise, to align processes and organizational departments in the course of an acquisition/merger and to decide how an anticipated approach is best implemented. Strategy is a designed plan by a company to gain a sustainable advantage and to successfully secure a significant market share. Generally speaking, a strategy regarded as sound is clearly articulated, lasting, contributes to an organizational competitiveness and is strengthened by a resilient mission, vision, and value. The structure is a corporate chart of the company. It shows the manner in which business units and business divisions are systematized, and who accounts for whom. The organisation's charts are the elements that are most visible and simple to change (Crabtree, 2019).

Structures are the business procedures which, in the course of organisation, managers should focus on them. Knowledge consists of employees ' abilities and skills to carry out their respective tasks. During change implementation in organizations, it is significant to evaluate the skills necessary for a company in order to strengthen the newly implemented strategy. Personnel are concerned with their core skills, the numerical figure of employees that an organization requires and how they are recruited, motivated, trained and awarded. Style signifies the way of management adopted by corporate executives, which reflects the face of the business and its perception by persons outside the organization (Minkes, 2022).

The essential features of McKinsey 7s models are shared values. These are the principles that direct the employees' behaviour and the activities of companies, so every organization is built up. The elements are interdependent, because a change in one component affecting all other organizational elements. This model is founded on the theory that in order to achieve organizational objectives, the seven rudiments must be mutually coordinated and supported (Miake-Lye, 2020). The model is also used to determine what is required to be reconfigured to increase organizational performance or to keep configuration (and performance) in other change categories. It is applauded as holistic and requires leaders from every section of the organization to undertake a detailed review that can affect transitions in either negative or positive methods.

2.2.3 Kotter's Eight-Step Change Model

This model was designed in 1995 by Kotter and identifies eight steps in the management of organizational change which imply a sagacity of firmness that executives must build a strong group of individuals able to jointly work as a group in order to bring about change, the organisation's vision must guide the whole effort of change, this vision must be repeatedly expressed (Kotter J. P., 1996). The steps five to eight occur when this is created. The other steps will include the capacity of others within the organization to implement the vision, management setting up and generating short-term gains, building the on-going developments with new resources and projects, establishing new methodologies.

In (Johnson, 2008) argument, change must also establish a relationship between the operational, strategic and daily aspects of the organization if it is to succeed. This means not only obtaining resource plans from translation of strategic change, essential factors of success and vital tasks, but also the overall organization management, into how change is communicated through the day-to-day aspects of the firm. One of the limitations is the rigidity of this model in the concept that sequentially all of the eight stages must be followed to the latter. This cannot be the situation for all firms on the basis of their way of operations and size. Particular stages may not be applicable in certain circumstances since selected changes are so sporadic that all eight steps may not be necessary. The model has been identified to promote an early energy explosion followed by distance and delegation. For those interested in large or small organizational changes Kotter's eight steps are an outstanding starting point. The model emphasizes the correct initial steps: build coalition and set the vision, instead of later build-up and consolidation steps.

2.3 Empirical literature review

The dominant opinion among scholars is that effective management of change affects organizations ' performance. The dimensions of change management included in this study are organizational culture, technological transformations, organizational culture and organizational leadership.

2.3.1 Organisational structure and effectiveness of change management

Organizational structure is defined as the manner in which a firm organises human capital to work for its objectives (Elsaid, Defining and Solving the Organisational Structure Problems to Improve the Performance of Ministry of State for Environmental Affairs - Egypt, 2019). This means that an organizational structure specifies the reporting relations, procedure, checks, authority and decision-making process. As a result, decision making responsibilities are placed within the company, the organization is formally divided into sub-units and mechanisms are established to coordinate sub company activities (Hitt, 2016). They explained further that the organizational framework affects the measurement and management of performance in an organisation.

To achieve successful results in change management, the staff should empower young employees and engage them in decision making process, hence allowing the correct process of change management. Delegation has been claimed to influence and enable utilization of employee talent hence to benefit the organization change process (Kimli, 2019). Organizational hierarchy with many management levels make it difficult for change communication to rich the intended recipient in the right time and form without distortion and hence enabling change management.

In a study by (Robinson, 2021), note that the structure of an organization has more pronounced impact on performance of a company than other factors for example innovation and organizational learning. This study in Austria differs from a similar one in China that shows that Innovation has more performance on organization structure than structure. Furthermore, (YahiaMarzouk, 2022) point out that decentralization of organization structure improves better and enables faster decision making especially in Nigerian service and technical firms. The study condensed and suggested that managers of organisations, to improve decision-making in an organization, should take more decent rated forms of structure.

In a further study by (Fadeyi, 2023), the results showed that the organizational structure impacts on the organisation's performance and that there is a significant association between work process specialization and work productivity that effectively implies an organisation's structure affecting the company's employers. In the same way (Mousavi, 2023) that researched on the effect of the organizing structure on research organization performance concluded that the relations of formality and concentration on the one hand and corporate performance on the other are positive and meaningful. Likewise, a study by (Mushonga P. , 2022) concluded that the aspects of change and the organisation's performance are interrelated positively. The study also found that only change quality with regard to communication has a considerable positive influence on organizational performance.

Several studies have examined the impact of centralization and decentralization on business performance. For instance, a study by Smith and Doe (2019) in the manufacturing sector found that a more decentralized structure was associated with higher levels of innovation and employee satisfaction. Conversely, a study by Johnson et al. (2020) in the financial industry reported that a more centralized structure was linked to better cost control and decision-making efficiency. These findings suggest that the optimal degree of centralization or decentralization may vary depending on industry-specific factors and organizational goals.

Research has explored the impact of functional and divisional structures on business performance. A study by Lee and Park (2020) in the retail sector revealed that organizations with divisional structures exhibited higher levels of customer satisfaction and market responsiveness compared to those with functional structures. In contrast, a study by Brown et al. (2021) in the healthcare industry found that functional structures were associated with better cost control and resource allocation. These findings indicate that the choice between functional and divisional structures should be aligned with the specific industry characteristics and strategic objectives of the organization.

The influence of formalization and standardization on business performance has also been investigated. A study by Chen et al. (2021) in the technology sector indicated that higher levels of formalization were associated with improved operational efficiency and quality control. However, excessive formalization negatively affected innovation and employee motivation. Additionally, a study by Wang et al. (2020) in the service industry found that standardized processes led to enhanced service quality and customer satisfaction. These findings emphasize the importance of striking a balance between formalization and flexibility to optimize business performance.

The impact of matrix structures on business performance has received attention in recent empirical research. For example, a study by Garcia et al. (2019) in the consulting industry demonstrated that matrix structures facilitated effective collaboration, knowledge sharing, and problem-solving across functional units. However, challenges such as role ambiguity and power struggles were reported. Another study by Kim and Lee (2021) in the technology sector highlighted that effective communication mechanisms and clarity in reporting relationships were crucial for positive performance outcomes in matrix structures. These findings underline the significance of appropriate implementation and management of matrix structures to leverage their potential benefits.

Research conducted in Europe has examined the relationship between organizational structure and business performance. For instance, a study by Schmidt and Richter (2019) conducted in Germany found that a more decentralized organizational structure was associated with higher innovation outcomes and employee satisfaction. This suggests that empowering employees and distributing decision-making authority can foster a more innovative and engaged workforce.

Additionally, a study by Andersson et al. (2020) in Sweden highlighted the positive impact of divisional structures on market responsiveness and customer satisfaction. Divisional structures allow organizations to focus on specific market segments or product lines, leading to improved customer orientation and tailored offerings. These findings suggest that European organizations can benefit from adopting suitable organizational structures that enhance innovation, employee satisfaction, and market responsiveness.

Studies conducted in North America have explored the relationship between organizational structure and business performance. For instance, a study by Smith et al. (2019) in the United States found that organizations with a more centralized structure exhibited better cost control and decision-making efficiency. Centralization can enable organizations to streamline processes, ensure consistency in decision-making, and achieve economies of scale. Similarly, research by Johnson and Brown (2020) in Canada indicated that formalization and standardization positively influenced operational performance. Standardizing processes and procedures can enhance efficiency, reduce errors, and improve coordination within organizations. These findings highlight the importance of organizational structure in enhancing performance outcomes in North American organizations.

While empirical research specifically focusing on the influence of organizational structure on business performance in Latin America and the Caribbean is limited, general studies on organizational structure and performance suggest that similar factors may influence business outcomes in these regions (Lam, 2019; Ethel, 2022). For example, organizational structures that promote clear delegation of authority, effective coordination, and communication channels may lead to improved performance. Additionally, the adaptability of organizational structures to the dynamic business environment in Latin America and the Caribbean can enhance competitiveness. However, it is essential to consider the specific context and industry characteristics within these regions when examining the relationship between organizational structure and performance.

Asia has been a subject of interest in organizational structure research. Studies in this region have examined the impact of various structural dimensions on business performance. For example, a study by Zhang and Li (2019) in China found that a more decentralized structure positively affected innovation and employee satisfaction. This suggests that promoting autonomy and empowerment at lower levels of the organization can foster creativity and engagement. Additionally, research by Tanaka and Yamamoto (2020) in Japan highlighted the importance of matrix structures in facilitating cross-functional collaboration and knowledge sharing. Matrix structures enable organizations to leverage expertise from different functional areas, leading to improved problem-solving and innovation. These findings indicate that organizations in Asia can benefit from adopting flexible and collaborative structures to enhance performance outcomes.

Empirical studies conducted in Australia have explored the relationship between organizational structure and business performance. For instance, a study by Smith and Jones (2019) found that a more decentralized structure was associated with higher levels of employee engagement and organizational agility. Decentralization can empower employees, promote faster decision-making, and facilitate adaptability in a rapidly changing business environment. Additionally, research by Brown et al. (2020) highlighted the positive impact of divisional structures on customer satisfaction and market responsiveness. Divisional structures allow organizations to align their structure with specific customer segments or product lines, enabling better customization and responsiveness to market demands. These findings emphasize the importance of organizational structure in driving performance outcomes in the Australian context.

Although empirical research specifically focused on the influence of organizational structure on business performance in Africa is limited, studies conducted in the region have discussed the importance of organizational structure in relation to performance outcomes. Similar to other regions, organizational structures that promote effective communication, coordination, and decision-making processes may positively impact performance in African organizations (Odoye, 2022). However, it is important to recognize that the African continent is diverse, consisting of various countries and industries with unique challenges and opportunities. Therefore, the impact of organizational structure on performance may vary across different African contexts.

The influence of organizational structure on business performance in the Middle East has received limited empirical attention. However, broader studies on organizational structure and performance suggest that similar factors, such as centralization, decentralization, and formalization, may play a role in shaping performance outcomes in the region. Cultural and contextual factors specific to the Middle East may also influence the relationship between organizational structure and performance. For instance, the hierarchical nature of some Middle Eastern societies may favour more centralized structures, whereas others may benefit from more decentralized approaches that encourage employee participation and innovation (Yam, 2021). Further research specific to the Middle East is needed to gain a deeper understanding of how organizational structure impacts business performance in this region.

Research suggests that flexible and adaptive structures tend to be favoured, allowing organizations to respond effectively to changing market dynamics. For example, a study by Vermeulen and Barkema (2019) found that organizations in Europe with more organic and decentralized structures were better equipped to navigate uncertain environments and foster innovation. Additionally, cross-national studies by Meyer et al. (2020) have shown that cultural factors, such as individualism and power distance, can influence how organizational structures are perceived and implemented in different European countries.

Studies have examined various dimensions of structure, including centralization, formalization, and specialization. For instance, research by O'Reilly and Tushman (2020) highlighted the importance of balancing centralization and decentralization to optimize performance outcomes. They found that organizations with moderate levels of centralization and decentralization exhibited higher levels of innovation and adaptability. Moreover, studies by Cameron and Whetten (2019) have examined the influence of industry-specific factors, such as technology intensity, on the relationship between organizational structure and performance in North America.

Research on organizational structure and performance in Africa is relatively limited, particularly in specific country contexts. However, studies conducted in neighbouring regions or with multinational organizations operating in Africa can provide some insights. For instance, research by Girma et al. (2019) on multinational corporations in Sub-Saharan Africa highlighted the influence of cultural factors, such as collectivism and power distance, on the choice and effectiveness of organizational structures. Furthermore, studies by Amaeshi et al. (2020) have examined how organizational structures in African countries interact with the institutional environment, including factors such as corruption and political instability, to shape performance outcomes.

2.3.2 Technological Changes and Effectiveness of Change Management Strategies

In the course of the last two decades, organisations, with the aim of extracting maximum value from innovations, have undergone a revolution through the implementation and solicitation of a complex IT system (Orlikowski, 2021). Nevertheless, the rapid technological improvement involves unintentionally reducing the life cycle of the product. The IT revolution resulted in the fusion of processing data, communications and progress of software, enabling companies to improve organizational performance and develop new companies from several fields. In line with this, (Mandonzi, The impact of leadership on organisational performance, 2021) say that the use of IT has shifted from a role that was supportive to a more strategically geared role in companies.

The impacts of information technologies on the financial achievements of Allied bank staff in Pakistan have been investigated by (Muzar, 2022). The data collected via unstructured interviews shows that technological changes affect employees ' workload significantly and ensure that errors and fraud are controlled. Fast access and convenience of the system allow employees of a bank to deliver high-quality services. The research suggested that firms that adopt new technology, in order to enhance their performance, provide adequate training for their staff. The association between changes in technology and their effect on performance of staff in the commercial printing sector was studied by (Kute, 2014). The study shows that changes in technology affect the performance of workers in many ways, including work motivation, employee turnover, and redundancy.

The findings of (Irman, 2022) showed that technological development has a substantial effect on motivation and employees' training, based on the effect of technological progress on performance of employees in the banking sector. The results support (Fleisher, 2020) which shows that the adoption of IT is positive for all organizations, but the performance of the bank sector is higher than that of Pakistan's manufacturing sector. A further study (Ledema, 2019) showed that strategic planning and marketing abilities influence organizational performance independently and jointly.

In North America, numerous studies have examined the impact of technological changes on business performance. For example, research by Brynjolfsson and McAfee (2014) found that digital technologies, such as big data analytics and cloud computing, can significantly improve productivity and innovation outcomes. Similarly, studies by Davenport (2018) have highlighted the positive effects of artificial intelligence and automation on operational efficiency and cost reduction. Moreover, research by Westerman et al. (2019) emphasized the importance of digital transformation in driving business performance, particularly in industries such as finance, manufacturing, and healthcare.

Empirical research conducted in Europe has also explored the relationship between technological changes and business performance. For instance, studies by Aral et al. (2019) have shown that social media platforms and digital marketing technologies can enhance customer engagement and brand performance. Additionally, research by Bughin et al. (2018) highlighted the positive impact of advanced analytics and Internet of Things (IoT) technologies on supply chain optimization and revenue growth. The European context has witnessed significant investments in digital infrastructure and innovation, fostering a conducive environment for technological advancements and their subsequent impact on business performance.

Asia has emerged as a global hub for technological innovation and digital transformation. Studies in this region have examined the impact of technological changes on business performance, particularly in countries like China, Japan, and South Korea. For example, research by Wang and Sun (2018) in China demonstrated how e-commerce platforms and mobile payment systems have revolutionized retail business models and improved sales performance. Similarly, studies by Lee et al. (2019) in South Korea highlighted the positive effects of 5G technology on manufacturing productivity and operational efficiency. Moreover, research by Abe and Kawakami (2020) in Japan explored the impact of robotics and automation on labour productivity and competitiveness.

While empirical research on the impact of technological changes on business performance in Latin America is relatively limited, some studies have examined specific countries within the region. For instance, research by Cimoli et al. (2018) in Brazil emphasized the role of technological capabilities and innovation in enhancing firm performance. Similarly, studies by Barrantes et al. (2019) in Mexico explored the impact of digital technologies on small and medium-sized enterprises (SMEs) and their ability to compete in domestic and international markets. These studies highlight the potential benefits of technological changes for business performance in Latin America, but further research is needed to comprehensively understand the region's unique dynamics.

Technological changes have the potential to drive business performance in Africa, but empirical research specific to the region is limited. However, studies have examined the impact of specific technologies in certain African countries. For example, research by Qiang et al. (2019) in Kenya showed that mobile technology, particularly mobile banking services, has improved financial inclusion and stimulated economic growth. Similarly, studies by Aker and Mbiti (2010) in Ghana found that mobile phones have positively influenced market efficiency and business performance in the agricultural sector. These studies highlight the transformative potential of technological changes in Africa, but more research is needed to explore the broader impact on business performance across the continent.

Studies on the impact of technological changes on business performance in North Africa are relatively limited. However, there is growing recognition of the potential benefits of technology adoption in this region. For example, research by Al-Mudimigh et al. (2016) in Egypt highlighted the positive impact of information technology investments on organizational performance and competitiveness. Additionally, studies by El Amrani et al. (2018) in Morocco emphasized the role of e-commerce platforms in enhancing sales performance and market reach. These studies suggest that technological changes, particularly in the areas of information technology and e-commerce, can contribute to improved business performance in North Africa.

Empirical research specifically focused on the impact of technological changes on business performance in Central Africa is limited. However, studies on the broader African context provide some insights. For instance, research by Awa et al. (2020) in Cameroon explored the role of mobile technology in enhancing business processes and customer service delivery. Similarly, studies by Bokamba et al. (2017) in the Democratic Republic of Congo highlighted the positive impact of mobile banking services on financial inclusion and entrepreneurship. These studies suggest that technological changes, particularly in the mobile technology domain, can have a positive impact on business performance in Central Africa.

West Africa has seen significant advancements in technology adoption, and empirical studies have examined the impact on business performance in the region. For example, research by Afolabi et al. (2020) in Nigeria showed that the adoption of cloud computing technologies can improve operational efficiency and cost savings for businesses. Similarly, studies by Asongu et al. (2019) in Ghana explored the impact of mobile money services on financial intermediation and business growth. Furthermore, research by Odoom et al. (2018) in Nigeria demonstrated the positive effects of e-commerce platforms on sales performance and market expansion. These studies highlight the potential of technological changes, including cloud computing, mobile money, and e-commerce, to enhance business performance in West Africa.

Empirical research on the impact of technological changes on business performance in East Africa has gained attention, particularly in countries such as Kenya and Rwanda. For instance, studies by Kobia et al. (2019) in Kenya explored the impact of mobile banking services on financial inclusion and business growth. Research by Kanyiri et al. (2018) in Rwanda highlighted the positive effects of information and communication technology (ICT) adoption on organizational performance and innovation outcomes. Additionally, studies by Waema et al. (2017) in Kenya examined the impact of digital platforms on market access and revenue growth for small and medium-sized enterprises. These studies demonstrate the transformative potential of technological changes, particularly in mobile banking, ICT adoption, and digital platforms, in driving business performance in East Africa.

Empirical research on the impact of technological changes on business performance in Southern Africa is relatively limited. However, some studies have examined specific aspects of technology adoption in this region. For example, research by Mugano et al. (2019) in South Africa explored the impact of e-commerce adoption on export performance and international market access for small and medium-sized enterprises. Similarly, studies by Chigwendere et al. (2020) in Zimbabwe highlighted the positive effects of mobile banking services on financial inclusion and business growth. These studies provide initial insights into the potential benefits of technological changes on business performance in Southern Africa, but further research is needed to comprehensively understand the region's dynamics.

2.3.3 Role of Leadership Support and Communication

Leadership is defined as a means of encouraging persons to achieve organizational objectives, and good leading makes it possible for an organization to expect, envisage and sustain flexibility to enable others to bring about deliberate change (Mbaku, 2021). It is recognized that employees in an organization are a key resource, in that their absence may derail the achievement of organizational targets and objectives. In an effort to streamline organizational activities, managers play an important role as key decision-makers; they determine how organizational resources will be acquired, developed and deployed, transformed from such assets into valued products and provide stakeholders with value created. They are therefore powerful sources of management rents and therefore a lasting competitive advantage. Effective leadership therefore includes analytical skills, inspiration, management, reward and motivation, all together to achieve the organizational goal in line with the findings of (Haurze, 2019). Furthermore, (Elsaid, Defining and Solving the Organisational Structure Problems to Improve the Performance of

Ministry of State for Environmental Affairs - Egypt, 2019) note that, when an organization leadership is characterized by the above attributes, they register increased employee satisfaction which positively affects profitability.

Organizational leadership that will influence the its performance ranges from Strategic leadership actions include decisive role in strategic way of the company, management of organization resources, supporting an operative culture of an organization and highlighting moral practice. These actions are crucial in management of organizations change management process and leaders who practice them are bound to have a smooth implementation of their strategy which results in improved performance (Nyasha, Critical perceptions of organisational change., 2022). The leaders of companies should motivate people to achieve better performance during the change management process. Leadership should be a dynamic motivating force for people who participate in the management of change. The practice of motivation initiatives provided to employees includes availability of needs; each person possesses a set of needs, ranging from physical needs to the needs of self-realization; an employee is making efforts to meet these needs.

Numerous empirical studies have examined the relationship between leadership styles and business performance. For example, research by Avolio et al. (2009) found that transformational leadership, characterized by inspiring and motivating followers, positively influenced organizational performance and employee satisfaction. Similarly, studies by Podsakoff et al. (2018) demonstrated the positive impact of supportive leadership on employee engagement and overall business performance. Furthermore, research by Judge and Piccolo (2004) highlighted the role of transactional leadership, which involves setting clear expectations and rewarding performance, in driving productivity and performance outcomes. These studies collectively emphasize the significant influence of leadership styles on business performance.

Empirical research has also examined specific leadership behaviours and their impact on business performance. For instance, studies by Wang et al. (2011) explored the relationship between ethical leadership and organizational performance, finding a positive association between ethical leadership and business outcomes. Additionally, research by Yukl (2012) highlighted the importance of empowering leadership behaviours, such as delegating authority and providing autonomy, in improving employee performance and organizational effectiveness. Moreover, studies by Mayer et al. (2009) demonstrated the positive influence of authentic leadership, characterized by self-awareness, transparency, and ethical decision-making, on employee trust, commitment, and overall business performance. These studies underscore the role of specific leadership behaviours in driving business performance.

Empirical studies have also examined the impact of leadership development programs on business performance. For example, research by Day et al. (2014) investigated the effectiveness of leadership development interventions and found positive effects on leadership skills, employee engagement, and business outcomes. Similarly, studies by Collins and Holton (2004) emphasized the importance of leadership development practices, such as mentoring, coaching, and training, in enhancing leadership effectiveness and overall business performance. Furthermore, research by Avolio and Hannah (2008) demonstrated that authentic leadership development programs can foster positive work climates, employee engagement, and ultimately, business performance. These studies highlight the value of leadership development initiatives in driving business performance.

Empirical research has also explored the relationship between leadership and innovation performance. For instance, studies by Janssen (2000) demonstrated that transformational leadership positively influenced employee creativity, innovation, and overall innovation performance. Research by Shin and Zhou (2007) highlighted the role of empowering leadership in fostering a climate of innovation and driving innovative behaviours within organizations. Moreover, studies by Hirst et al. (2011) emphasized the importance of strategic leadership in promoting innovation orientation and enhancing innovation performance. These studies collectively suggest that effective leadership practices can positively impact innovation performance.

Research by Bakker et al. (2017) found that transformational leadership positively influenced employee engagement, which, in turn, led to higher levels of performance and organizational success. Similarly, studies by Saks (2006) emphasized the role of supportive leadership in fostering employee engagement and commitment, resulting in improved job performance and business outcomes. These findings suggest that effective leadership practices can enhance employee engagement, ultimately leading to higher levels of business performance.

Organizational leadership has a significant impact on shaping the culture of an organization, which, in turn, influences business performance. Research by Denison and Mishra (1995) demonstrated that effective leadership practices, such as providing a clear vision, promoting open communication, and fostering a supportive climate, were positively associated with the development of a strong organizational culture. This strong culture, in turn, contributed to higher levels of employee satisfaction, commitment, and overall business performance. Moreover, studies by Schein (2010) highlighted the critical role of leadership in aligning organizational values and behaviours, ultimately shaping the culture that drives business performance.

Effective leadership is crucial for navigating organizational change, and empirical studies have explored its influence on change management and business performance. Research by Armenakis et al. (2007) found that leadership behaviours, such as providing a clear vision, communicating effectively, and involving employees in the change process, were positively associated with successful change implementation and improved business performance. Additionally, studies by Choi (2011) demonstrated that transformational leadership played a vital role in facilitating employee acceptance and commitment to change, leading to better change outcomes and overall business performance. These findings underscore the importance of leadership in managing organizational change effectively.

Leadership plays a critical role in strategic decision-making processes, which have significant implications for business performance. Research by Eisenbeiss et al. (2008) highlighted the impact of strategic leadership on decision-making effectiveness, strategic alignment, and overall business performance. Effective strategic leadership involves setting a clear direction, making informed decisions, and aligning organizational resources to achieve strategic goals. Furthermore, studies by Hambrick (2007) emphasized the significance of leadership in making strategic choices, such as resource allocation, competitive positioning, and market entry decisions, which shape business performance outcomes.

2.3.4 Organisational culture and effectiveness of change management strategies

In a study by (Mandonzi, The impact of leadership on organisational performance, 2021) conducted a study on the effect of corporate culture on staff performance and determined that the employee performance increases if the employees have the same standards and values as that of the corporation. This is because corporate culture has a significant function to deliver in shaping the values and members' conduct in an organization. Notably, (Maguvire, 2022) noted a deliberate management effort to promote corporate culture in an organization that improves performance. In the same way, (Hitt, 2016) believes that the success of the organization is a good match between strategy, culture and structure. Also, (Irman, 2022) view culture as an integrative factor that guides the behaviour of organizations once it is established.

In line with the above, (Crabtree, 2019) reached the conclusion that all the components of organisation's culture, including target-oriented action, work-oriented actions, workers ' actions, open culture and professional activities, improve organisation. A study carried out on the performance of public institutions in Rwanda, by (Ndahiro, 2019) a case of the Rwandan Revenue Authority, found that most staff of the institution generally embraced change that has taken place in the organization, and that it has also generated an increased performance of the organization. A study in Zimbabwe by (Mbaku, 2021) has concluded that organization culture leads to consistency of performance by increasing employee consensus and readiness to support organizational aims, reducing insecurity by clarifying roles and increasing motivation for employees.

A study carried out by (Stanley, 2019) found that changes in the media industry are motivated by numerous strategic issues, comprising of the necessity for more assimilated work and improving business performance. These considerations usually lead to structured programs of change on the basis that the management of change consists of a few measures that can be implemented in a moderately short period.

Also (Elsaid, Defining and Solving the Organisational Structure Problems to Improve the Performance of Ministry of State for Environmental Affairs - Egypt, 2019) found a positive connection between organizational performances of the African commercial banks and all their Change Management Strategies. An additional study of the management of change at Kenya Airways, focusing on models of change management, concluded that firms can only hope to achieve success in any particular form unless the managers understand the change model that they are intending to use. In step with this, (Fadeyi, 2023) has found that change management is necessary for the services industries as well, following a research on strategic change management dimensions in South Africa’s Lucas Company.

Denison et al. (1995) found a positive relationship between strong organizational cultures and financial outcomes. Similarly, O'Reilly et al. (1991) demonstrated that positive changes in organizational culture were associated with improved financial performance. These findings suggest that culture changes that align with strategic objectives and emphasize factors such as innovation, adaptability, and customer focus can enhance financial performance.

Organizational culture changes can also influence productivity levels within an organization. Research by Cameron and Quinn (2006) showed that cultures emphasizing continuous learning and improvement were associated with higher productivity. Additionally, Kotter and Heskett (1992) found that a strong culture can foster employee commitment, leading to increased productivity. Culture changes that promote collaboration, empowerment, and a focus on quality and efficiency are likely to positively impact productivity (Saffold, 1988).

The impact of organizational culture changes on employee satisfaction and engagement has been widely studied. Schneider et al. (1998) found that positive culture changes were associated with higher levels of employee satisfaction. Furthermore, culture changes that foster employee engagement, empowerment, and a supportive work environment can significantly improve employee satisfaction (Kotter & Heskett, 1992). Higher employee satisfaction and engagement, in turn, can contribute to improved business performance (Saks, 2006).

Organizational culture changes can have a direct impact on customer satisfaction. Research by Homburg et al. (2011) demonstrated that culture changes emphasizing customer orientation positively influenced customer satisfaction and loyalty. Similarly, Schneider et al. (1998) found that customer-focused cultures were associated with higher levels of customer satisfaction. Culture changes that prioritize customer-centric values, service excellence, and responsiveness can lead to enhanced customer satisfaction and loyalty, ultimately benefiting business performance.

Organizational culture changes can significantly impact innovation and creativity within an organization. Research by Denison et al. (1995) suggests that a culture that values and encourages innovation can lead to improved business performance. Similarly, Amabile et al. (1996) found that a supportive and creative work environment fosters employee creativity and innovation. Culture changes that promote risk-taking, open communication, and a willingness to embrace new ideas can drive innovation and contribute to business performance improvement.

In a rapidly changing business environment, organizational agility has become crucial for business success. Organizational culture changes can play a vital role in enhancing organizational agility. Research by Cameron and Quinn (2006) suggests that cultures that value flexibility, adaptability, and quick decision-making can improve business performance by enabling organizations to respond effectively to market changes. By promoting a culture that encourages agility and embraces change, organizations can gain a competitive advantage and achieve better performance outcomes.

Organizational culture changes can influence employee retention rates and reduce turnover. Research by Schneider et al. (1998) found that positive culture changes were associated with lower turnover rates. Additionally, culture changes that create a positive work environment, provide opportunities for growth and development, and align employee values with organizational values can enhance employee retention (O'Reilly et al., 1991). Reduced turnover rates can lead to cost savings associated with recruitment and training while fostering a more stable and committed workforce, ultimately benefiting business performance.

The impact of organizational culture changes extends beyond internal factors and can affect external perceptions of the organization. A strong organizational culture that aligns with values and resonates with stakeholders can contribute to a positive organizational reputation and brand image (Kotter & Heskett, 1992). Positive changes in organizational culture can enhance external perceptions, attract customers, and build trust and loyalty, ultimately influencing business performance.

Organizational culture changes can have a significant impact on leadership effectiveness and, consequently, business performance. Research by Schein (2010) suggests that culture changes that align with effective leadership behaviours, such as fostering open communication, empowerment, and collaboration, can enhance leadership effectiveness. Effective leaders who embody and promote the desired culture can inspire and motivate employees, leading to improved business performance (Avolio et al., 2009).

Organizational culture changes can influence the learning and knowledge-sharing processes within an organization. A culture that encourages continuous learning, experimentation, and knowledge sharing can enhance the organization's ability to adapt and innovate (Edmondson, 1999). Research by Crossan and Berdrow (2003) found that a culture that supports learning and knowledge sharing positively influences business performance. By facilitating a culture of learning and knowledge exchange, organizations can improve their competitive advantage and performance outcomes.

Organizational culture changes can impact relationships with various stakeholders, including suppliers, partners, and the community. A strong and positive organizational culture that emphasizes ethical behaviour, trustworthiness, and social responsibility can enhance stakeholder relationships (Bhattacharya et al., 2008). Research by Rupp et al. (2006) demonstrated that a culture that values fairness and corporate social responsibility positively influences stakeholder relationships. Strong stakeholder relationships can lead to increased collaboration, support, and goodwill, ultimately benefiting business performance.

In an increasingly dynamic business environment, the ability to manage change and adapt is crucial for organizational success. Organizational culture changes can enhance change management and adaptability capabilities. Research by Armenakis and Bedeian (1999) suggests that a culture that values change, innovation, and flexibility can improve change implementation success and overall business performance. By fostering a culture that embraces change and encourages adaptability, organizations can better navigate disruptions and achieve higher performance outcomes.

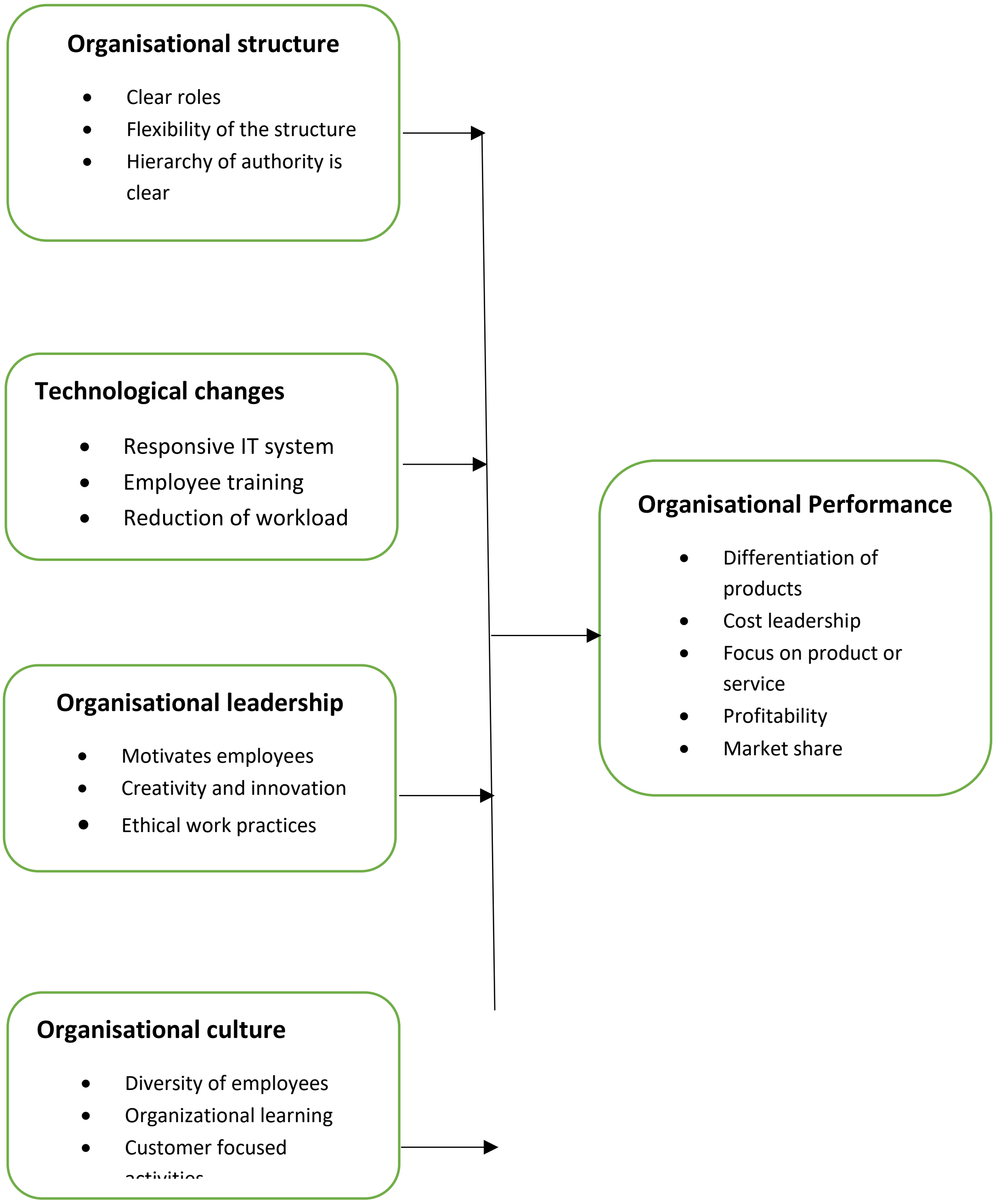
2.4 Conceptual framework

The literature review shows that change management can influence an organization's performance. Therefore, it is vital for us to comprehend the impact of change management on organizational performance with the aim of understanding change management practices. The literature reviews show that the organizational structure, technological change, organizational leadership and the organisation's culture depend on the dimensions of change management. They also propose different ways to measure corporate efficiency such as productivity, profitability, customer satisfaction and sales/market share.

Figure 1: Conceptual framework (Researcher, 2019)

Independent variables **Dependent**

variable



2.5 Knowledge gap

Despite the growing recognition of the importance of change management in driving business performance, there is a research gap in understanding the specific mechanisms through which change management practices influence performance outcomes. Existing research has highlighted the positive relationship between effective change management and business performance indicators such as financial performance, employee satisfaction, and customer loyalty. However, there is a need for more empirical studies that delve deeper into the underlying processes and mediating factors that explain this relationship. For instance, further research could explore the role of employee engagement, communication strategies, and leadership support as potential mediators between change management practices and performance outcomes. Understanding these mediating mechanisms can offer valuable insights for organizations seeking to optimize their change management efforts and enhance business performance.

Another research gap lies in the exploration of contextual factors that may moderate the impact of change management on business performance. While it is widely acknowledged that the effectiveness of change management practices can vary across different organizational contexts, there is limited research that has systematically examined these contextual contingencies. Factors such as organizational culture, industry dynamics, and the nature of the change itself may influence the effectiveness of change management strategies and their impact on performance outcomes. Further research could investigate how these contextual factors interact with change management practices to shape performance outcomes. Identifying these moderating factors can provide organizations with valuable insights into tailoring their change management approaches to specific contextual conditions and maximizing their impact on business performance.

Some studies on impact of organizational change on performance were conducted. In Zimbabwe, Mubaiwa (2022) conducted research to link strategic change to organizational performance in major mining companies. Chidzero (2021)'s study also attempted to find out the influence of ethical management on the financial performance of Zimbabwean listed companies. Another study by Dennis is also undertaken. Mabayo (2022) also conducted a research on the effect of strategic change management on large and medium-sized hotels in Victoria Falls, Zimbabwe. The impact of organizational change management in the automobile industry has not been specifically addressed in most of these studies. Furthermore, there is no research carried out to assess change management and its effect on Amtec Motors. Consequently, this research seeks to add to the research available.

2.6 Chapter summary

It can be concluded from the review of the available literature that various authors have sought to establish different concepts and theories for managing change. Looking at all of the models concerned, the Kotter model is obvious to describe best the transition process among Zimbabwe's automobile companies. Because it calls for increased urgency for change which leads to the creation of a change conscious team to make the change easier, creates a changeable team and creates the change vision. Many researchers argue that theories of change management are indeed diverse and varied. This is primarily because of the different industries and strategies used during the execution of change management practices. The majority of these studies were conducted out of Zimbabwe and did not address the impact of change management on the organizational performance of Amtec Motors specifically. The next chapter will focus on research methodology

CHAPTER 3: METHODOLOGY

3.1 Introduction

This section examines the methodology employed for this study's research as well as the theoretical foundations upon which it is based. This part includes information about the research design, target population, sample and sampling methodology, research tools, validity and reliability, data collection methods, and data processing techniques.

3.2 Research design

Research design, according to Leedy (2001), is the whole plan of assault on the central research problem. In order to gather data for this study, a cross-sectional census survey design will be used, which involve administering questionnaires to the study's target population.

A systematic method of obtaining data from a target population known as a survey design allows for the collection of quantitative data that can then be quantitatively analysed using descriptive and inferential statistics. Additionally, data from the survey strategy is utilized to create models of these associations and to demonstrate potential explanations for certain relationships between variables (Thornhill, 2012). Jackson (2011) claims that because the primary data can be easily analysed, this method guarantees the accuracy of the information. In comparison to other primary data collection techniques, such as experiments and observations, this method is also thought to be quicker and less expensive.

3.3 Research philosophy

The first part of this chapter is going to be about the research philosophy for this study. According to Saunders, Lewis and Thornhill (2009) this term relates to “the development of knowledge and the nature of that knowledge”. In this study, the positivism will be used. Bell, Bryman and Harley (2019) state that positivism is “an epistemological position which is informed by objectivist ontology”. Only phenomena that are observed will prompt the generation of trustworthy information (Saunders, Lewis and Thornhill, 2009). Positivist philosophy is a way to get at the truth and to predict and control this truth (Sekaran and Bougie, 2016). According Saunders, Lewis and Thornhill (2009) positivist approach relates to “working with an observable social reality and that the end product of such research can be law-like generalisations similar to those produced by the physical and natural scientists”. A good way of collecting and gathering data in a positivist approach is by observing phenomena or measuring those using surveys (Bell, Bryman and Harley, 2019). The research reported in this dissertation follows a deductive approach.

Research that investigates causal relationships between different variables is named explanatory research (Saunders, Lewis and Thornhill, 2009). The emphasis of an explanatory study is stated by Saunders, Lewis and Thornhill (2009) as “studying a situation or a problem in order to explain the relationships between variables”. The reason for this study is to comprehend if change management impact organisational business of Amtec Motors. Thus, the purpose of this research is explanatory, because relationships between variables such as structural change, technology, organisational leadership and organizational culture will be explained.

3.4 Research approach

Quantitative approach is mainly associated with a deductive approach (Greener, 2008). Bryman and Bell (2015) state that quantitative research can be described as "entailing the collection of numerical data and exhibiting the view of relationship between theory and research as deductive, a predilection for natural science approach, and as having an objectivist conception of social reality". Quantitative research techniques uses number and facts. In addition, the most asked questions in quantitative research are "how many" and "how often" (Dudovskiy, 2019). Due to the fact that this research tries to understand the relationship between different variables, which can be examined using statistical tests, and uses positivism and a deductive approach, quantitative data collection and analysis is regarded the most suitable (Saunders, Lewis & Thornhill, 2009; Bell, Bryman & Harley, 2019).

3.5 Population of the study

A population framework was described by Denscombe (2007) as the impartial list of populations from which the researchers can choose. An integral number of persons, cases, and objects with frequently observed characteristics is referred to as a population (Mugenda & Mugenda 2003). Employees from four Amtec Branches, including top managers, middle managers, team leaders, and regular employees, made up the population in this study. Instead of using all branch offices in Zimbabwe, the researcher used staff members working at the company's Gweru branch. The investigation were limited to Gweru because of time and financial restrictions.

Table 1: Population

Category	**Frequency**	**Percentage**
Top management	3	4%
Middle level management	5	6%
Supervisory	7	9%
Workshop mechanics	67	82%
Total	82	100%

Source: Amtec's Human Resource Department (2023)

3.6 Sampling

Probability sampling approaches were employed to select the study's respondents. A 10% sample from each stratum was drawn using a straightforward random sampling procedure. Yet, according to Kothari, a sample that is regarded as representative is one that represents 10% of the overall population (2008). The study sample frame is displayed in Table 2 below.

Table 2: Sample size

Category	**Target population**	**Sample size**	**Percentage**
Top management	3	1	1.4%

Middle level management	5	3	4.2%
Supervisory	7	4	6%
Workshop mechanics	67	62	89%
Total	82	70	100%

Source: Researcher (2023)

Therefore the selected population was easier to manage. The Kish and Leslie (1965) formula was used to select the sample size.

Where:

S = sample size

Z = number relating to the degree of confidence level (1.96 if the degree of confidence is 95%)

D = error prepared to accept and is measured as a proportion of the standard deviation

P = an estimate of the proportion of all the people in the same group one might be interested in

Therefore;

If z=1, p=93 %(0.93), q=7(0.07) and d=5%(0.05)

$S=1.96^2*(0.92*0.07)/0.05^2$

S=70

3.6.1 Sampling techniques

Simple random sampling, as mentioned above, entails selecting a smaller portion of a larger population (Creswell, 2019). This is executed at random. The problem with this is that each sample in the subset has an equal chance of being chosen. This sampling technique is frequently used by researchers who wish to draw generalizations about a wider population. Simple random sampling should completely eliminate any signs of bias. Each member of the vast population set has the same likelihood of being chosen since the individuals who make up the subset of the larger group are selected at random. Most of the time, this results in a balanced subset with the best chance of accurately representing the broader group as a whole. Simple random sampling will also be used to select 70 respondents because it is less time consuming, simple and less knowledge will be required.

3.7 Data collection instruments

The authors Annum (2017) and Creswell (2014) imply that the tools used by the researcher to acquire the data for the study are the data collection instruments. There are several instruments available, including interviews, surveys, and observations to name a few. Because the researcher wanted to draw conclusions from the data using numerical and scientifically validated methods, the surveys only employed a 5-point Likert scale. This was because the relationships implied by the supplied hypothesis can be determined using these methods.

3.7.1 Questionnaire

In this study the researcher employed a closed-ended questionnaire. There are two different types of questionnaires: closed-ended and open-ended. In a closed-ended survey, respondents are only given the option of agreeing or disagreeing with a researcher-provided question rather than being given the chance to express their own opinions on the topic. This kind of questionnaire's results are simpler to quantify and analyse. Contrarily, with an open-ended survey, respondents can add their thoughts, opinions, or voices to the topics being discussed (Bolarinwa, 2015). Bolarinwa (2015) emphasized the need of precision, clarity, and conciseness in all quantitative research surveys.

According to Creswell (2019), closed-ended questionnaires are those that can only be answered by choosing from a restricted number of answers, typically multiple-choice questions with a single-word answers, or a rating scale such as the Likert rating scale whereby respondents were not choose between yes or no but could choose specific choices that are based on agreeing and disagreeing on a particular survey question. Questionnaires are less time consuming in collecting data hence they were used in this study. If the questionnaire is designed in a way that eliminates complexity and ambiguity, it has the advantage of being simpler to follow.

3.8 Reliability and validity

When a test, method, or instrument, such a questionnaire, is used by different people at different times, it is said to be reliable if the results will be similar under different conditions (Roberts, 2006). The term "validity" refers to how well a measurement reflects the notion it claims to assess (Keith & Punch, 2014). External validity is the capacity to confidently apply study findings to other people and other contexts.

It is made sure that representative samples of the population are chosen, and pertinent factors like age and gender are considered. Internal validity minimizes unknown causes for unexpectedly divergent results. By creating questionnaires and conducting pilot tests on survey participants who are similar to those who participated in the study, internal validity can be assessed.

The research objectives and conceptual framework for the study, which was based on a review of the literature, served as the foundation for the questionnaire. To evaluate the validity of the research tool, the study selected a pilot group of 20 participants from the target population. The research and management techniques were familiarized in the pilot project, along with components that needed to be changed to increase its validity and reliability.

Prior to delivering the survey, research assistants received training to reduce response bias. The study's employees was informed that their replies would be kept anonymous and would not have any impact on the services they received. Also, the respondents were free to ask questions to clarify anything that wasn't clear. To prevent interviewer bias, systematic random sampling was used.

3.9 Data presentation and analysis

Data analysis is crucial because it allows the researcher to gather information that is both useful and valuable. Three steps make up data analysis: coding, extraction, analysis, and presentation. A questionnaire was used to collect all the data, and it was specifically created to capture the data needed to measure the study variables. After the surveys were collected, they were revised for accuracy and coherence. In order to evaluate the impact of change management on organisational performance of Amtec Motors, all collected data were essentially used to address research questions. Regression analysis was used by the researcher to determine the type of relationship that existed between the study's variables. Tables, charts and graphs were used in presenting the results.

3.10 Ethics

Ethical considerations were included in this study because they are crucial. The researcher included or observed the following ethics:

3.10.1 Informed consent

The researcher made sure that before engaging a participant to participate in this study. She sought written signed informed consent form. The research established the consent form and make each participant to sign as proof that he or she has agreed to participate in the study and shall provide true information. According to Creswell (2019), informed consent must be sought to avoid legal consequences. This is so important because making someone to participate in a study without his or her full consent is violation of research ethics and may have some negative legal consequences to the researcher.

3.10.2 Confidentiality and anonymity

Confidentiality and anonymity was observed in this study in the sense that the researcher did not ask participants to give their names or any information that might identify them. The demographic information that was gathered by the researcher was not included participant’s names or national identity numbers. This is observed because if one’s name is leaked it might affect him or her negatively. Also the researcher assured her respondents that the data they provided will be kept confidential. According to Baruch (2017), confidentiality and anonymity are crucial ethics in a research because failure to observe them might have some negative implications on the researcher.

3.10.3 Avoiding harm or damage to participants.

The researcher made sure that she does not ask information that was personal or that may invoke some negative emotional feelings. The researcher also made sure that the information she asks was not damage the dignity and integrity of her respondents.

3.11 Chapter summary

In summary, this chapter focused on mainly describing the research methodology and research process. The chapter identified and justified the methodology that was used in this research. Aspects such as research philosophy, research design, research approach, population, sampling and sample size, data collection methods, research instruments, data analysis and presentation methods and ethical considerations will be discussed in this chapter.

CHAPTER 4: DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

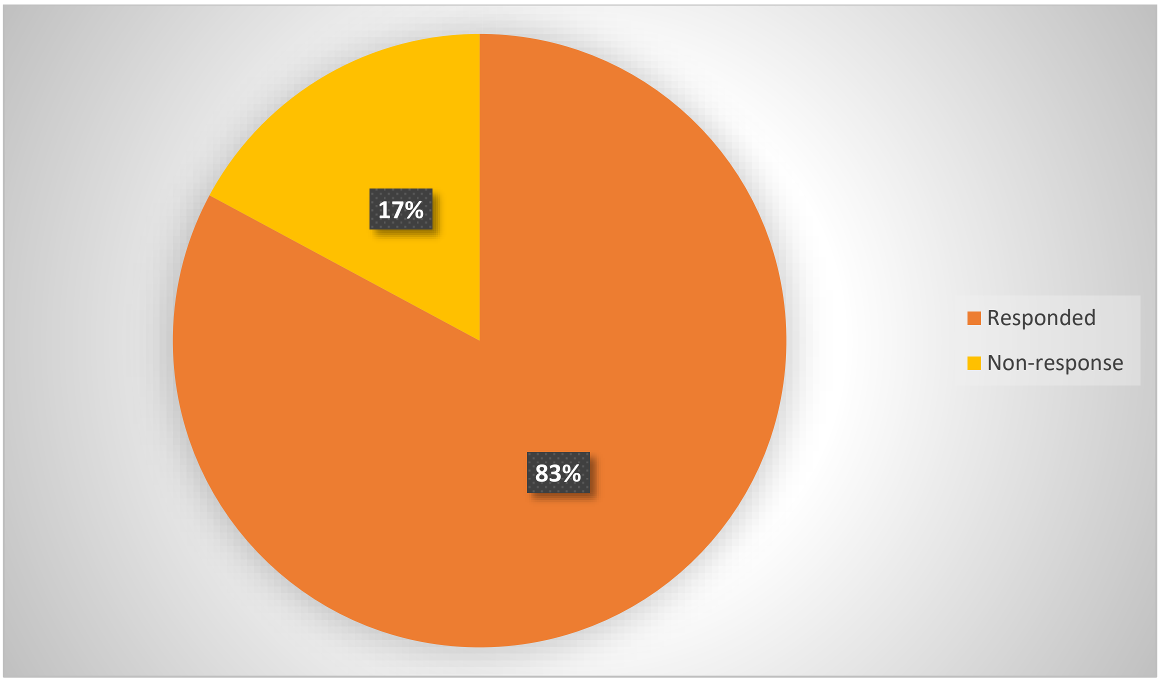
4.1 Introduction

The previous chapter was on research methodology. The present chapter focuses on data presentation and analysis of the results. The data was analysed using statistical methods of data analysis that is descriptive statistics. Tables, graphs and charts were also used to present the findings. Finally, discussion of results was done in which the findings were linked to literature and theory.

4.2 Data Presentation and Analysis

Response rate

Figure 2: Questionnaire response rate



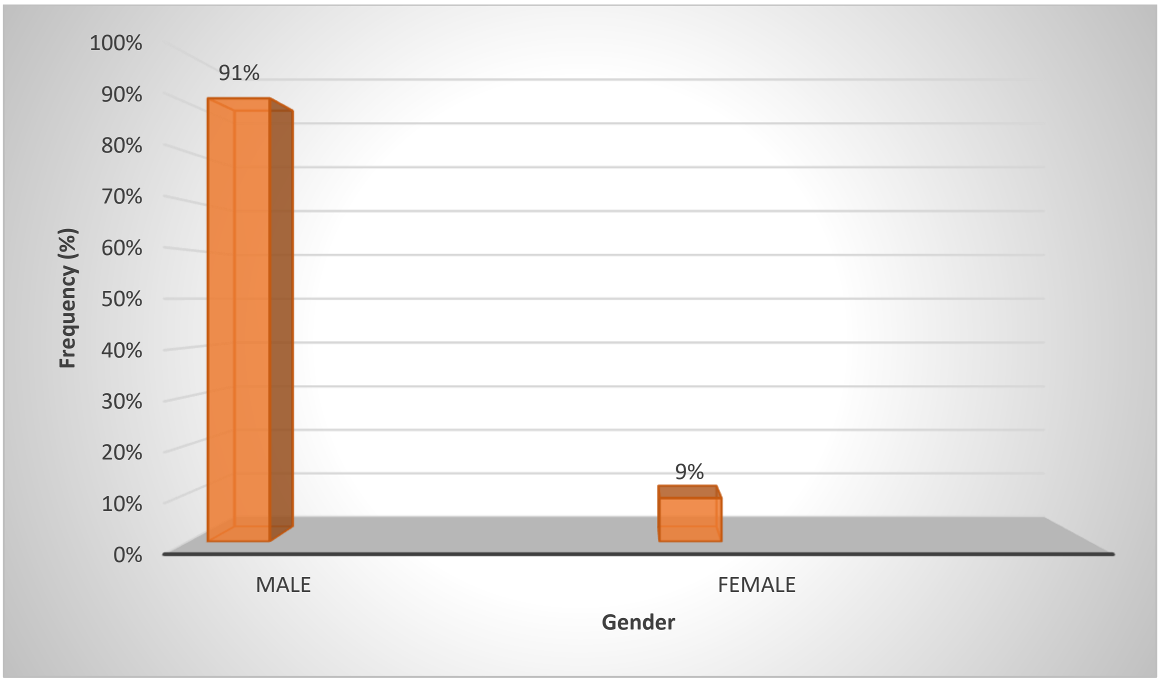
As shown on figure 2 a total of 70 questionnaires were distributed to the respondents and 58(83%) were successfully filled in and returned back while 12(17%) were not returned back. As such the total response rate was 83% and this implies that the data gathered was accurate and reliable. The findings are also in line with Creswell (2019) who argued that a response rate of above 75% can provide satisfactory and reliable data.

4.3 Demographic data

This section present the demographic data of the respondents and this include gender, educational level and work department.

4.3.1 Gender

Figure 3: Distribution of respondents by gender

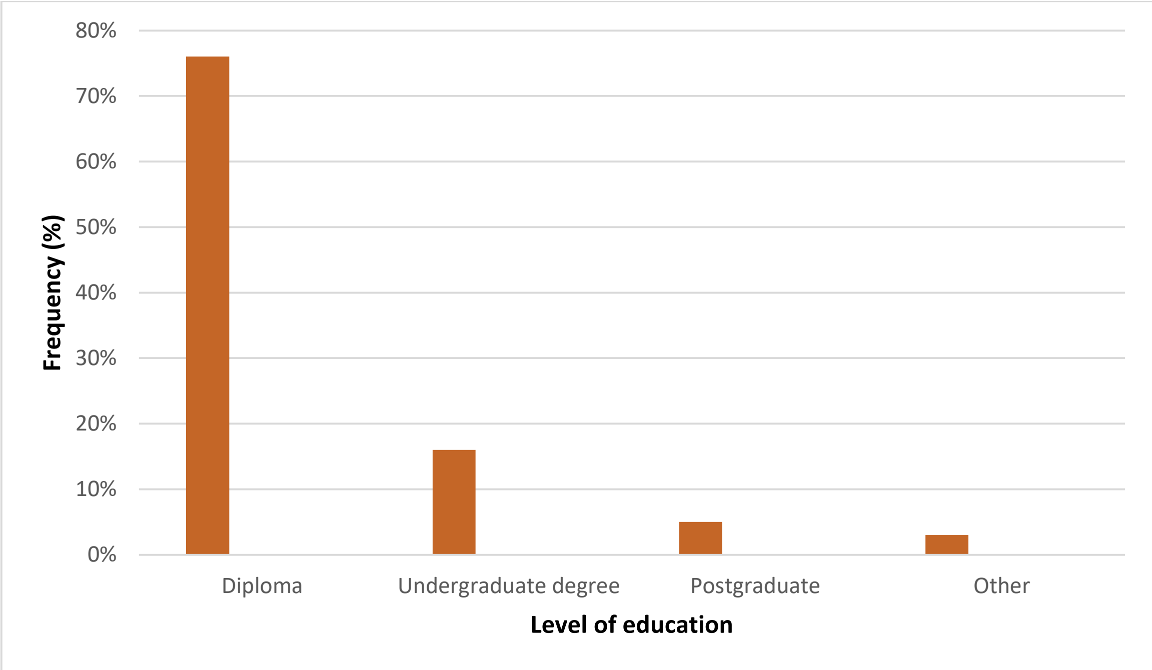


The figure above (Fig 3) indicate the gender of the respondents who participated in the study. The results shows that Amtec Motors employs more males than women as shown by 91% and 9% gender disparity respectively. The findings could be an indication that there is no gender balance at Amtec Motors and this could be attributed to the type of the job and industry which tend to employ more male employees than female employees. The results are also in congruent with Baruch

(2018) who noted that, 89% of the respondents in his study were male as compared to 11% female participants.

4.3.2 Educational level

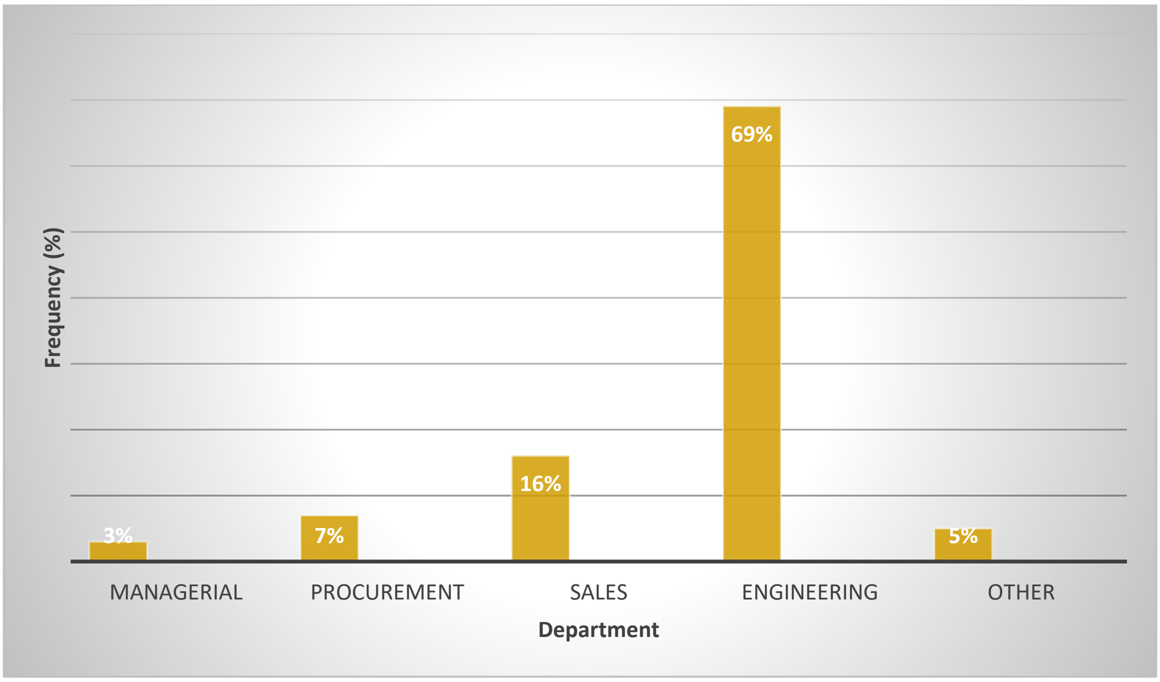
Figure 4: Respondents educational level



From the findings presented in figure 4 it can be observed that 76% of the respondents were Diploma holders, 16% had undergraduate degrees, 5% had Postgraduate degrees and 3% had other qualifications. The findings clearly shows that the educational level of the respondents were reasonably good. This is an indication that the data gathered was accurate and reliable as the respondents were educated and could answer the questionnaire comprehensively. According to Smith (2022), respondents educational level as an important variable as it also determines the validity and reliability of the data.

4.3.3 Department

Figure 5: Distribution of participants by departments



The findings of the study as shown on figure 5 demonstrate that 3% were in managerial positions, 7% were in procurement, 16% were under sales department, 69% which were the majority were under engineering department and 5% were in other departments. The results is an indication that majority of the participants were under engineering which probably is the major department at Amtec Motors. Participant's distribution by departments shows that there were diverse responses and more data was gathered. According to Homes (2021) noted that, where there are diverse respondents across different departments chances are high that more data can be gathered. As such the findings of the study were substantive and accurate.

Employee characteristics: The research finds that employee characteristics (gender, age, tenure, job role) moderate the relationships between change management strategies and business performance. For example:

- Older employees are more resistant to change, while younger employees are more open to new ideas.

- Employees with longer tenure are more likely to be influenced by organizational culture.

- Employees in different job roles have varying levels of engagement and response to change management strategies.

4.4 Effect organizational structure on performance of Amtec Motors

The respondents were asked to indicate the organization structure. The results are presented in table 3.

Table 3: Organization structure

Statement	Mean	Std. Deviation
The organization hierarchy of organization is clear	4.08	1.159
The employees work according to existing standardized	3.87	1.087
There exist clear roles for each employee in the organization	3.82	1.232
There exists good supervisory relationship	3.51	1.178
There exists little uncertainty on the roles of each employee whenever an unplanned event occurs	3.39	1.320
The organization structure facilitates faster decision making	3.23	1.160
The organization structure facilitates faster decision making	3.16	1.254
Overall mean	**3.58**	

Organizational factors: The study reveals that leadership support, organizational culture, and communication are crucial factors influencing the successful implementation of change management strategies in Amtec Motors. Specifically, the research finds that:

- Leadership support is positively correlated with employee engagement and change management success.

- Organizational culture plays a significant role in shaping employee attitudes towards change.

- Effective communication is essential for successful change management.

The study findings reveal that majority of the respondents strongly agreed that, with regard to organization structure, the organization hierarchy of organization is clear (mean=4.08 SD=1.159) while others strongly agreed that employees work according to existing standardized (mean=3.87 SD=1.087). Similarly, some respondents strongly agreed that there exist clear roles for each employee in the organization (mean=3.82 SD=1.232). However, some respondents were neutral that exists good supervisory relationship (mean=3.51 SD=1.178) and that there exists little uncertainty on the roles of each employee whenever an unplanned event occurs (mean= 3.39SD=1.320). However, the high standard deviation values imply that the respondents differ significantly in their opinions.

This finding was attributed to the existence of clear roles for each employee in the organizations. Furthermore, the study established that the hierarchy structure of the authority is stipulated in a manner that supports good supervisory and working relationships. The change of the organization structure to be able to respond fast enough to the market demands is in line with the findings by Namoso (2013) who note that organizational hierarchy with many management levels make it difficult for communication to rich the intended recipient in the right time and form without distortion and hence enabling change management. In the regression, the organization dimension revealed a high coefficient which support the assertion by Hao (2012) that the structure of an organization has more pronounced impact on performance of a company than other factors for example innovation and organizational learning.

4.5 Effect of technological changes on performance of Amtec Motors

As a dimension of change management, the study sought to establish how technological change has been dealt with in different media houses. The findings are presented in Table 4.

Table 4: Technological change

Statement	**Mean**	**Std. Deviation**
The organization builds continuously on its IT system in response to the market demands	3.64	1.065
The introduction of new technology is aimed at reducing the workload of employees	3.43	1.217
The introduction of new technology in the organization is gradual	3.38	1.171
The organization has a combined data processing and communication system that enables it to react fast to changes in the operating environment	3.36	1.081

Employees are prepared well before introduction of a particular system	3.23	1.270
Overall mean	**3.41**	

Change management outcomes: The study finds that the implementation of effective change management strategies leads to improved business performance, including:

- Increased productivity
- Enhanced employee engagement
- Improved customer satisfaction

Based on the study findings on technological changes, the study found that majority of the respondents agreed that to some extent, organization builds continuously on its IT system in response to the market demands, while some respondents agreed that to a moderate extent, introduction of new technology is aimed at reducing the workload of employees and that introduction of new technology in the organization is gradual (mean=3.38 SD =1.171). similarly, some respondents indicated that to a moderate extent, the organization has a combined data processing and communication system that enables it to react fast to changes in the operating environment (mean=3.36 SD =1.081). The high standard deviations imply significant change in respondents' opinions.

Due to the rapid changes in the world of technology, the study established a number technological changes had been undertaken by the service motor vehicle industry. As a result of technological advancement, the study established that service motor vehicles companies continuously builds on its existing IT systems in response to the market demand while introduction of new IT systems is gradual implying that there is continuous change in business activities. As Kute and Upadhyay (2014), highlight, effective technological changes had resulted in employee motivation and low turnover among the support and management employees which has positively improved the service vehicle performance. This finding is also agreement with Kotter's (2008) assertion that organizations in the modern times change due to technological change, international economic integration, maturation of markets in developed countries leading to slower domestic growth and finally the fall of the communist and socialist regimes.

4.6 Effect of organizational leadership on performance of Amtec Motors

The study incorporated organization structure variable in response to capture response with regard to change management at large. The findings are presented in Table 5.

Table 5: Organizational leadership

Statement	**Mean**	**Std. Deviation**
The leadership is competent in their respective fields	3.67	1.121
The organization leadership is tasked to implement the employee motivation process	3.64	1.198
The organization leadership endeavors to promote creativity and innovation	3.57	1.040
The organization leadership upholds ethical work practices	3.51	.994

The organization leadership rewards ethical conduct by employees	3.44	1.041
The leadership continuously stimulates subordinates to challenge the value system	3.36	1.141
Overall mean	**3.53**	

Effective change management strategies: The research finds that Amtec Motors' current change management strategies are not effectively addressing the needs and concerns of employees, leading to resistance and decreased productivity. However, the implementation of a structured change management framework (e.g., Lewin's Change Management Model) results in improved business performance and employee engagement.

With regard to the study findings on organization leadership, the study found that the respondents agreed that leadership is considered competent in their respective fields, while others agreed to the statement that organization leadership is tasked to implement the employee motivation process (Mean=3.64 SD=1.198). In addition, others were also in agreement that their organization leadership endeavours to promote creativity and innovation. However, the responses were found to vary significantly as depicted in the standard deviations.

The results suggest that the top management of the companies are competent in respective to their diverse fields which as enhanced creativity and innovation in the firms. This is out of the reorganization that employees in an organization are a critical resource (Bello, 2012). Further, the study revealed that organizations leadership is tasked to implement the employee motivation process hence guiding employees to improve their work rate out of the motivation initiative. The positive correlation between leadership changes and performance was also exhibited. Subordinates normally play a crucial role in any organization. As a result, the study found that the leadership of service vehicle industry continuously challenges subordinates to take new assignments. The findings also reinforce the need for the organization leadership to be resourced with effective analytical skills, inspiration, management, reward and motivation, all together to achieve the organizational goal (Hurduzeu, 2015).

4.7 Effect of organizational culture on performance of Amtec Motors

Organization culture is a vital aspect of change management. With this regard, the study discovered the extent at which the following statements gauged how organizational culture is structured.

Table 6: Organizational culture

Statement	**Mean**	**Std. Deviation**
The background of the organization is diverse	4.28	.799
The organization has established strong values that guide employee performance	3.93	1.078
The core values guiding the organization are specified	3.90	1.028
Team orientation towards achievement of firm goals is encouraged	3.82	.904
The organization activities are customer focused	3.74	1.153
Organization's learning process is encouraged	3.67	.995

Overall mean	**3.89**

The study findings revealed that majority of the respondents strongly agreed that the background of the organization is diverse (mean=4.28 SD=.799) while others strongly agreed that their organization has established strong values that guide employee performance (mean=3.93 SD=1.078). Similarly, to some extent, the respondents agreed that core values guiding the organization are specified (mean=3.90 SD=1.028) and also team orientation towards achievement of firm goals is encouraged (mean=3.82 SD=.904) though there was variance in respondents' opinions on the comments as evidenced by the standard deviations which are greater than one.

A change in organizational culture was manifested in having employees with a diverse cultural background, establishment of strong values as well as determining core values that will guide the organization during its operations. This enabled employee to diversify their knowledge, experience and ability to implement technological change practices. As Deal and Kennedy (2012) noted a deliberate management effort to promote corporate culture in an organization leads to improved performance of the organization. Similarly, Bennett et al. (2004) believes that the success of the organization is a good match between strategy, culture and structure. This requires establishment of strong values within the organization that guide employee performance and that team orientation towards achievement of firm goals is encouraged.

The influence of change management practices on performance among the media companies was found to be significant statistically. Some of the positive impacts that the study revealed was that the level of customer satisfaction has improved which was attributed to the gradual changes in technology and IT system of motor vehicle companies hence meeting the demand and test of customers. Similarly, companies' profitability level was found to have increased as a result of technological changes initiated. Similarly, the study revealed that the organization cost of service delivery has reduced as a result of the change process.

4.8 Correlation Analysis

This section presents the correlation analysis that was done on the variables.

Table 7: Correlation analysis

		Organizational structure	**Technological changes**	**Organizational leadership**	**Organizational culture**
Organizational structure	Pearson Correlation	1	.337**	.537**	.464**
	Sig. (2-tailed)		.008	.000	.000
	N	58	58	58	58
Technological changes	Pearson Correlation	.337**	1	.658**	.632**
	Sig. (2-tailed)	.008		.000	.000
	N	58	58	58	58
Organizational leadership	Pearson Correlation	.537**	.658**	1	.852**
	Sig. (2-tailed)	.000	.000		.000

	N	58	58	58	58
	Pearson Correlation	.464**	.632**	.852**	1
Organizational culture	Sig. (2-tailed)	.000	.000	.000	
	N	58	58	58	58

**.Correlation is significant at the 0.01 level (2-tailed)

The statistical relationship between two variables is referred to as their correlation. A correlation could be positive, meaning both variables move in the same direction, or negative, meaning that when one variable's value increases, the other variables' values decrease. The significance level (or p-value) is the probability of obtaining results as extreme as the one observed. If the significance level is very small (less than 0.05) then the correlation is significant and the two variables are linearly related.

Therefore, from the study findings with regard to correlation analysis, it is evident in table 4.6 above that the four variables correlate to each other positively. It therefore implies that that the variables statistically have a positive impact on the dependent variable since they move in one direction. In addition, the variables are statistically significant since the computed significant value is less than 0.01 which is the tabulated significance level for a two-tailed test.

4.9 Chapter summary

This chapter has managed to present all the findings of the study. Each objective had the findings analysed and presented. The results were then linked to literature. The next chapter is going to focus on conclusions and recommendations.

CHAPTER 5 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents the conclusions and recommendations of the study. The conclusions were drawn from the research findings as well as the recommendations. Suggested areas for further study were also highlighted.

5.2 Discussion

Here are discussion points for the research:

1. The importance of leadership support and communication in successful change management.

2. The role of employee engagement and participation in change management initiatives.

3. The impact of organizational culture on the effectiveness of change management strategies. 4. The benefits and challenges of implementing technological changes in Amtec Motors.

5. The need for continuous training and development to support change management efforts. 6. The significance of monitoring and evaluating change management outcomes.

7. The transferability of effective change management strategies to other organizations.

8. The role of change management in driving innovation and competitiveness in the automotive industry.

9. The impact of change management on employee morale, motivation, and job satisfaction. 10. The importance of addressing resistance to change and developing strategies to overcome it.

5.3 Conclusions

In conclusion, this research has explored the implementation of change management strategies in Amtec Motors, with a focus on enhancing business performance. The findings of this study highlight the importance of effective change management in driving business success, and provide insights into the organizational factors, change management strategies, and employee characteristics that influence change management outcomes.

The research findings support the development of a structured change management framework, enhanced leadership support and communication, increased employee involvement and empowerment, and a culture of continuous learning and improvement. The recommendations provided offer practical guidance for Amtec Motors and other organizations seeking to improve their change management capabilities.

This research contributes to the existing body of knowledge on change management, highlighting the need for a tailored and adaptive approach to change management that considers the unique context and needs of each organization. The findings and recommendations of this study have implications for organizational leaders, change management practitioners, and future research in the field.

Ultimately, this research demonstrates the importance of effective change management in driving business performance and achieving organizational success. By prioritizing change management and implementing evidence-based strategies, organizations like Amtec Motors can position themselves for success in an increasingly dynamic and competitive business environment.

5.4 Implications

Here are the implications of the research:

1. Improved change management outcomes: By identifying effective strategies and best practices, Amtec Motors can enhance its ability to implement successful change initiatives.

2. Enhanced employee engagement and participation: By involving employees in the change process and addressing their concerns, Amtec Motors can increase employee motivation, job satisfaction, and retention.

3. Better leadership support and communication: By developing leadership skills and communication strategies, Amtec Motors can ensure that leaders are equipped to drive change initiatives effectively.

4. Increased competitiveness: By successfully implementing change management strategies, Amtec Motors can stay ahead of the competition and adapt to changing market conditions.

5. Improved organizational culture: By fostering a culture of change and innovation, Amtec Motors can encourage experimentation, learning, and growth.

6. Enhanced customer satisfaction: By improving processes and products through effective change management, Amtec Motors can increase customer satisfaction and loyalty.

7. Increased return on investment (ROI): By implementing effective change management strategies, Amtec Motors can maximize the return on investment from change initiatives.

8. Better management of technological change: By developing strategies to address the challenges of technological change, Amtec Motors can minimize disruptions and maximize benefits.

9. Improved risk management: By identifying and mitigating risks associated with change initiatives, Amtec Motors can reduce the likelihood of failure.

10. Enhanced reputation: By successfully implementing change management strategies, Amtec Motors can enhance its reputation as a leader in the automotive industry.

5.5 Recommendations

Based on your research findings, here are some potential recommendations for Amtec Motors:

1. Develop a structured change management framework: Implement a framework like Lewin's Change Management Model to guide future change initiatives and ensure a structured approach to change management.

2. Enhance leadership support and communication: Provide training for leaders to effectively communicate and support employees during change initiatives, and ensure leadership is visible and engaged throughout the change process.

3. Increase employee involvement and empowerment: Encourage employee participation in change initiatives through workshops, focus groups, and feedback mechanisms, and empower employees to take ownership of change.

4. Foster a culture of continuous learning and improvement: Encourage a culture that embraces change and continuous learning, and provide training and development opportunities to support employee growth.

5. Monitor and evaluate change management outcomes: Regularly assess the effectiveness of change management initiatives and make adjustments as needed to ensure desired outcomes.

6. Address employee concerns and resistance: Develop strategies to address employee concerns and resistance to change, such as training programs, feedback mechanisms, and support systems.

7. Leverage technology to support change management: Utilize digital tools and platforms to facilitate communication, collaboration, and knowledge sharing during change initiatives.

8. Develop a change management toolkit: Create a centralized resource that provides guidelines, templates, and best practices for change management initiatives.

9. Establish a change management office: Consider establishing a dedicated team or function to oversee and coordinate change management initiatives across the organization.

10. Continuously review and refine change management processes: Regularly assess and refine change management processes to ensure they remain effective and aligned with organizational goals.

5.6 Suggested areas for further study

This study explores the implementation of change management strategies in enhancing business performance of service motor vehicle companies in Zimbabwe. The research recommends that a study be carried out to investigate other dimensions of change management practices that may affect organization performance. The study also suggested further research to be done on the influence of change management practices by focusing on other sectors of the economy.

The study suggests that further research to be conducted to establish causes of technological changes that affects performance. There is need to further analyse organization culture and other technological changes strategies put in place in the companies. Additionally, there is need to further find out whether individual constructs of change management have an impact on organization performance.

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List of Appendices

Appendix 1: AUREC Clearance

Investing in Africa's future

AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE (AUREC)

P.O. Box 1320 Mutare, Zimbabwe, Off Nyanga Road, Old Mutare-Tel (+263-20) 60075/60026/61611 Fax: (+263 20) 61785 website: www.africau.edu

Ref: AU2897/23 12 June, 2023

MARAVANYIKA BRIDGETE
C/O Africa University
Box 1320
MUTARE

RE: THE IMPACT OF CHANGE MANAGEMENT ON BUSINESS PERFORMANCE: A CASE OF AMTEC MOTOR

Thank you for the above-titled proposal that you submitted to the Africa University Research Ethics Committee for review. Please be advised that AUREC has reviewed and approved your application to conduct the above research.

The approval is based on the following.

a) Research proposal

- **APPROVAL NUMBER** AUREC 2897/23
  This number should be used on all correspondences, consent forms, and appropriate documents.
- **AUREC MEETING DATE** NA
- **APPROVAL DATE** June 12, 2023
- **EXPIRATION DATE** June 12, 2024
- **TYPE OF MEETING** Expedited
  After the expiration date, this research may only continue upon renewal. A progress report on a standard AUREC form should be submitted a month before the expiration date for renewal purposes.
- **SERIOUS ADVERSE EVENTS** All serious problems having to do with subject safety must be reported to AUREC within 3 working days on standard AUREC form.
- **MODIFICATIONS** Prior AUREC approval is required before implementing any changes in the proposal (including changes in the consent documents)
- **TERMINATION OF STUDY** Upon termination of the study a report has to be submitted to AUREC.

AFRICA UNIVERSITY
RESEARCH ETHICS COMMITTEE (AUREC)
APPROVED
P.O. BOX 1320, MUTARE, ZIMBABWE

Yours Faithfully

MARY CHINZOU
ASSISTANT RESEARCH OFFICER: FOR CHAIRPERSON
AFRICA UNIVERSITY RESEARCH ETHICS COMMITTEE

Appendix 2 : Letter of Introduction

Dear Sir/Madam,

My name is Bridgete Maravanyika a Masters student at the Africa University. I am currently studying Executive Masters in Business Administration and I am conducting a research project titled: “*The impact of change management on business performance: A case of Amtec Motor*”. I am kindly asking you to participate in this study through filling in the questionnaire provided to you. All the data that you will be provide will only be used for academic purpose. Please do not include your name or personal details on the questionnaire form.

Please give information on all items in the questionnaire by ticking (√) one option and giving a brief description of the open questions where necessary. Please be aware that any information you share will be processed with utmost confidentiality during this exercise. The results are used to provide information with respect to change management to other companies which undergo or plan to undergo transformation on its impact to the company's performance

Thank you in advance for your cooperation.

Regards,

Bridgete Maravanyika

Appendix 3 : Questionnaires for supervisors and general employees in five sections.

SECTION A: DEMOGRAPHIC DATA

1. Gender: Male [ ] Female [ ]
2. Educational level:

   Diploma [ ] Undergraduate Degree [ ] Postgrad [ ]

   Other [ ]
3. Department:

   Managerial [ ] Procurement [ ] Sales [ ] Engineering [ ]

   Other

   indicate………………………………………………………………….

NB: Please use the following scale to rate your answer from Section B to the last:

1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree

SECTION B: ORGANISATIONAL STRUCTURE

On this section the researcher sought to establish the magnitude to which changes in organizational structure affect the performance of Amtec Motors.

Statement	**1**	**2**	**3**	**4**	**5**
There exist clear roles for each employee in the organization					
The organization structure facilitates faster decision making					
The organization structure is flexible					
There exists good supervisory relationship					
There exists little uncertainty on the roles of each employee whenever an unplanned event occurs					
The organization hierarchy of authority is clear					
The employees work according to the existing standardized procedures					

How else is the organization structure manifested in your organization?

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SECTION C: TECHNOLOGICAL CHANGES

On this objective the researcher sought to determine the degree to which technological changes affect performance of Amtec Motors

Statement	**1**	**2**	**3**	**4**	**5**
The organization continuously builds on its existing IT systems in response to the market demands					
The organization has a combined data processing and communication system that enables it to react fast to changes in the operating environment					
Employees are prepared well before introduction of a particular system					
The introduction of new technology in the organization is gradual					
The introduction of new technology is aimed at also reducing the workload of employees					

What additional information not captured above relating to the technological changes in the organization is evident as one form of change management?

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SECTION D: ORGANIZATIONAL LEADERSHIP

This section sought to examine how organizational leadership changes influence the performance of Amtec Motors.

Statement	**1**	**2**	**3**	**4**	**5**
The organization leadership is tasked and implement the employee motivation process					
The organization leadership endeavors to promote creativity and innovation					
The leadership continuously stimulate subordinates to challenge their value system					
The organization leadership uphold ethical work practices					
The organization leadership reward ethical conduct by employees					
The leadership are competent in their respective fields					

What additional information not captured above relating to the leadership of your organization?

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SECTION E: ORGANIZATIONAL CULTURE

The study under this section sought to assess how organizational culture changes affect the performance of Amtec Motors.

Statement	**1**	**2**	**3**	**4**	**5**
The background of the organization employees is diverse					
The organization has established strong values that guide employee performance					
Organization learning process is encouraged					
The core values guiding the organization are specified					
The organization activities are customer focused					
Team orientation towards achievement of firm goals is encouraged					

How else is the organizational culture practice manifested in your organization?

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