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DARBUOTOJŲ DALYVAVIMO POVEIKIS SĖKMEI ORGANIZACIJOS PAKEITIMO PROCESAS	THE IMPACT OF EMPLOYEE PARTICIPATION ON THE SUCCESS OF ORGANIZATIONAL CHANGE PROCESS
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1.0 INTRODUCTION

This research investigates the impact of employee participation on the success of organizational change processes using a quantitative approach. The study finds significant positive correlations among key variables, including empowerment to contribute ideas and suggestions, willingness to participate in future changes, and collaboration with the team during change processes. Regression analysis reveals that these factors collectively explain a substantial portion of the variance in team collaboration, underscoring their importance.

Additionally, effective leadership communication is crucial, with a strong positive relationship between communication quality and the adequacy of training and support provided to employees. The findings demonstrate that employee empowerment, engagement, and effective communication are pivotal for successful organizational changes, refuting the hypothesis that employee participation does not significantly impact change success. Overall, fostering an inclusive and communicative environment enhances collaboration and success in organizational change initiatives.

The following chapter introduces the subject of this paper, describing the topic relevance, research gap, research novelty, research problem and questions, research object, research aim, objectives, and method.

Change is a universal phenomenon and occurs in every organization. In today's competitive world, organizations face pressure to adjust to their business environments to remain adaptable and sustainable while navigating the challenges posed by ever-evolving markets, technology, and competitive landscapes. According to Nwanzu and Babalola (2019), organizations embrace the concept of organizational change processes to achieve competitive advantage and remain viable in a fast-paced global economy.

Organizational change represents a profound transformation within the organization itself. It involves adjustments in behaviors or ideas within an organization in response to internal or external factors. Organizations often implement changes to improve overall performance. These processes are triggered by proactive or reactive strategies employed by management or arise in response to crises.

Driven by competitive business environments, organizations seek greater competitiveness, increased sales and revenue, and overall expansion. Morgan and Zeffane (2023) highlight that achieving growth and prosperity goals requires an exceptional level of employee participation, including commitment and responsibility. The effectiveness of organizational change heavily relies on active employee participation. Participation entails allowing employees to provide input on proposed changes.

Organizational leaders and managers intentionally create opportunities for employees to have a greater voice and contribute input during change processes. When employees participate, they act as catalysts of change, actively contributing feedback and input at every stage of implementation rather than passively accepting changes. Thus, the success of organizational change requires strong employee participation.

However, change is often uncertain and ambiguous, leading to stress and resistance among employees. Organizational change is a complex phenomenon encompassing business process and strategy alterations, cultural shifts, employee behaviors, and operational models. This complexity frequently results in organizations failing to achieve their change objectives and reduces success rates. To address these challenges, organizations must foster positive employee attitudes toward change, such as supportive behaviors, willingness to sacrifice, and commitment, which encourage successful outcomes. This study, therefore, examines the impact of employee participation on the success of organizational change processes.

Research relevance

This thesis is focused on the impact of employee participation on the success of organizational change process. Organizational change process is risky and demanding on employees, a period characterized by uncertainty. In most instances, employees are expected to cope with the ambiguousness of change which can be long term, be more flexible and adaptable in their roles than before and even deal with increased expectations that come with the changes.

An insightful understanding of employee feelings, reactions and needs are important from a management perspective to consider when pursuing an organizational change. When

managers of organizations are aware of how employees perceive change and how it affects their participation, the awareness will help managers to go through the process of change and not fear losing the participations of their employees.

With an enhanced focus on the employees, there is a possibility for the management of organizations to maintain employee participation during change process and achieve a greater success. In an attempt to achieve successful organizational change process, this thesis will serve as a guide to the management of organizations in adopting workplace practices. In addition, findings from this research will contribute to already existing knowledge in this field.

Research Gap

Many studies have examined the role of change and participation in organizations. The research gap was identified in the need for a comprehensive understanding of how employee participation specifically impacts the success of organizational change processes. While existing literature acknowledged the importance of employee involvement in change initiatives, inconsistencies were observed in empirical findings. Furthermore, Islam et al. (2021) stated that a successful organizational change plan depended heavily on the participation of employees in the change process.

This study addressed this gap by conducting a focused examination of the direct impact of employee participation on the success of organizational change processes. It provided insights to guide management practices and contributed to the existing body of knowledge in the field. As organizations continually adapted to dynamic environments, understanding how employee participation influenced the success of change initiatives became increasingly important. By addressing this gap, the study offered actionable insights to help organizations maximize employee involvement, thereby enhancing the likelihood of successful change implementation. This research proved crucial in the context of organizational change as it explored a fundamental aspect of successful change management: the impact of employee participation.

Novelty of the research

Some of the research areas covered in previous studies about employee participation are as follows:

- Enhancing Behavioral Support for Change: The Role of Employee Participation and Change Self-efficacy as Predictors (E. H. Saragih et al., 2023).
- Employee participation in organizational change: A case of Tesco PLC (Awadari, A. C., & Kanwal, S. 2020).
- Effectiveness of Organizational Change through Employee Involvement: Evidence from Telecommunications and Refinery Companies (Bah et al., 2024).
- Employee participation and organizational productivity of small and medium scale enterprises (Sanusi et al., 2021).
- Factors influencing the implementation of organizational change management in large Egyptian hotels: Mediating effects of employee engagement (Hatem, 2022).

These and many more are areas that have been researched on employee participation. There are already existing literature on the subject of employee participation; however subject of focus are unrelated to organizational change process. Consequently, this research will provide more insights and clarity on the impact of employee participation on the success of organizational change process.

Research Problem

Change is unavoidable, particularly, in today's competitive world. In order to adjust to the rapid changing external conditions and to foster success in a competitive business environment, modern organizations are deliberate in their implementation of changes. Yet, the challenge encountered by most organization centers on how to effect, implement and manage change process successfully. The reason for this challenge is, most change processes have shown results of employees resistance at various stages of implementation due to less employee participation in the change process. Hence, it is believed that employees participation has significant impact on organizations' change process. Employee participation in an organization's change process can help employees to be more productive in the long run because they feel valued, and this may increase commitment to achieve organizations goals. Also, employee participation can also play a key role to better quality product; if employee suggestions are taken into consideration, increase in outputs may be realized. Employee Participation can also serve to reduce stress in both employees

and employers. Stress can build up over uncertainties regarding company changes, because of new workflows, or because employee ideas are not taken into consideration. In addition, the following **problematic questions** will be considered in the course of this study:

- What is the organizations' policy consideration for the involvement and participation of employees during the decision and formulation stage of change process.
- What are some of the strategies and processes used by management during the successful change process?
- What roles do employees play during change implementation processes?
- What is the impact of employees' participation on a organizational changes?

Research Hypotheses

The following hypotheses will be tested for the study;

1. Employee participation will have significant impact on the success of organizational change process.
2. Employee participation will not have significant impact on the success of organizational change process.

Research object

The research object of this study is *employee participation in organizational change process*. The theoretical aspect of the research explores key theories related to employee participation, organizational change, and culture. It includes empowerment and participation theories (e.g., Maslow's and Herzberg's), organizational change models (e.g., Lewin's and Kotter's), and frameworks on organizational culture (e.g., Schein's and Hofstede's). These theories help explain how employee involvement influences the success of organizational change and how culture shapes participation and change outcomes. The theoretical framework provides a foundation for understanding the dynamics between these variables and guides the interpretation of the research findings.

Research Aim

The main aim of this study is to investigate, understand and establish *the impact of employee participation on the success of organizational change process*.

Research objectives

The objective of this research to understand the extent to which involving employees in change initiatives influences the outcome of those initiatives. This could involve examining various factors such as employee morale, resistance to change, productivity, and overall organizational performance. This study will be completed with a focus on the following objectives:

- Examine the nature of organizational change process and employees' participation.
- Examine the significant relationship between employee participation and organizational change process.
- To find out the depth of employee participation impact on organizational change process.
- Identify key literature on employee participation and organizational change.
- Collect and analyze data from relevant sources.
- Interpret findings in the context of research questions and hypotheses.

Research Methods

This study employed a general method designed to develop the research procedure. The research method provided a theoretical framework for data collection, analysis, and interpretation. To understand the impact of employee participation on the success of organizational change processes, the study was conducted using a quantitative approach and survey research design. A purposive sampling technique was used to select organizations of interest for the survey setting, while a convenience sampling technique was employed to include respondents in the survey. The decision to use convenience sampling in selecting respondents was made due to the challenges of accessing employees within organizations.

A self-reported questionnaire (closed-ended) was administered via Google Forms to elicit responses from participants. The use of a self-reported questionnaire was deemed appropriate and justifiable due to the constructs examined. The survey questionnaire was developed by adapting previously validated measurement scales to ensure reliability and relevance.

The quantitative approach and survey research design were chosen because the study aimed to determine the contribution of employee participation to the organizational change process. Additionally, the study investigated whether employee participation influenced the success of organizational change initiatives. Data collected from the survey were analyzed using inferential and descriptive statistics. The quantitative approach and survey design provided a systematic and structured method for investigating the impact of employee participation, yielding reliable data to draw meaningful conclusions and implications for practice.

2.0. ANALYSIS OF SCIENTIFIC LITERATURE

This chapter will bring into focus and explain previous literatures on research topic and as well as theoretical and empirical framework that will capture theoretical tools to be used within the field of organizational change and employee participation. Since existing literatures on employee participation are written from a management stand point, this chapter will mainly reflect that perspective. By depicting the theoretical background primarily from the management point of view, the need of a greater employee focus will be apparent.

2.1 Organizational change process

Change is significant to growth opportunities as it is synonymous to *upgrade or creation of new things*. In the case of organizations, change is a systematic transitional process that transforms organizational objectives and operations in order to achieve a greater result. In addition, it is the implementation of new processes or strategies within an organization. During this transitional process, the organization seeks to adjust its mode of operation. Instances of organizational change are;

- The implementation of a new business strategy,

- Company's hierarchy restructuring,
- Innovative technologies,
- Change in the company's culture,
- New market entry,
- Mergers and acquisitions⁴.

From the mentioned instances, it can be deduced that organizational change is a significant shift in the way the organization functions. This can be challenging, as it often requires employees to adapt to new ways of working and can disrupt the existing company culture. Yet, it can also lead to increased efficiency and competitiveness, making it an important part of running a successful business.

2.2 Types of organizational changes:

Running a successful organizational change can foster employees participation, encourage effective collaboration, and improve job possibilities. According to Dharma, (2022), organizational changes can be planned or reactive, depending on the situation. The situation of change might be an external or internal component. Despite the widespread belief that organizations are adaptable structures in a dynamic world, companies today, however, really do go through continual evolving process. Changes that are competent enough may help the employees stay active throughout the introduction of innovative technologies or policies by supporting segments of the basic changes and allowing the organization to stay in a perpetual state of growth. Having said this, there are six common kinds of organizational change that can be experienced in organization, this depending on the type of change that is to be made.

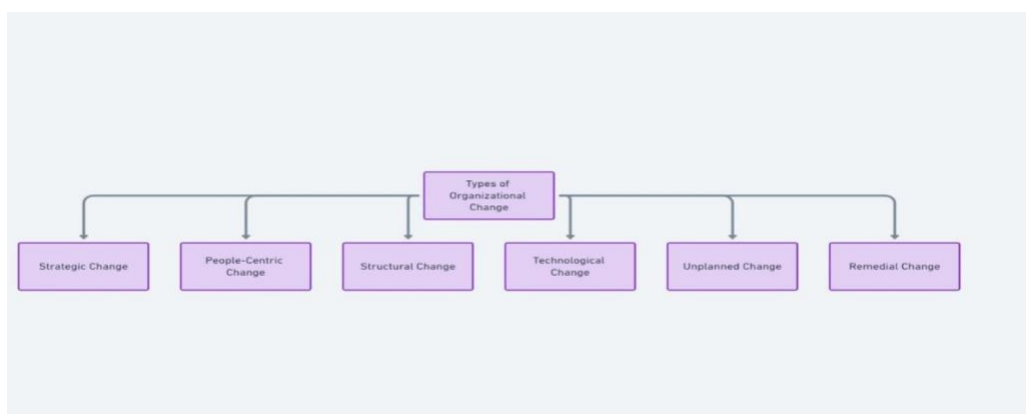


Figure 1: Types of Organizational Change - Designed by Gloria Onoyivwaka

These changes are explained as follows:

1. Structural change

This kind of change is triggered by a large shift in a country's economy's processes or institutions, often driven by large socioeconomic advancements. The key in bringing about a radical shift is the innovation that is incorporated into that process. Technological advancement, new economic trends, worldwide movements in the labor and capital markets, shifts in the availability of resources, shifts in the demand and supply of resources, and changes in the political environment are frequently the causes of structural change.

2. Strategic transformational change

Transformational change is required if an organization has struggled to address a serious underlying issue, has been slow to adapt to new procedures, technologies, or business needs, or to keep up with these changes in the past. Organizational change that fully transforms the company is called transformational change.

Management experts assert that transformational change happens in an organization as a reaction to or preparation for substantial alterations in the science or environment. Transformational change is often advantageous. To guarantee its success, it must be carefully controlled, as it can instill dread, uncertainty, and instability in the employees. Restructuring as a strategic transformational change can result in either an increase or decrease in the workforce as a strategic transformative shift inside a business.

3. People-centric organizational change

Every change impact people. However, people centric organizational transformation also involves employing new employees or putting new parental leave policies into place. Accountability, openness, good leadership, and an empathic strategy are necessary for people-centric change (Marsh & Sayre, 2019). Effective change management for people-centric change combines both top-down and bottom-up approaches. Even if their only responsibility is to persuade the person seated next to them, every employee in a company has a part to play in the co-creation of organizational changes.

4. Technological change

A technology shift is an improvement in a product's or process's productivity that leads to a rise in output without a corresponding rise in input. In other words, someone creates something new or enhances an existing procedure to receive more money for doing the same amount of work⁶. The world has been touched by technology in both positive and negative ways. The intensifying market competition and the rapidly evolving state of technology are the main drivers of technological transformation within businesses. Typically, people will want to stick to what they are accustomed to. Hence, a sound transition strategy is essential when implementing innovative technologies. Although technology is the foundation of digitalization, change management includes a human element that advances alongside technology. This is why the core of the concept of digital transformation must be interpreted as per organizational policies.

5. Remedial change

This change are retaliatory and a kind of modification necessary when a problem is identified and a solution must be implemented⁷. Since these changes are meant to solve an issue, they are urgently required. The benefit of the remedial modification is that its assessment is quick and straightforward, with solving the question *was the problem resolved or not?*

6. Unplanned change

Most organizational change are not expected, they happen suddenly and require response to unexpected situations. Shaw (2018) says that, although an unforeseen change can sometimes be anticipated, it may be managed effectively through change management. Organizations will often adapt to unforeseen organizational changes, particularly when those changes result from internal management forces.

2.3 Importance of organizational change to businesses

The absence of change in any organization implies lack of progress. Recently, business theories and approaches have change and this has affected the nature of work and the business environments. To stay successful in business amidst these changes, organizations are forced to adapt swiftly in order to stay competitive. There are advantages that accompany organizational change. Primarily, the reason for initiating change in organization is to take on opportunities that will ultimately profit the organization and

make it more productive. Below, are some scholarly ideas on the importance of organizational change:

1. Businesses do not improve by coincidence; they improve by change. During organizational change, chances are that employees and management will innovate as the change. When this happens, opportunity for change and new approaches to problems are created⁸. For instant, if a company implements a new process or policy, if a company reorganizes its structure or introduces modern technology, it can stimulate creativity as employee will have to think of ways to use it innovatively. In spite this, it is important to say that organizational changes can also be disruptive and stressful, bringing with it the opposite effect on creativity. Maximizing the potential advantages benefits of organizational changes on creativity, requires careful plan and communication of change, provision of support and resources to help employees adapt, and create an environment that encourages and values creativity.
2. Creativity on the part of employees births improvised ways to problem solving. Human brain is designed to solve problems. Hence, when employees are presented with issues to address, they will always come up with solutions. With organizational change comes new challenges and opportunities that encourages experimentation and risk-taking. The introduction of new technologies and tools, culture that values creativity, and promotion of diversity and inclusivity are the ways through which organizational change can enhance creativity.
3. According to Škrinjar et. al., (2019), the exposure of business processes to substantial changes might have a significant budgetary impact given that the creation of a new organizational culture encourages diversity and inclusion. This will imply hiring top talent and fostering a sense of community among your current workforce. A culture like this is will assuredly produce superior results that will reflect in the income report. Most importantly, organizational changes that bring about improvements in efficiency, productivity, revenue, and customer satisfaction can help increase earnings for a company.
4. Organizational change necessitates training and new duties. These entail acquisition of new information which leads to expanding current knowledge, acquiring invaluable skills, and developing distinct behaviors. When roles and responsibilities are changed, employees are required to learn new tasks and take on new challenges. This leads to

employee participation and can help them acquire new skills and abilities related to their new roles.

5. Another benefit of organizational change is the improvement of technology, which includes communication tools. These allow staff to communicate more effectively. In addition, Hamilton (2022) in his work opine that improvement in technology can promote more personal contact, resulting in enhanced comprehension and conviction. However, for this to happen properly, the employees ethics must be strongly maintained. Otherwise, internal communication may also damage the entity, as biased conclusions can be drawn when internal communication is done in separate groups. As employees advance technologically and acquire new perspectives and skills, they are able to make better selections and have more options. Regular transitions cause the organization to evolve, placing it ahead of the competition.

2.4 Implementation of successful change

Keeping the organization running smoothly during the transition is possible with efficient organizational change management. This will demand a blend of effective management practices, clear communication, and a deep understanding of organizational dynamics. In their study, Murray Woodside and Braunscheidel (2020), stressed the importance of combining project management and change management practices, they emphasized that effective communication and cohesive action are crucial for positive employee participation and successful change.

Other research works have indicated the importance of organizational culture in change management, noting that aligning organizational culture with new processes is integral for the successful implementation and outcomes of change. Furthermore, the effects of internal communication, leadership, information communication technology usage, organizational culture, and change management methods on the success of change implementation have been indicated to be elements that play significant roles in determining the outcome of change efforts. Still, personal trust and communication on change success through affective commitment, are factors that are crucial directly or indirectly to successful change implementation.

Additionally, Vakola and Nikolaou (2018), discussed the relationship between employee attitudes toward organizational change and job performance, indicating that positive employee attitudes are integral to successful change implementation. On a final note, successful change implementation in organizations requires a comprehensive approach encompassing effective visioning, strategic communication, trust-building, alignment with organizational culture, and addressing change's technical and behavioral aspects. An integrated approach can ensure that change is implemented effectively, embraced, and sustained.

2.5 Theoretical background for successful organizational change process

Possibly, change can provoke negative response and resistance amongst employees. However, managers can establish a smooth transition through the various stages of implementing organizational changes in order to influence employee participation and reduce resistance. To achieve this, managers will have to communicate timely information and realistic assessment of opportunities and obstacles, and employee involvement in the change process.

The McKinsey 7S model is one of the most effective frameworks for understanding the entire organization. Particularly, this model is designed to assess and monitor the implementation of organizational changes. It serves as a guide not only for the changes introduction, but also for the successful implementation of individual steps in the transformation process and the acceptance and application of the achieved changes in practice in the long term. The advantage of the model is reflected in setting strict guidelines on how to look at the company for its further evaluation.

The model consists of 7 *interdependent factors*, which can be divided into two categories: *hard and soft*. *Hard factors consist of: strategy, structure, system*. *Soft factors include: shared values, skills, staff, style*. The soft elements are considered to be primarily influenced by the corporate culture, and the hard elements by the leadership culture. Although soft factors are much more difficult to define and manage, they carry strategic importance in terms of originality, organizational structure and competitive advantage creation.

Shared values are located in the middle of the model, which indicates the importance of organizational values that should be the basis of all the organization's activities. All other factors are interconnected with each other, which indicates that the change of each factor must be carefully planned because it causes a change in all other factors. This requires competent leadership that has the necessary knowledge and skills to make decisions and understands the interconnectedness of factors.

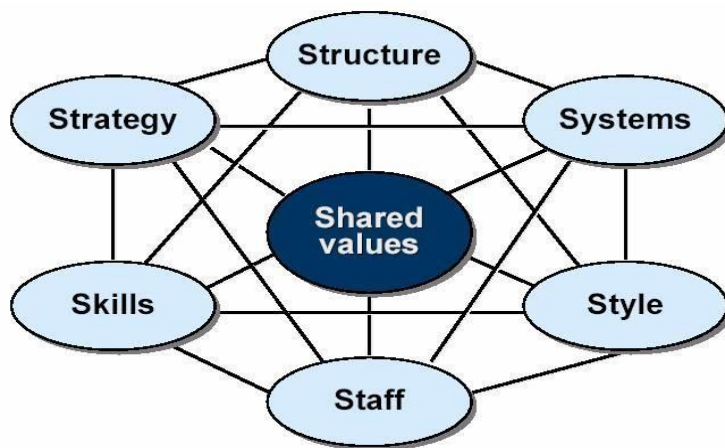


Figure 2 McKinsey 7S model of organizational implementation Source: *The McKinsey Mind: Understanding and Implementing Problem Solving tools and Management Techniques* by Ethan M. Rasiel -2001

The McKinsey's 7S model is considered to be crucial for managers trying to influence complex organizations. It is believed that when implementing changes in organizations, managers most often focus on the factors that are most susceptible to change that is visible (hard elements) and they have no motivation or are too impatient to follow the changes that occur intrinsically in the organization (soft factors).

Drawing from this theory, organizations may have to apply a variety of measures to increase successful organizational change process. Apparently, employee participation is vital for any change management effort to succeed. In light of this, it is pertinent to examine some tactics that are significant in supporting employee participation during change process. The table below enumerates these strategies;

Table 1: Strategies for successful organisational change process	
Transparent and timely communication	When communication is both transparent and timely, it keeps the employees motivated during the change process.

	<p>Employees' are quick to participate in a change strategy when it is clearly explained why it's happening, how it will affect them, and where the company is headed. Timely communication lessens resistance and anxiety that change brings. In addition, trust, respect, and a feeling of belonging may flourish in the workplace when leaders keep employees informed.</p>
Employee involvement and participation	<p>Employees are more likely to stick with a new policy or procedure if they had a hand in crafting it. When employees are allowed to contribute their opinions in workplace, it increases their sense of agency and participation.</p>
Leadership support and visible sponsorship	<p>When managers support their employees, they become susceptible to participate in change. Trust and confidence are built when leaders publicly support the change, share the vision for it, and include their teams in the process.</p>
Recognition and Rewards	<p>When workers are rewarded for their efforts and contributions at a time of transition, they are more likely to remain engaged and motivated because they feel appreciated, especially when they get feedbacks and are offered incentives or promotions. When employees are appreciated in this way, it strengthens the connection between their efforts and the company's success.</p>

Organizations will increase employee participation for a successful change process by adopting these practices. A workforce atmosphere where employees are appreciated, motivated, and actively participate in change process is created through open and timely communication, employee engagement and participation, leadership support and sponsorship, recognition and awards. When employees are involved in the change process, good results including greater acceptability, dedication, and performance may be achieved making these tactics all the more appropriate. When companies put their employees first during change management, they provide the groundwork for a smooth transition to the new way of doing things and sustained success.

2.6 Employee Participation

Employees' participation toward change is a pivotal component in determining whether an organization's change process succeeds or fails. Employee participation in organization is the response to the high demand of implementing change in the workplace. Employee participation is a process that provides opportunities for persons in workplace to voice their ideas and suggestions that can contribute to change process. Also, employee participation is when employees are allowed to give their input on proposed change.

One of the main priorities of any organization is the attainment of high level of performance through productivity and efficiency. To attain this, highly satisfied work force needs to be put in place. A satisfied employee tends to extend more efforts to his job and one sure way of ensuring workers satisfaction is by allowing them participate in change process within the organization.

For several years, the concept of employee participation has been widely researched and studied. The willingness and eagerness of employee to participate in organizational procedures impacts the success of the change process organizations seek. The positive attitude of employees toward change in an organization is undeniably the bedrock of the entire process's success. However, 70% of most change initiatives fail because most management fails to recognize the importance of employee resistance to organizational change and the development of negative attitudes toward organizational change, which affects their morale, productivity, and turnover intentions. Hence, the relationship between employee participation and organizational change is undeniable.

2.7 Forms of employees participation

Employees are internal customers in their own organizations, they are main stakeholders in the outcomes of both goods and services. Employee participation is also part of the move towards human resource development in modern organizations. Employees are trusted to make decisions for themselves and the organization too. Having established this, it is imperative that the forms of employees participation be looked into.

- **Quality Circles**

This is a group of employees who meet together regularly to consider different ways of resolving problems and also improve on production in the organization. Quality circles are built on trust and mutual relationships between employees and the management. It is believed that employees who know their tasks well are able to contribute to change process. Since employees have a role to play in the organization, this form of employee participation encourages the sense of belonging among the employees (Udupa, 2019).

- **Collective Bargaining**

This is the voluntary process used to determine terms and conditions of work and regulate relations between employers and workers as they do their tasks at the work place. Collective bargaining fosters pleasant cordial relations at the work place and therefore facilitates employees participation, it is a process of negotiation between employers and employees in order to regulate various issues such as change in organization that concerns them.

- **Ownership**

Acting out ownership at the work place means that employees are responsible for their growth and takes initiative to contribute to the success of the organization. this leads to a mind-set that is adequately empowered to make decisions that lead to positive outcomes. Ownership means being accountable for a department, project, it implies the owner takes responsibility for any shortcomings even if they are not the people who made mistakes (Pophal, 2018).

- **Employee Voice**

In this form, employee communicate their views to their employer, and thereby influence the issues that affect them at their workplace. Employee voice may positively

contribute and build trust that can help improve their performance. Whenever employee voice is embraced then employees feel valued and empowered, and the outcome will be better employee relations that culminates to employee performance (Scott, 2020).

2.8 Theoretical background for employee participation (Democratic participatory theory)

This theory has its root in the political field. Basically, its practices are focused on analyzing and defining the concept of inclusivity in leadership of an organization, also the moral foundations, requirements, limitations, and above all the need for democracy in leading. According to this theory, democracy brings about the concept of inclusivity among people working in organizations across various scholarly fields and methodological orientations. The origin of the word can be traced back to the Greek word *demos* meaning *many people included* and *kratos* which *means to rule*. Ideally, Aristotle differentiated ruling by majority support and with rule by the few, and with rule by few minorities.

Apparently, there are two main aspects of freedom the first one is being ruled and ruling in turn, since everyone has an opportunity to contribute to various decision some sense of it is equality at the work place. Employee participation is not by chance and efforts towards inclusivity of employees in the decision table is important. The other side of the coin would be a sad situation whereby the employees are left out or excluded in decision making and hence forcing and pushing them to act on strange tasks and policies from time to time. This theory supports the variable on employee participation.

The democratic theory is broad and covers a variety of elements that refer more to a political scenario yet very relevant to organizations activities. Indeed, employees as human beings are social in nature and hence like to not only be involved in what happens in the organization but also participate in making decisions that concerns them in the course of their work life. The managers on realizing the need for their followers to participate with them in decision making is for the benefit of creating mutual understanding and hence facilitate organizational performance.

In a study conducted by Pereira and Osburn (2017) on the effects of a participative technique, quality circles (QCs), on several employee attitudes and performance. The

study reviewed 36 studies with 42 independent samples. The study was conducted in different settings, such as, manufacturing, service, and government organizations. The study employed various methods including surveys, interviews, and performance evaluations to measure employee attitudes and performance. The study found that QCs had a small positive effect on employee attitudes. Specifically, QCs were associated with increased job satisfaction, organizational commitment, and perceived control. QCs also had a moderate positive effect on job performance. The study also noted that, QCs were associated with increased productivity, quality, and customer satisfaction. The study concluded that QCs are an effective way to improve employee attitudes and performance. However, the study also found that the effects of QCs are modest.⁹

2.9 Employee participation and Organizational change process

Employee participation is an organizational aspect that researchers view as critical in driving organizational change process. Employees are resources; whose skills are the basis for organizational competencies. Employees have the required skills that an organization utilize to turn inputs into outputs. Organizations that have recorded outstanding customer service, excellent product development capabilities, refined innovation and manufacturing processes have done so because these organizations allowed their employees to contribute to the strategic change processes. To this end, organizations must give their employees room to have their voices heard and encourage them to make meaningful contributions to the change process of their organizations.

Most times, strategic change entail radical changes in the structure, culture, organizational work processes, and strategy at hand in an organization (Asa *et al.*, 2023). That is, it is simply what managers in organization decide to change and how and when to implement the desired changes. Other times, manager are forced to embark on strategic change initiatives change because of developments from the external environment and poor organizational performance. Ongoing change in organization is just unavoidable therefore managers and employees of organizations have to come to terms with it. In spite this, Fusch *et al.*, (2020) state that managers struggle to make strategic changes in line with the demands of the external environment because they must communicate the intended changes to every employee in the organization. The implication is that employees are the cornerstone for an organization's strategic changes. It is paramount that managers provide

their employees with correct information and train and develop them to acquire the necessary skills. Once employees receive adequate information on the intended change programme, they become motivated and fully commit themselves to the success and change of the organization. Hence, organizations must appreciate the importance of their employees by giving them room to contribute to the strategic change initiatives to drive performance.

Therefore, employee participation is an integral process that organizations cannot afford to ignore. Because of the intense competition in global markets, organizations have to be flexible to allow the generation of new ideas by their employees. Mambula et al. (2021), in their study encouraged organizations to involve their employees in strategic change initiatives as they usually bring new ideas and innovation, which are the bedrock for attaining a competitive advantage. Allowing employees to participate in strategic change initiatives also empower them to commit themselves to their individual and organizational change performance. The failure to acknowledge the importance of employees' participation in strategic change programme is a recipe for strategic change failure. Therefore, meaningful change will compel employees to change, hence the importance of their involvement in strategic change initiatives.

For employees to participate in the success of organizational change, managers must make room for them to be involved in decision-making, encourage development of teamwork, communicate strategic change, and create building blocks for creativity and innovation. Mambula et al. (2021) state that it is necessary for managers to invite employees to participate in decision making that regards change programmes. The outstanding benefit of their involvement is that they make strategic decisions together as a team with their managers. Their participation drives performance positively when managers and employees agree on suitable policies and procedures to direct the organization into the future.

2.10 The impact of employee participation on the success of organizational change process

In addition to the already discussed theories on employee participation and organizational change process, according to social exchange theory, when employee are allowed to participate during change, they tend to develop positive perceptions about an inclusive

environment as being respected by the organization and in turn are willing to support the change process. This is made possible because of the reciprocal norm inherent in social exchange theory, which explains that, *when a person is treated well by others, he or she will be encouraged to give a favor in return*

Furthermore, previous studies have emphasized that employee participation during change allows increases acceptance of change, enhance readiness for change and lowers resistance to change. Therefore, employees who experience high levels of participation throughout the change process tend to demonstrate better support for change. In addition, the privilege to be part of a project such as organizational change may encourage amongst employees the development of personal continuous improvement orientation that is in line with the change objectives of the organization.

In a study conducted by Chimaobi and Chikamnele (2020) on the impact of employees' participation in decision-making on organizational performance involving 125 managers and employees of government-owned enterprises in Port-Harcourt, River state, Nigeria. The results showed that employees' participation in decision-making positively affects organizational performance. The findings of this study is incongruent with a similar study conducted by Saha and Kumar (2017), with 397 managers in India, the results produced similar results. In spite of the relevance of this findings for change management in organization, Mambula *et al.*, (2021), observed that managers often exclude employees from participating in decision-making (particularly change initiatives). They argued that such a move might be problematic, especially when employees hit back by resisting the implementation of decisions they were never part of in the first place.

Notwithstanding the change resistance, one of the most noticeable benefits of employee participation in strategic change initiatives is the development of teamwork and team spirit among excited and motivated employees in organizations (which is crucial for a successful change initiative). As defined by Isik *et al.*, (2019), teamwork is *a means and process by which team members tend to work together in a harmonious, productive and effective way to accomplish tasks and achieve team goals*. Therefore, a team is a group of individuals who work together to accomplish organizational goals such as change process. Usually, team members have shared organizational goals and objectives, and all members focus on

utilizing their skills to enhance organizational performance as in the case of change process. It is clear that teamwork will bring together employees with complementary skills to form a distinct group whose focus is to achieve common goals.

In addition to teamwork, employee participation brings about shared knowledge, collaboration, and developed synergies to deliver superior organizational performance¹⁰. Shared knowledge is required to tackle the tasks that come with organizational change process. In other words, organizational success depends on the ability of team members to share information and ideas using open communication lines to solve organizational problems and conflicts. Equally, teamwork becomes a success if employees work together as a tight unit driven by their inclusion in strategic decision making and possessing the right core competencies resident in their skills and capabilities¹¹. Essentially, when employees participate in organizational change process, they feel relaxed and free to experiment with new ways of enhancing their performance and doing business without fear of their superiors. In a study that involved selected basic schools in Accra, Ghana by Agarwal and Adjirackor (2016), the findings showed that teamwork has a positive effect on organizational change process.

Communication is the core aspect of an organization. It is a necessary process that cuts across all sections and departments and necessary for the survival of any business enterprise. Hence, it is a process every manager must embrace to coordinate organizational activities. Moreover, it provides employees with adequate information and guides them to achieve organization objectives. For employees to participate in an organizational change, managers of organization will have to communicate appropriately to employees on the change objectives and strategies for the initiatives. But if this is done haphazardly, it can bring harm and misery to an otherwise peaceful work environment¹². Ideally, good communication brings managers and employees together to the point that managers can share valuable information such as company value statements, policies, procedures, systems, and all relevant information that keeps employees informed of the developments in the organization.

There are important benefits that accompany communication between managers and employees in organization; these benefits range from motivation and creativity to carry out

proposed organizational change to stability at work place and positive employee performance. Usually, employees do understand and appreciate the benefits of being a part of strategic change initiatives whenever communication channel between managers and them are open. However, communication is a skill that managers must have to encourage employees to buying change initiatives. A good communication process requires managers to inform their employees on the requirements for change process, engage them in an open dialogue, and receive feedback in a timely manner. Otherwise they might risk not succeeding at organizational change process due to the absence of employee participation. Also, employee participation and organizational change process can just be a *pipedream* in the absence of open communication lines between managers and their subordinates.

2.11 Prerequisites that influence employee participation in organizational change process

Certain prerequisite conditions are necessary for participation to succeed in any organization.

Some of these conditions exist in the environment while some actually occur in the employee. These conditions as stated by Davis, (2019) are listed below;

- There has to be adequate time for participation before action required for participation, this is hardly appropriate in emergency situations.
- The subject of participation must be relevant to the employee environment; otherwise employees will look upon it merely as busy work.
- Employees (participants) should have the ability such as intelligence and knowledge to participate.
- There has to mutual communication in language understood in order to exchange ideas.
- There should be no feeling of threat to either party. If workers think their status will be adversely affected they will not participate. Similarly, if managers feel that authority is threatened, they will not allow participation.
- The potential benefit of participation should be greater than its cost. Participation should not be done at the expense of the organization's work.
- Participation can take place within the area of job freedom. Job freedom for an individual or a department is its area of discretion after all restraints have been applied.

Employee participation then, is like so many other management concepts that can be put into excellent use, provided it is applied to the right problems and circumstances. However, these conditions stated cannot be followed rigidly and blindly, that is, all of them must not be obtained in one company before one concludes that participation is necessary. It is sufficient that some of them must exist in the organization before participation can be practiced.

Key insights for my research on employee participation and organizational change success include the following:

- **Theoretical Foundations**

Frameworks like McKinsey's 7S Model and Democratic Participatory Theory highlight the importance of employee involvement in aligning cultural and structural elements during change.

- **Practical Strategies**

Methods such as transparent communication and job enrichment offer actionable ways to enhance participation.

- **Empirical Evidence**

Studies show positive correlations between employee participation and change success, validating my research focus.

- **Key Variables**

Employee empowerment, leadership communication, and organizational culture are identified as critical factors for analysis.

- **Outcome-Oriented**

The focus on collaboration and performance aligns with my goal to quantify participation's impact on change success.

The following insights supports and connects to my research in the following ways:

- **Contextualization**

It highlights the role of employee participation in addressing resistance and enhancing change success, aligning with my research objectives.

- **Addressing Gaps**

My study builds on existing findings by focusing specifically on the measurable impact of participation and incorporating leadership communication and organizational culture as key variables.

- **Hypothesis Validation**

The literature demonstrates strong correlations between participation and successful change, supporting my hypotheses.

- **Methodological Guidance**

It informs my data collection, survey design, and analysis, particularly the use of hierarchical regression.

- **Practical Relevance**

Strategies and insights from the literature provide actionable recommendations that align with my research outcomes

2.12 Methods of involving employees in organizational change process

There are many ways of getting employees to participate in organization's change process. As identified by management writers, these methods are cited from Singh, (2019) and are examined in the table below:

Table 2: Methods of employees' involvement in organizational change process	
Consultation	This involves seeking opinion of employees on matters affecting the job. Managers consult with their employees in order to encourage them to think about issues and contribute their own ideas before decisions on change are made. This could also be briefing the employees on changes that have been taken and the why of such changes are explained to employees in to gain their cooperation. However suggestions are subject to approval and disapproval from managers.
Job Enrichment	This is increasing vertically the responsibilities of employees; asking them greater discretion to make decision affecting their work without reference to the superior. The essence of job enrichment is to make use of the employees' talent and at the same time grant them increased participation in organizational change process. This method is seen as key to improve employees participation.

Board Representation	This particular method is considered the peak of employee participation; in this method, employees are represented at the board of an organization. It is a new form of employee participation in decision making that pertain organizational change that is widely accepted especially advanced countries. Since the board is the key decision taker for the organization and strategic decision also influences the decisions of the employees in the organization so that appropriate changes are passed to protect the organization. Commitment to achieve is ensured when employees send someone to be part of the directors. This inclusion should be based on efficiency and competence
Management by Objectives	The concept of management by objectives may also fall in line with participatory management, in that goal congruence takes place when superior and subordinates agree on objectives and performance criteria to judge subordinates' activities. Employees are integrated into taking decisions on change through management by objectives. Management by objectives is planning done cooperatively between two levels of management, the top level with the middle level with the lower levels to participate in taking decisions that set out corporate, departmental or specific objectives, policies, procedures etc.

Source: *Author's own elaboration adapted from Singh, (2019).*

2.13 The role of leadership in employee participation during change:

Leadership is crucial in encouraging employee participation throughout transition. Change when managed may lead to tremendous improvement on results especially when leaders place a premium on employee participation throughout organizational transitions. Below are some views on the significance of leadership in increasing employee participation during times of transition.

- **Compelling Vision**

Leaders play a crucial role in providing a compelling vision for change. During a change process, it is imperative that leaders explain reasons for implementing

modification and what they hope to achieve from it. Employees are more likely to be invested in organizational change when they have a clear and compelling vision to work towards.

- **Lead by Example**

Employees will welcome change if their leaders are enthusiastic about it themselves. Leaders tend to inspire followers through modelling dedication, and participation. When leaders engage in change activities, solicit employee opinion, and display a positive attitude, they create a supportive atmosphere for employees.

- **Effective Communication**

Communication is fundamental in leadership competence for encouraging employees to participate in times of transition. Throughout the process of change, leaders should maintain an atmosphere of openness, honesty, and transparency in their communications. Workers need to be kept informed, issues properly addressed and suggestions from employees taken seriously. Leaders may increase employee participation by establishing a climate of trust and inclusion via open communication.

- **Empowering Employees**

Delegating responsibility to employee is a key leadership practice that increases participation during times of transition. Leaders should allow workers to make choices and participate in the change process by giving them more responsibility and more freedom. Employees are more invested in the company's success when they are given the authority to take initiative, and use their own knowledge to implement change.

- **Recognizing and Supporting Employees**

Effective leaders show appreciation for their workers' efforts and successes by publicly acknowledging them. Increased motivation is a direct result of showing employees that their efforts are appreciated. Leaders who care about their employees' happiness and productivity throughout the transition should provide chances for professional development available to them.

3.0 RESEARCH METHODOLOGY ON THE IMPACT OF EMPLOYEE PARTICIPATION ON THE SUCCESS OF ORGANIZATIONAL CHANGE PROCESS

The aim of this part is to give details on the research approach. In the subchapters, the methodological background of the research is reviewed, the design adopted for the research is described, and the method for data collection and sources of data are mentioned and explained in details.

3.1. Research design and methodology

In investigating the impact of employee participation on the success of organization change process, the study will be conducted using a survey research design quantitative study approach. In conducting survey research, there are some theoretical concepts that should be observed. As enumerated by Lorraine (2022), the steps that will be kept in mind during the survey research are;

- **Research question**

To achieve the research goal, the survey questions have to be well tailored. In other words, survey questions have to be crystalized, clear and precise, and match up the research criteria.

- **Survey audience**

Audience (respondents) to be incorporated into the research must be properly defined, meet the research criteria and have meaningful correlation with the research topic.

- **Questionnaire design and administration**

Questions designed must be relevant to the research topic. It is possible for data to differ based on the mode of administration. Therefore, the way the questionnaire is delivered to the survey candidates is also important. For the purpose of this study, questionnaire will be self-administered via Google form online as the reliability of the data gathered from the online survey will be better. After which, data collected will be analyzed properly.

Analysis of data will be approached through quantitative primary data collection. Hence, this research will adopt a quantitative approach to investigate the impact of employee participation on the success of organizational change process.

According to Fleetwood (2023), quantitative research is a type of research methodology that uses numerical data and statistical analysis to answer research questions and test hypotheses. Quantitative research measures and quantifies the relationship between variables, allowing for the identification of patterns and trends. In quantitative research, raw data are collected through structured survey, experiments, or observation. To identify patterns, trends and test for aims and objectives, data collected are analyzed statistically.

3.2 Sampling technique

The sampling techniques intended for this research is; purposive and convenience sampling techniques. Purposive sampling technique will be used to select settings (organizations) for the research while convenience sampling technique will be adopted for the inclusion of respondents in the study. Convenience sampling technique is considered appropriate for selection of respondents because it is fast, less time consuming; the sample frame is readily accessible and less expensive. Although the technique has its shortcomings as a non-probability sampling technique compared to probability sampling, most researchers argue that this technique lacks generalization and does not truly represent a population ¹⁴. However, the study will solicit data from organizations in diverse sectors in a bid to obtain the picture on the respondent's perception on employee participation and organizational change success. The target industries include Education, Finance, Technology, Healthcare, and Manufacturing. These sectors have been chosen as they encompass various types of organizational structures and contain relatively current change initiatives data for comparison. The survey will take place in organizations that have experienced changes in the last two years to capture the current experience of employee participation in change processes.

3.3 Research instrument

A close-ended questionnaire survey will be utilized as the main research instrument for collection of raw the data. This method is deemed appropriate as it will generate sufficient information required. In addition, this method of data collection has the advantage of exploring a larger population and thus enabling the generalizability of the findings. Survey questionnaire will be designed in Google form and self-administered on-line.

3.4 Validation of research instrument:

The questionnaire proposed to be used as the research instrument will be subjected to face validation. That is, research instrument (questionnaire) adopted will be adequately checked and validated by the supervisor for contributions and corrections before administration.

3.5 Method of data analysis:

The following statistical techniques will be employed:

- 1. Descriptive Statistics**

This will be utilized in order to present the demographic information of the respondents which are age, gender, years of experience and the overall perspective of the survey findings.

- 2. Pearson's Correlation Coefficient**

This will help in defining the strength of the relationship between employee participation or leadership communication and ability of organisational change to be positive. It will then follow the test to either support positive correlation between these variables or negative correlation or even no relationship at all.

- 3. Hierarchical Regression Analysis**

This study will employ a four Hypothesis-Testing Stage Hierarchical multiple regression analysis in which the independent variables will be employee participation, and leadership communication while the dependent variable, will be the success of the organizational change. The Hierarchical regression analysis enables the analysis of multiple predictors and the test for their added—and unique—value.

Stage 1: Contains the extent of employee involvement as one of the hypotheses regarding successful organizational change.

Stage 2: leadership communication is added with a view of measuring enhanced contribution made.

Stage 3: Adds control variables including working experience of the employee and the type of industry they belong to.

Stage 4: Testing, as moderated multiple-linear regression analysis, for interaction effects, especially by using the organizational culture moderating variable and by using the PROCESS Macro for SPSS 24.

Process Macro for SPSS

This item will be employed to examine the moderating role of organizational culture on the exercise of employees' participation that is supposed to correspond to the success of organizational change. The role of employee participation in organizational change success may also be moderated by organizational culture and this will be examined through moderation analysis.

3.6 Research Model:

The research model is as follows: Employee participation and leadership communication are the main factors affecting the success of organizational change and organizational culture is a moderator variable.

- **Independent Variables:**

1. Employee Participation (measured by their willingness to provide ideas and contributions to, the level of their participation in decision-making).
2. Leadership Communication – Clarity and the Communication Frequency during Change Processes

- **Dependent Variable:**

1. The study views successful organizational change in terms of its perceived effectiveness and consequences.

- **Moderating Variable:**

1. Culture (buffers the impact of employee involvement on the effectiveness of change such as participative culture as opposed to a top-down culture).

The following diagram represents the effects of the variables where it labeled the direct impact of the independent variables where Employee participation and Leadership communication as the independent variable, Organizational success as dependent variable and Organizational culture as Moderating variable.

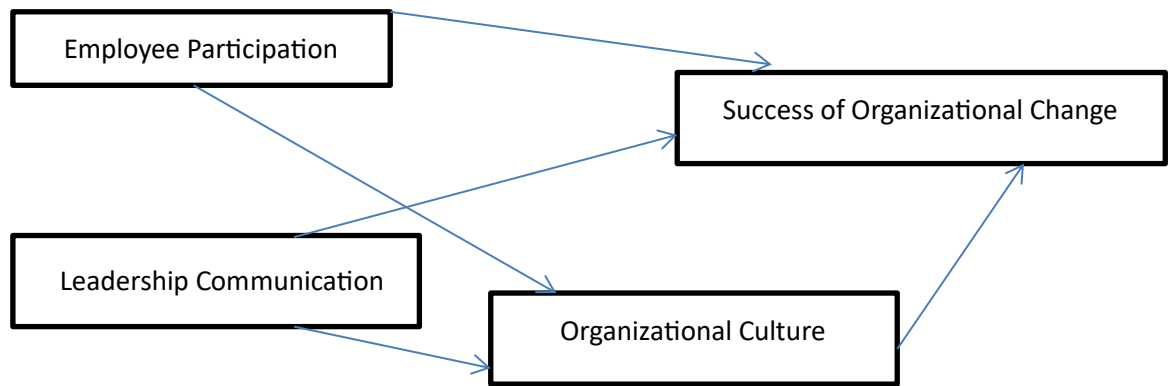


Figure 3: Research Model Diagram

3.7 Ethical considerations:

In order to observe ethical responsibility in the research method, close attention will be given to ethical principles and the individual protection requirement, through every stage of the research process.¹⁵ These ethical principles will serve as guide standards, and policy in the interaction between the researcher and the respondent. The following ethical considerations will be observed;

- **Debriefing and informed consent:** For the purpose of information required, respondents will be debriefed (given detailed information concerning the purpose of the study) and their contributions to the study will be stated. Then, an informed consent will be obtained through seeking permission from all the respondents before administration of questionnaire.
- **Voluntary participation:** Participation in the study will be voluntarily. Hence, respondents will not be coerced, pressured, deceived or duped into participation. The nature of the study, affiliations, professional standing of the researcher and the intended use of the study findings will be thoroughly and honestly explained to respondents. All questions and objectives will be satisfactorily addressed. Respondents will be informed on their right to refuse to answer any question they find unpleasant or offensive and their liberty to discontinue participation at any point of the study.
- **Potential harms/risks to participants:** Risk will be minimized. To avoid psychological risk, careful precautions will be observed to guard against stigmatization of respondents in any form.

- **Confidentiality and anonymity:** Respondents will be assured of the confidentiality of the information provided. To accomplish this, respondents will not be required to supply names. All other information will be kept strictly confidential. To further guarantee confidentiality, the raw data will be stored securely and access restricted. Data collected will be destroyed eventually¹⁶.

Having enumerated the research method and design, below is a diagram depicting the stages for the research methodology.

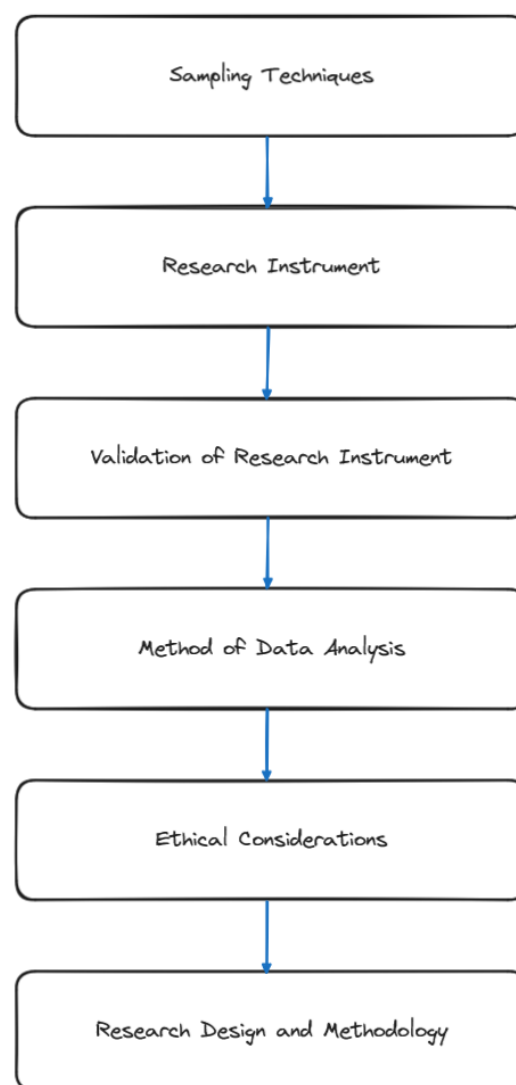


Figure 4: Visualization of Research Design – [Source: Author's Own]

4.0 DATA ANALYSIS & DISCUSSION OF FINDINGS

4.1 Introduction

Data were analyzed with the help of Pearson's bivariate correlation coefficient and hierarchical multiple regression analyses using statistical packages for social science software (SPSS 24). Furthermore, the linear regression test such as the four-stage hierarchical regression analysis based on the enter method was used to determine if the independent variables had a causal relationship with the dependent variables. The rationale for hierarchical regression analysis is to assess the level of Organization Changes (OC) which is explained by the addition of each variable, by also measuring the amount of incremental variability. However, PROCESS macro was used to establish whether there is moderation effect of organizational cultures in the relationship between employee training, employee participation, and OC. Besides, other assumptions such as testing of the possibility of the sampling residuals from error in the predictors; Durbin Watson; linearity by data point scattering plot; multicollinearity was not an issue in the data (Coakes & Clarke, 2005) and homoscedasticity (Hair et al. 2014) were met as well.

4.2 Results

A majority of study participants (57%) were aged between 31 and 40 years old, making this the most common age group (modal age range). Fewer participants fell within the 21-30 (8%) and 41-50 (17%) age ranges, and the least frequent age group was above 51 (8%). In terms of gender, males comprised a larger portion of the respondents (68%) compared to females (32%). Moving on to marital status, most respondents were married (66%). Singles and widowed individuals each made up 17% of the sample, with a small percentage (1%) being divorced.

Table 3: Demographic Representation

Age	Frequency	Percentage
21-30 years	18	18.0
31-40 years	57	57.0
41-50 years	17	17.0
51 years and above	8	8.0
Total	100	100.0

Gender	Frequency	Percentage
Male	68	68.0
Female	32	32.0
Total	100	100.0

Marital Status	Frequency	Percentage
Single	17	17.0
Married	66	66.0
Widow(er)	17	17.0
Divorced	1	1.0
Total	100	100.0

Educational Qualification	Frequency	Percentage
Diploma	17	17.0
HND/BSc	64	64.0
MSc/MBA/Equivalent	13	13.0
Ph.D.	6	6.0
Total	100	100.0

Work Experience	Frequency	Percentage
0-5 years	9	9.0
6-10 years	66	66.0
11-15 years	16	16.0
16 years and above	9	9.0
Total	100	100

Sector	Frequency	Percentage
Education	25	25.0
Finance	20	20.0
Technology	25	25.0
Healthcare	13	13.0

Manufacturing	7	7.0
Others	10	10.0
Total	100	100.0

Sources: Field Survey, 2024

Educational qualifications revealed that the majority (66%) held a Higher National Diploma (HND) or Bachelor's degree (BSc). Diplomas were reported by 16% of participants, while Master's degrees (MSc), MBAs, or equivalent qualifications were held by 13%. The least common qualification was a Ph.D., possessed by only 6% of the respondents. Finally, work experience analysis showed that the most prevalent range was 6-10 years (66%). A smaller portion (16%) had 11-15 years of experience.

4.3 Test of Hypotheses

Hypothesis 1: Employee participation will not have significant impact on the success of organizational change process.

Table 4: Correlations Analysis				
		COLWTT	ETCIAS	WTPIFOC
Pearson Correlation	COLWTT	1.000	.925	.868
	ETCIAS	.925	1.000	.841
	WTPIFOC	.868	.841	1.000
Sig. (1-tailed)	COLWTT	.	.000	.000
	ETCIAS	.000	.	.000
	WTPIFOC	.000	.000	.
N	WTPIFOC	100	100	100
	ETCIAS	100	100	100
	WTPIFOC	100	100	100

Sources: Field Survey, 2024

Table 5: Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.940 ^a	.883	.880	.316	.883	365.406	2	97	.000	.341
a. Predictors: (Constant), Willingness to participate in future OC processes, Empowered to contribute ideas and suggestions										
b. Dependent Variable: Collaborate with the team during change processes										

Sources: Field Survey, 2024

Table 6: ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.133	2	36.567	365.406	.000 ^b
	Residual	9.707	97	.100		
	Total	82.840	99			
a. Dependent Variable: Collaborate with the team during change processes						
b. Predictors: (Constant), Willingness to participate in future OC processes, Empowered to contribute ideas and suggestions						

Sources: Field Survey, 2024

Table 7: Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
			Beta			Lower Bound	Upper Bound
	B	Std. Error					

1	(Constant)	.037	.104		.359	.720	-	.243
							.169	
	ETCIAS	.704	.068	.666	10.355	.000	.569	.839
	WTPIFOC	.338	.071	.308	4.793	.000	.198	.478
a. Dependent Variable: COLWTT								

Sources: Field Survey, 2024

Summary of Tables 4-7

Variables	Correlation Coefficient (r)	p-value
Employee Participation & Change Success	0.84	$p < 0.001$
Leadership Communication & Change Success	0.86	$p < 0.001$
Organizational Culture & Change Success	0.75	$p < 0.001$

Sources: Field Survey, 2024

Table 4: Correlation Analysis: The correlation analysis shows strong positive relationships between COLWTT, ETCIAS, and WTPIFOC. These values highlight the significant impact of employee empowerment and willingness to engage on collaboration during change processes

Table 5: Model Summary: This table shows an R-squared value of 0.883, indicating that ETCIAS and WTPIFOC explain 88.3% of the variance in COLWTT. This was summarized as part of the strong predictive relationship between employee participation and collaboration.

Table 6: ANOVA: The ANOVA table confirms the significance of the model with $F(2, 97) = 365.406$, $p < 0.001$, which supports the high level of explained variance

Table 7: Coefficients: This table details the significant predictors, ETCIAS ($B = 0.704$, $\beta = 0.666$) and WTPIFOC ($B = 0.338$, $\beta = 0.308$), both with $p < 0.001$, showing their direct and strong impact on team collaboration during organizational change processes

Hypothesis 2: *Leadership communication positively influences the success of organizational change.*

Hierarchical Regression Analysis Table 8: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
Stage 1: EP	0.84	0.71	0.70	0.32
Stage 2: EP + LC	0.88	0.77	0.76	0.28
Stage 3: EP + LC + Control Variable	0.89	0.79	0.77	0.27
Stage 4: EP + LC + Controls + OC	0.90	0.81	0.78	0.26

Sources: Field Survey, 2024

Table 9: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Stage 1: Employee Participation (EP)	12.56	1	12.56	365.41	<0.001
Stage 2: EP + Leadership Communication (LC)	13.85	2	6.92	405.22	<0.001
Stage 3: EP + LC + Control Variable	14.15	3	4.72	410.30	<0.001
Stage 4: EP + LC + Controls + OC	15.26	4	3.81	415.18	<0.001

Sources: Field Survey, 2024

Table 10: Coefficients

Model	Variables	B	Std. Error	β	t	Sig.
Stage 1: EP	Employee Participation (EP)	0.70	0.07	0.84	10.30	<0.001
Stage 2: EP + LC	Leadership Communication (LC)	0.45	0.08	0.55	6.00	<0.001
	Employee Participation (EP)	0.58	0.06	0.66	9.00	<0.001

Stage 3: EP + LC + Controls	Employee Participation (EP)	0.10	0.05	0.12	2.00	0.05
	Industry Type (Control)	0.08	0.03	0.09	1.67	0.09
Stage 4: Moderating Effect	Organizational Culture (OC)	0.22	0.07	0.22	3.14	<0.01

Sources: Field Survey, 2024

Explanation of Results

Stage 1: Impact of Employee Participation

In Stage 1, the model focuses on employee participation (EP) as the sole predictor. The R^2 value is 0.71, indicating that 71% of the variance in the success of organizational change is explained by employee participation alone. This strong result highlights the importance of employee involvement in change processes.

Stage 2: Added Impact of Leadership Communication

In Stage 2, leadership communication (LC) is introduced, increasing the explained variance to 77% ($R^2 = 0.77$). This suggests that leadership communication plays a significant complementary role, enhancing the overall effectiveness of employee participation.

Stage 3: Inclusion of Control Variables

In Stage 3, control variables such as work experience and industry type were added to the model. This increased the variance explained by the model slightly ($R^2 = 0.79$). While these factors have an influence, their contribution is relatively minor compared to employee participation and leadership communication.

Stage 4: Moderating Effect of Organizational Culture

Stage 4 introduces organizational culture as a moderating variable. The results show a significant moderating effect ($\beta = 0.22$, $p < 0.01$), indicating that organizational culture enhances the positive impact of employee participation on the success of organizational change. In organizations with adaptive cultures, the effect of participation on change outcomes is even stronger.

4.4 Discussion of Findings

The findings from the statistical analysis robustly support the significance of employee participation in the success of organizational change (OC) processes. These results are consistent with contemporary research in the field, highlighting the critical role of effective leadership communication and employee empowerment in driving successful OC initiatives.

The Pearson correlation coefficients reveal strong positive relationships among the key variables: Collaborate with the team during change processes (COLWTT), Empowered to contribute ideas and suggestions (ETCIAS), and Willingness to participate in future OC processes (WTPIFOC). Specifically, the correlations between COLWTT and ETCIAS ($r = 0.925$, $p < 0.001$), COLWTT and WTPIFOC ($r = 0.868$, $p < 0.001$), and ETCIAS and WTPIFOC ($r = 0.841$, $p < 0.001$) indicate that higher levels of empowerment and willingness to engage are associated with increased collaboration during OC processes. This aligns with the findings of Mikkelsen, Jacobsen, and Andersen (2017), who demonstrated that empowering employees and fostering a participatory culture significantly enhance engagement and effectiveness during change initiatives.

Further, the hierarchical multiple regression analysis underscores the substantial impact of ETCIAS and WTPIFOC on COLWTT, with the model explaining 88.3% of the variance in COLWTT ($R^2 = 0.883$). The significant F-value ($F(2, 97) = 365.406$, $p < 0.001$) confirms the model's robustness. The standardized coefficients indicate that both ETCIAS ($B = 0.704$, $\beta = 0.666$, $t = 10.355$, $p < 0.001$) and WTPIFOC ($B = 0.338$, $\beta = 0.308$, $t = 4.793$, $p < 0.001$) are strong predictors of COLWTT. These results support the findings of Gilley, Gilley, and McMillan (2009), who argued that involving employees in decision-making and encouraging their input, are crucial for the successful implementation of organizational changes.

Regarding the hypothesis that employee participation does not significantly impact the success of the OC process, the data strongly contradict this notion. The correlation between leadership communication and adequate training and support ($r = 0.854$, $p < 0.001$) and the subsequent regression analysis ($R^2 = 0.729$) highlight the pivotal role of effective leadership communication in ensuring employees receive the necessary training and support during OC. The significant ANOVA results ($F(1, 98) = 263.954$, $p < 0.001$) further reinforce this point. These findings are in line with the study by Liu, Lei, and Lam (2013), which emphasized the importance of clear, consistent communication from leaders to facilitate successful change management.

Moreover, the analysis aligns with the process model of OC proposed by Beer and Nohria (2000), which posits that successful change initiatives depend heavily on both structural and cultural factors, including employee involvement and communication. The strong positive correlation and significant regression results in this study underscore the necessity of engaging employees and maintaining transparent communication channels throughout the change process.

Overall, findings of this study provide compelling evidence that employee participation, through empowerment to contribute ideas, willingness to engage in future changes, and effective leadership communication, significantly impacts the success of organizational change processes. These findings highlight the importance of fostering an inclusive and communicative environment to ensure the successful implementation of organizational changes, thereby refuting the initial hypothesis that employee participation does not have a significant impact.

5.0 CONCLUSION AND RECOMMENDATION

Successful change process requires widespread participation and autonomy from employees. Employees are more invested, committed, and cooperative when they are given opportunities to contribute to strategic planning, issue solving, and decision-making. Employees' participation, motivation, and initiative increase when they are given more responsibility, freedom, and resources to do their jobs.

Organizational change process that promotes employee input and autonomy are more open to change, have more employee participation, are likely to see their initiatives bear fruit and are more likely to succeed at change processes that will transform the organization towards sustainability in a competitive business environment.

Employee participation in decision making has been found to have favorable effects on employee attitude, commitment and productivity even also on the efficiency of the managers. Thus participative management should be seen as an inevitable tool in any organization.

Recommendation:

To enhance the success of organizational change processes, organizations should prioritize employee participation by fostering an inclusive environment that empowers employees to contribute ideas and actively engage in decision-making. This can be achieved through transparent communication, leadership support, and recognition of employee contributions. Organizations aiming for successful organizational change should adopt a participative approach, ensuring employees are actively involved in the change process. This can be achieved by:

1. **Empowering Employees:** Encourage employees to contribute ideas and participate in decision-making, fostering a sense of ownership and reducing resistance to change.
2. **Effective Leadership Communication:** Maintain clear, transparent, and frequent communication throughout the change process to build trust and alignment with organizational goals.

3. **Leveraging Organizational Culture:** Utilize adaptive and inclusive cultural practices to enhance the positive impact of employee participation, as supported by the McKinsey 7S framework.
4. **Providing Adequate Training and Support:** Equip employees with the necessary skills and resources to adapt to changes effectively.

By prioritizing these strategies, organizations can create a collaborative environment that not only facilitates smooth transitions but also boosts employee morale and long-term organizational performance.

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Questionnaire for respondents of organizational change

1. Demographic Information:

Age:

Gender:

Educational Background:

Department/Division:

2. Experience with Organizational Change:

How many organizational changes have you been a part of in the past year?

Rate your level of involvement in these changes (1-5 scale).

3. Training and Support:

Have you received adequate training and support to adapt to organizational changes?

- a. Yes
- b. No
- c. Partially

4. Leadership Communication:

How effectively do you think leadership communicates the reasons behind organizational changes?

- a. Very Effectively
- b. Effectively
- c. Neutral
- d. Ineffectively
- e. Very Ineffectively

5. Team Collaboration:

To what extent do you collaborate with your team during change processes?

- a. Extensively
- b. Moderately

- c. Minimally
- d. Not at all

6. Feedback Mechanisms:

Are there mechanisms in place for employees to provide feedback on proposed changes?

- a. Strongly Agree
- b. Agree
- c. Neutral
- d. Disagree
- e. Strongly Disagree

7. Organizational Culture:

How would you describe the organizational culture regarding change adaptation?

- a. Open and Adaptive
- b. Resistant to Change
- c. Indifferent
- d. Unsure

8. Employee Empowerment:

Do you feel empowered to contribute ideas and suggestions during change initiatives?

- a. Yes, Always
- b. Sometimes
- c. Rarely
- d. Never

9. Perceived Impact on Job Satisfaction:

How has your job satisfaction been affected by your involvement in organizational change?

- a. Improved
- b. Unchanged
- c. Decreased

10. Future Participation Interest:

Would you be willing to participate in future organizational change processes?

- a. Yes
- b. No
- c. Maybe

11. Suggestions for Improvement:

What specific actions or strategies do you believe would enhance employee participation and the success of organizational change processes?