An Evaluation of Change Management Initiatives on Employee Productivity in a Jamaican-based Financial Institution: A Case Study of Purple Bank

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Abstract

In today's corporate landscape, continuous change is essential for organisations striving to remain competitive and relevant. However, many change initiatives face significant obstacles, resulting in low success rates. This study explores the influence of change management initiatives on employee productivity within a Jamaican-based financial institution, specifically Purple Bank, over the past three years. The research aims to evaluate the impact of change leadership on employee productivity, examine the correlation between employee engagement and productivity, and assess the role of change communication in influencing productivity levels at Purple Bank. Utilising a case study research design, the study adopts a mixed methods approach to collect quantitative and qualitative data, providing a comprehensive understanding of the effects of change initiatives on employee productivity. The target population consisted of 28 units with a total of 448 employees. A sample size of 157 employees was selected through simple random sampling. Primary data was gathered using questionnaires and semi-structured interviews. Data analysis was conducted using descriptive and inferential statistical techniques to address the research questions rigorously. Findings revealed a moderately statistical solid correlation between change leadership and employee productivity, underscoring the importance of effective leadership in driving successful change. Additionally, qualitative insights indicated that employee engagement significantly influences productivity and that leadership is critical in motivating and enhancing employees' performance. This study concludes with actionable recommendations to address identified limitations and weaknesses. Future research should delve deeper into specific change management strategies and their effectiveness. Moreover, policy changes at Purple Bank should focus on enhancing leadership capabilities, improving communication channels, and fostering a culture of employee engagement to optimise productivity during change initiatives.

Keywords: Change Communication, Change Initiative, Change Leadership, Change Management, Employee Engagement, Employee Productivity.

Introduction

In this highly competitive corporate arena, effective change management is imperative for organisations targeting the maintenance of market position, enhancing competitive advantage, and driving profitability (Al-Hammadi, 2021). This research examines the influence of change management initiatives on employee productivity within a Jamaican-based financial institution. The research aims to gain insights into how change management initiatives, encompassing dimensions such as *Change Leadership, Employee Engagement, and Change Communication,* can influence employee productivity, ultimately affecting a positive or negative return on investment.

Historical Evolution of the Jamaican Financial Sector

Substantial changes have transpired within the Financial Sector of Jamaica over the years, mirroring global trends while facing unique domestic challenges. Historically, the industry was characterised by an unprecedented growth in the number of players, a phenomenon emphasised by the International Monetary Fund (IMF) in 2001 attributable to the rapid financial liberalisation policies of the 1980s (Worrell et al., 2001). However, seismic changes occurred in the late 1990s during economic turmoil. During this era, there was a notable reduction in the number of banks, dwindling from nine to six, and significant reorganisation within the remaining six. The Financial Sector Adjustment Company (FINSAC), established in 1997, was the primary vehicle for this exercise within the banking sector (Worrell et al., 2001).

Following this upheaval within the industry, the Bank of Jamaica (BOJ), the country's central bank, supervised all deposit-taking institutions. This includes conducting inspections both on-site and off-site. Since 1996, the institution has introduced stringent regulations to establish criteria for evaluating individuals suitable for management and oversight positions within financial institutions. It also applies the same regulatory authority to place constraints on unsecured lending, implement revised transaction limits involving connected parties, outline protocols for calculating interest on overdue obligations, and specify details that banks must make public (Worrell et al., 2001).

Consequently, the Sector's competitiveness level suffered a downturn, a trend that can be substantiated by utilising metrics such as the Herfindahl-Hirschman Index (HHI) and the concentration ratio involving two major firms (Bailey, 2007). The intricate correlation between concentration and performance remained an unexplored terrain. Central to this understanding is the Structure-Conduct-Performance (SCP) postulation (Bailey, 2007), which posits that concentration may empower industries to wield monopolistic power, potentially elevating prices and accumulating supernormal profits (Bailey, 2007). Alternatively, increased profitability may enhance efficiency, fostering competitiveness and expansion of market share.

Beyond the financial Sector, Jamaica embarked on macroeconomic and structural reforms from 2010 to 2020, as outlined by the Planning Institute of Jamaica (2021). While these reforms

yielded macroeconomic stability and increased domestic investment, persistent low annual growth rates remained challenging. The Planning Institute of Jamaica (2021) asserts that robust and sustained economic growth hinges on economic diversification, including vertical integration within existing industries and establishing new sub-sectors.

McKinsey Global Institute's (2018) findings further emphasise this perspective, revealing that outperforming economies prioritise pro-growth policy agendas, industrialisation, and the presence of large companies. This trend aligns with the Ministry of Industry, Investment, and Commerce's (MIIC) vision for Jamaica's development, particularly in emerging industries like International Financial Services.

Contextualising the Study

This comprehensive background delves into the evolution of the Jamaican financial Sector within the context of global insights and domestic imperatives. It elucidates the dynamic interplay between policy reforms, economic diversification, and international trends. Within this intricate tapestry, we critically assess the influence of change management initiatives on employee productivity, with a specific focus on Purple Bank.

Overview

Change management is an indispensable tool for organisations operating in today's dynamic corporate arena. It is pivotal for maintaining market position, enhancing competitive advantage, and driving profitability (Al-Hammadi, 2021). Effective change management is essential for a seamless transition from present to preferred status, a fundamental requisite for organisational prosperity. Braica (2013) posited that change is an inescapable facet of organisational existence. Thriving organisations perceive change not as an isolated occurrence but as an ongoing and integral process crucial for their survival, evolution, and improvement.

Consequently, organisations make substantial investments in various change initiatives. However, it is essential to acknowledge that change management is a multifaceted process, occasionally failing to deliver expected outcomes (Errida & Lofti, 2021). This underscores enterprises' need to adopt systems that enhance employee productivity and drive profitability (Nwinyokpugi, 2018). Even within the global financial sector, organisations are at the forefront of change leadership.

Financial institutions are constantly grappling with new and emerging technologies, regulatory changes, and ever-evolving customer expectations, compelling them to maintain a high degree of agility and adaptability to sustain competitiveness. As elucidated by Errida and Lofti (2021), a pivotal aspect of effective change management is clearly articulating the rationale behind the change and the anticipated outcomes. Genuine transformation materialises when individuals within the organisation discern that embracing novel techniques, processes, or innovations can amplify their productivity and enhance their capacity to meet customer needs (Pawar & Charak, 2017). Proficient change management empowers employees to acclimate to novel operational standards swiftly, fostering the successful execution of change initiatives or projects.

Conversely, the lack of robust change management mechanisms can herald unfavourable repercussions. These may encompass resistance to change, confusion, decreased productivity, project delays, and negative return on investment (ROI). Change management constitutes a meticulously structured process with diverse phases (Braica, 2013). When executed sagaciously, it serves as a bulwark against the adversities associated with change, particularly resistance.

Resistance to change looms as a formidable impediment to successfully realising change initiatives or projects. Without effective change management initiatives, resistance can result in project delays and reduced productivity (Bucata et al., 2022). The mitigation or possible elimination of resistance can be facilitated through proficient communication and active engagement of affected employees (Braica, 2013). These actions cultivate trust in change agents and foster support for change initiatives.

Within the financial sector, the effective execution of change management processes assumes paramount significance, demanding meticulous planning and precise implementation to ensure the continued viability of financial institutions (Richard, 2014). Drawing upon a pivotal study conducted by Nwinyokpugi (2018) within the Nigerian Banking Sector, it becomes evident that several dimensions of change management profoundly influence employee productivity. Nwinyokpugi's research illuminates the pivotal roles played by change identification, employee engagement, change communication, change implementation, incentives, and the work environment in shaping the effectiveness and efficiency of employees.

Notably, the change identification process is central to enhancing employee performance, while active engagement and involvement in the change process contribute significantly to overall productivity. Effective communication serves as a catalyst, enabling employees to comprehend their capabilities and subsequently enhancing job performance. Nwinyokpugi (2018) conclusively establishes that organisational change management distinctly and positively impacts employee productivity levels when harnessed through these dimensions.

Bancroft (2023) explores employee engagement in urban, private-sector companies in Jamaica. Grounded in hermeneutic phenomenology and self-efficacy theory, this qualitative study examines the experiences of 12 employees to highlight various factors that contribute to engagement. The findings identify essential elements such as organisational systems, working conditions, shared values, personal and professional growth, safety provisions, responses to disruptions such as the COVID-19 pandemic, and the impact of Jamaican culture. These revelations furnish essential areas for enrichment, empowering business leaders and HR practitioners to pursue sustained employee engagement levels. Furthermore, they seek a broader, more profound dialogue on employee engagement, inspire targeted research endeavours, and call for a national discourse to elevate Jamaica's employee engagement and productivity to new heights.

There was a preponderance of literature concerning change management across Asia, the Americas, Europe, and Africa in the financial sector. However, a need for more scholarly research on this subject is evident in the Caribbean region's Financial Sector.

Background

Data published by the Bank of Jamaica in 2021 brought attention to Jamaica's leading quintet of commercial banks, encompassing the financial institution under investigation for this research. For anonymity, the denomination "Purple Bank" will reference the institution. Following 2010, when various other financial establishments were forging partnerships or similarly electing to transition into commercial banking activities, Purple Bank underwent a comparable evolution. This strategic shift was designed to heighten operational adaptability to attain greater profitability. After the transformation, Purple Bank has diligently pursued the materialisation of its strategic agenda, which revolves around augmenting its market share and securing competitive advantage.

They have sought to differentiate themselves from their competitors with many initiatives and have maintained a competitive edge through their service delivery. Purple Bank represents one of Jamaica's pre-eminent and most recognisable brands locally and internationally. The Bank is a constituent of a consortium of numerous globally prominent entities offering an extensive spectrum of services encompassing finance, technology, creativity, and fleet management, among other domains. Purple Bank is resolute in its aspiration to attain a pre-eminent standing within the realm of diversified conglomerates in its geographic vicinity, with its operational performance bearing direct relevance to the well-being of the individuals and communities attended to by its subsidiary branches.

Statement of the Problem

Purple Bank has undertaken several strategic change initiatives post-transformation to secure a competitive advantage and achieve an expanded market presence. These initiatives involve deploying advanced ATMs, adopting a novel customer relationship management (CRM) system, and a series of operational process enhancements. The overarching objectives behind these changes are twofold: firstly, to expand Purple Bank's portfolio and, secondly, to enhance service quality, thereby increasing revenue and competitiveness within the financial marketplace.

However, anecdotal evidence gleaned from initial discussions highlights significant challenges. Many of these change initiatives needed more comprehensive employee communication and solicitation of feedback. Employees often learned of changes through customer feedback before official communication with the organisation. Additionally, several of these change initiatives were introduced through brief sessions with employees before implementation without allowing sufficient opportunities for queries or suggestions for enhancement before execution. Consequently, preliminary research based on anecdotal evidence revealed that these practices have led to ambiguity in executing new responsibilities and employee confusion due to varying individual interpretations.

These issues have cast a shadow of trepidation over the transformative trajectory. Despite these pioneering initiatives, preliminary investigations reveal adverse consequences, including deleterious customer feedback, customer attrition to competitors, revenue erosion, talent loss, and

internal resistance to change. These challenges could escalate if unaddressed, potentially triggering a ripple effect that may culminate in workforce redundancies and job losses.

Roxborough-Smith (2016) presented a study emphasising consumer satisfaction's financial implications in the Jamaican Financial Industry. This research underscores the substantial resources banks allocate for acquiring and retaining customers. The study builds upon established theories like CRM, focusing on the intricate relationship between service quality and customers' inclination to switch providers. CRM principles, such as cultivating strong internal and external customer relationships and effective communication, were used to inform this research's direction. CRM theory posits that satisfied and loyal customers are less likely to switch service providers. This perspective underlines the importance of understanding the correlation between service quality, customer satisfaction, and customer retention. This study investigated these relationships and how change management influences service quality, customer satisfaction, and customer retention, which could directly impact the Bank's productivity and sustainability.

Additionally, Mesta-Cabrejos et al. (2023) spotlight the pivotal role of corporate social responsibility (CSR) in the banking sector. Their scholarly inquiry explores CSR initiatives in Latin American and Caribbean banks, focusing on equitable remuneration, job quality enhancement, and responsible investments. CSR actions that foster employee stability, satisfaction, and accountable investments bolster business sustainability.

In synthesis, these research findings shed light on the intersection of customer satisfaction, service quality, and the financial fortitude of banks transcending geographical boundaries. They provide context for unravelling the challenges faced by Purple Bank during its transformative change initiatives. Customer dissatisfaction and employee engagement may impact the Bank's financial health, reputation, and continued sustainability in the Jamaican financial Sector.

In recent years, Purple Bank has made significant investments in technological change initiatives, leadership strategies, and communication strategies, all aimed at facilitating the effective implementation of change within the organisation. A preliminary assessment of two change initiatives, the CRM system and the new Loan Processing System, revealed insights into their challenges and impacts. The introduction of the CRM system aims to enhance customer relationship management and customise services to individual needs. However, preliminary research revealed that as of February 2023, the CRM system utilisation rate was 73%, falling short of the anticipated adoption rate.

The introduction of the Loan Processing System addressed extended processing times for retail loans, reducing the duration from fourteen days to forty-eight hours. Anecdotal evidence based on preliminary discussions revealed that the Pilot Team involved in this change initiative expressed high satisfaction with the implementation process. They reported receiving timely and comprehensive information in advance of the implementation date. Moreover, they received training not only on system usage. Still, all project participants, allowing them to offer suggestions for improvements, which were subsequently implemented, also actively engaged them. This hands-on approach and the collaborative effort invested in the change initiative

resulted in a 100% utilisation rate of the system and improved sales performance for all sales officers involved in the Pilot.

Initial findings indicated increased sales officer performance for April 2023 to July 2023, in achieving targets likened to April 2022 to July 2022, hinting at a potential relationship between employee productivity and implemented change management initiatives. The investigation extends its focus beyond the preliminary findings. It seeks to comprehensively evaluate the influence of implemented change management strategies on employee productivity within the Financial sector in Jamaica, with a specific focus on Purple Bank. The research explores the details of the change management system employed and its impact on these critical financial and operational aspects.

Objective of the Study

Change is an inherent and ongoing process within financial institutions as organisations continually seek to adapt, refine, and enhance their business strategies and operational processes. The driving forces behind these changes are pursuing a larger market share, sustained competitiveness, and increased profitability. Considering this backdrop, the primary objective of this study is to conduct a comprehensive examination of implemented change management strategies within a financial institution based in Jamaica. This examination was explicitly focused on the dimensions of Change Leadership, Employee Engagement, and Change Communication.

The central goal of this investigation is to evaluate the impact of these change management dimensions on employee productivity within the selected financial institution. By delving into these critical aspects of change management, this research endeavours to illuminate the intricate relationship between efficient change leadership, engaged employees, and well-communicated change initiatives and how these factors collectively contribute to or impede employee productivity within the dynamic financial Sector in Jamaica.

Research Hypothesis

The study examines the following hypothesis:

H_0: The strategic implementation of change management initiatives does not influence employees' productivity.

H_1: The strategic implementation of change management initiatives strongly influences employees' productivity.

Research Questions

The researchers also examined the following research questions:

1. What is the impact of change leadership on the level of employee productivity at Purple Bank?
2. What is the correlation between employee engagement and productivity at Purple Bank?

3. What is the impact of change communication on the level of employee productivity at Purple Bank?

4. What are the perceptions and experiences of employees on change management initiatives implemented at Purple Bank?

Limitations

The study has limitations, which are essential for a comprehensive understanding of its scope and implications. The identified limitations encompass the following:

1. **Time and Resource Constraints:** Common to many academic research endeavours, this study encountered constraints related to time and resources. The allocated timeframe for completing the thesis was relatively short. Consequently, the research focus was confined to Purple Bank's Eastern Region, consisting of sixteen locations. This limited geographic scope raises the possibility that a substantial portion of the organisation's workforce still needs to be represented in the study, potentially introducing gaps in the research findings. Additionally, financial constraints posed challenges in securing the necessary resources to engage research assistants for more comprehensive coverage of the study areas.

2. **Mixed-Methods Approach:** The investigation used a mixed-methods methodology, combining qualitative and quantitative methods to collect data. While this approach offered a holistic perspective, it introduced inherent limitations. Within the qualitative phase, it was difficult to eliminate bias. This reality was primarily due to the use of semi-structured interview questions, which allowed participants' viewpoints to take centre stage and may lead to variations in the accuracy of their statements. This perspective could impact the data's integrity and, subsequently, the study's findings.

3. **Representation of Employee Views:** It is essential to acknowledge that not all affected employees can voice their perspectives. Consequently, the responses received may only partially encapsulate the views and experiences of most of the affected workforce. This limitation underscores the need for a cautious interpretation of the findings concerning employee perspectives on the implemented change management initiatives.

4. **Challenges in Gaining Participants' Trust:** The researchers encountered challenges related to gaining the trust of the population, leading to some individuals declining participation in the study. This reluctance was attributed by some employees to apprehension regarding the assurance of anonymity as they were concerned about the organisation being made aware of their involvement in the study.

5. **Data Collection Challenges:** The need to give the assurance of confidentiality resulted in an extended data collection process. The researchers had to allocate additional time to contact some participants to gain their agreement to complete the survey instrument. Additionally, the research team were compelled to utilize an online platform for conducting most of the interviews without video interaction, owing to similar concerns of anonymity. These challenges, further contributed to a low response rate to the survey, consequently increasing the study's margin of error to 9%.

While inherent to the research process, these limitations should be considered when interpreting the study's results and implications. Despite these constraints, the study endeavours to provide

valuable insights into the influence of change management on employee productivity and return on investment within the financial Sector, with a specific focus on Purple Bank.

Delimitations

The study is framed by certain delimitations that define its boundaries and scope. These delimitations encompass:

1. **Geographic Scope:** Purple Bank maintains a network of over 30 locations across the island. However, this study deliberately confines its investigation to the locations within the Eastern Region of Purple Bank for practical reasons related to data collection and research focus. This geographical restriction ensures that the study's data collection efforts remain manageable and aligned with the research objectives.
2. **Sample Size for Quantitative Study:** The quantitative phase of the study involves a sample size of 157 participants. Such a reality means that the selection was made to balance the need for a representative sample and the resources required for data collection and subsequent analysis. Consequently, specific categories of employees within the Eastern Region, namely non-customer-facing, and employees at the Junior Clerical level and below, were excluded from the quantitative study.
3. **Sample Size for Qualitative Study:** In the qualitative phase of the study, data is gathered from a group comprising Senior Managers, Managers, Assistant Managers, Sales Officers, Operations Support Officers, and Project Managers within Purple Bank's Corporate Area locations. This group selection allowed for in-depth exploration of specific perspectives related to the research objectives.
4. **Generalizability of Findings:** While the research methods and principles employed in this study possess the potential for application to other financial institutions, it is imperative to acknowledge that the findings and recommendations generated are delimited to the specific context and scope of Purple Bank. The study's outcomes are tailored to address the organisation's unique circumstances and may not be universally applicable to all financial institutions.

These delimitations clarify the study's focus and constraints, thereby enhancing the precision and applicability of its research outcomes within the defined parameters.

Rationale of the Study

This research is driven by the need to understand the critical role of change management in the success of transformative initiatives within financial institutions like Purple Bank and how that may impact employee productivity. It is motivated by the dynamic nature of the banking industry, where continuous adaptation and innovation are essential for survival and growth. The ever-evolving expectations of customers, the need to address the digital divide, and the necessity to enhance online banking literacy pose significant challenges for financial institutions like Purple Bank. At its core, this study is designed to explore the tangible impact of change management on the successful execution of these transformative initiatives within a financial institution, focusing specifically on its repercussions on employee productivity. These initiatives

encompass empowering change agent managers and championing the use of change agents at all levels for internal operational changes, particularly for new promotions and product launches.

The effectiveness of these initiatives is inherently linked to the strategies employed in managing change. By delving into the perspectives and experiences of employees, this research seeks to discern the multifaceted elements that contribute to the success of these endeavours. Additionally, it explores the relatively uncharted territory within the Jamaican financial Sector - the existence and impact of an appointed change management department or consultant to guide and account for these evolving operational changes, ensuring alignment with employee engagement and well-being.

While many studies have explored change management across various industries, there needs to be more localised empirical evidence within the Jamaican financial Sector about these specific change initiatives. This research endeavours to bridge this knowledge gap, venturing into uncharted territory within Jamaica's economic landscape. Moreover, this study is poised to contribute significantly to the existing body of global research in change management. It has the potential to provide fresh insights and perspectives that could serve as a foundation for future scholarly endeavours, extending beyond the confines of presently available literature. The findings from this research may illuminate novel avenues for exploration, making it a valuable resource for academics and practitioners alike, thereby enriching the global discourse on change management in the Financial Sector.

Significance of the Study

This research has substantial implications for Purple Bank and Jamaica's financial industry. By examining the intricate dynamics of change management and its impact on the implementation of strategic initiatives, Purple Bank stands to gain valuable insights into refining its approach to organisational change. The findings of this research can serve as a compass, enabling Purple Bank to navigate future transformations with greater precision and efficacy. In a world where adaptability is paramount, this study aligns with the counsel of Gatchair (2018), emphasising the imperative for financial organisations, including Purple Bank, to evolve and thrive amidst contemporary challenges.

Furthermore, the ramifications of this study extend beyond the confines of Purple Bank, reverberating throughout the banking industry in Jamaica. It underscores the importance of a proactive stance in recognising, controlling, and adapting to evolving conditions. As Richard (2014) highlighted, financial institutions must have a structured program for identifying and managing changes within their technological landscape regardless of size. By shedding light on the pivotal role of change management in successfully executing organisational change initiatives, this research equips the banking sector with a heightened awareness of the strategic significance of change management in a highly competitive industry.

Moreover, the study contributes to the broader body of knowledge on change management, enriching the global discourse on this critical subject. As it expands the horizon of understanding, it becomes a valuable resource for practitioners and fellow researchers. Local scholars and academics will find substantial value in the enhanced sense of change management principles

and practices brought forth by this research. This can foster a culture of knowledge sharing and scholarly exploration within Jamaica, ultimately contributing to developing a robust research ecosystem. Consequently, the impact of this study transcends organisational boundaries, promising to leave a lasting imprint on Purple Bank, the Jamaican banking industry, and the scholarly landscape of change management studies.

Definition of Terms

Change Communication - Change communication is essential in change management to create awareness and gain support for organisational change initiatives. It helps stakeholders understand the reasons and impacts of the changes, provides timely updates and resources for critical milestones, ensures consistent information tailored to their concerns, and enables feedback and inquiries (Grossman, 2022).

Change Initiative includes the systematic approach that deals with the transition or transformation of an organisation's goals, core values, culture, and processes or technologies (360 Training, 2022).

Change Leadership is the ability to inspire and motivate others, advocate for change, and access resources to create a robust platform for successful transformations. It is crucial in driving and achieving successful change initiatives (KB Manage, n.d.).

Change Management - This is defined as how an organisation describes and implements changes within its internal and external processes. Change management also includes preparing and assisting employees to accept the pending change, establishing the various steps for the respective changes, and monitoring pre- and post-change exercises or activities to ensure the complete success of the implementation (American Society for Quality, n.d.).

Employee Engagement-Employee engagement is employees' emotional commitment to their organisation and its objectives. Engaged employees willingly invest additional effort and surpass expectations in their roles. The level of employee engagement can significantly impact crucial organisational achievements (Ayanza, 2023).

Employee Productivity-This is defined as the amount of output work carried out or produced by an employee in a specific period (Bárcenas, 2020).

Literature Review

This review utilises a thematic approach influenced by the research questions. The primary objective of this study is to gain insight into the dynamics of change leadership, employee engagement, and change communication, with a specific focus on their influence on the change management process and subsequent ramifications for employee productivity. The theoretical framework that guides this study is integrated in this chapter. The concepts in the research, examine and compare two renowned change models, ADKAR and Lewin's. Through a thorough analysis, the researchers were able to elucidate the applicability and pertinence of these models to the central themes under investigation.

The empirical review expounds on scholarly work related to the research topic and the questions posed, with a discussion surrounding the methodologies utilised and subsequent conclusions. Examining these literary works encompasses the intricate interplay of change leadership and change communication and their impact on employee productivity, highlighting how employee engagement correlates with employee productivity. Further, in this review, the researchers examine employees' perceptions and perspectives on change initiatives. Central to this exploration is investigating how these facets contribute to organisational transformation and consequential outcomes such as employee productivity and organisational success.

Theoretical Framework

For this study, the researchers employ the deductive and inductive approaches to examine our research topic further. Prosci's ADKAR Model, which preliminary investigations reveal as the model purported to be used within Purple Bank, guides the theoretical framework. At the same time, Lewin's Model is presented as a logical alternative to undergird the study. Of the frameworks identified, it was concluded that the ADKAR model, which examines change management and employee engagement, was the most appropriate measure for this research. This model can successfully measure the change management competencies of an "Individual" within an organisation. A scale was created using exploratory factor analysis (EFA). The change management profile of management in Purple Bank was used to determine what difficulties were encountered during the change.

The ADKAR Model

The goal-oriented ADKAR paradigm was developed by the author and founder of the change management company Prosci, Jeff Hiatt, to aid individual comprehension of broader organisational change. It is a tool for organising change management activities, supplying leaders facilitating change, and assisting staff as the change is implemented. This methodology is appropriate for organisational-level change and project management to meet logistical and technical challenges and address human factors. The ADKAR model was established via research and study of change in over 1,600 firms that examined individual and organisational change management (Prosci, 2008). The Prosci methodology integrates the change process into project management, emphasising personal and organisational change management to achieve its objectives. The acronym ADKAR stands for *awareness, desire, knowledge, ability, and reinforcement,* the five concrete results required to bring about long-lasting change.

➢ Awareness - When an organisation makes an employee aware of a need and requirement for change, this is known as awareness. Choosing the level of adjustments for a particular project is a crucial issue (Galli, 2019). Informing staff that a change is coming, thus minimising resistance, ensures that everyone the change will impact is informed well before its launch date. This lays a strong foundation for the change management process and informs and explains what has caused the shift and what will happen when the change occurs. The process urges leaders to involve all affected, encourage their concerns, and offer solutions.

➢ Desire-Understanding that change is necessary and wishing for change to occur are two different mental states. When team members grasp the necessity of the change and see it as

beneficial, they will strive toward the shared objective. Once the change plan is disclosed, employees will have resistance; however, leaders must pay attention to reactions and defend the changes made, but they must also work as a team and promote open dialogue.

- ➤ Knowledge-Change management processes and procedures are introduced as businesses change, thus creating new company-wide procedures that are already difficult to implement. You must incorporate rigorous employee training into the development and planning phases to achieve a seamless rollout. Employees with a reference manual are empowered to adhere to best practices. In addition to written documentation, visual documentation is precious.

- ➤ Ability-In change management, the staff will require training and lots of practice to advance from knowledge to ability. During this phase, the staff were observed as the new procedures were implemented, and documentation was made regarding what functions well and poorly. Feedback was always provided to enhance and streamline the training.

- ➤ Reinforcement-For most people, developing a new habit takes roughly two months. As a result, reinforcement is the model's final and most crucial stage. Leaders should anticipate that many staff will revert to familiar, outdated ways of doing things if the reinforcement of new procedures is not prioritised.

The ADKAR paradigm theory posits itself as a model that can be used in small and big companies. It can also be used individually, focusing on people's needs and behavioural patterns while providing a practical approach that can be applied immediately. It has been used extensively in healthcare, manufacturing, the financial Sector, and organisations like Microsoft. However, the model does not provide exclusive details and has limitations as it is unsuitable for more complex changes that target organisational culture.

The ADKAR model's benefit is that it is focused and transparent about the adjustments that project team members and staff must make. These qualities are crucial in determining our demands for the Change Management model that businesses require because the process begins and finishes with humans as the centre of change. At the same time, numerous studies have employed one change management model. Still, there have yet to be enough of them to offer a comprehensive strategy that can be applied to more complicated challenges. Because it has been widely utilised in change management research, this study used the ADKAR model. Previous studies on change management utilising the ADKAR model were carried out.

According to Karambelkar and Bhattacharya (2017), the ADKAR change model can combine project and change management elements to provide a systematic and proactive orientation. The ADKAR model is also more focused and concentrates on the needs of the individuals and employee involvement. Hence, we selected the model for this study.

Lewin

A pioneer in the study of organisational growth and group dynamics, Kurt Lewin was a social psychologist who also led the field in change management; based on Lewin's observation, he theorised that people naturally resist change and seek the comfortable and familiar. He assumed that any alteration to group dynamics would also impact an individual's behaviour and ability to adapt. According to Kurt Lewin's Force Field Theory, restraining forces impact collective and

individual behaviour, ultimately determining whether change may occur. The driving forces encourage and direct workers toward the future state. The restraining forces are the main obstacles to change initiatives, highlighting probable resistance.

According to Lewin, it is crucial to balance these pressures by training employees to fill the skill gap and efficiently communicate change. Change agents must also use stress management techniques, compelling change arguments, and compliance monitoring.

Based on his findings, Lewin created a three-step change management model published in 1947 to assist businesses in preparing their workers for change, implementing it, and integrating it into the overall framework of the company. By viewing change as a process with distinct phases and communicating with the workforce at each point, organisations can manage change more expertly and with better results. The three stages are outlined below:

Lewin's model has a first stage deals with perception management and seeks to prepare the involved parties for the impending organisational transformation. Like Kotter's change model, change leaders must consider increasing the organisation's readiness for change and fostering a feeling of urgency (Higgs & Rowland, 2000). This stage is known as the Unfreezing stage. The Change stage deals with executing change when the status quo is upset. To ease the shift at this stage, you must think about an agile and iterative approach that considers employee feedback.

The final stage is Refreeze, where the new normal of practices, attitudes, and tactics are justified. Lewin believed this stage prevented teams from reverting to their more established and comfortable behaviours. Managers and other leaders should take the time to explain the change to staff members, identify ways to advertise it and establish feedback loops with them.

Lewin's change model, based on human psychology, is highly accepted. He constructed a two-dimensional paradigm of factors influencing people's work attitudes. In his findings, Lewin determined that factors such as company policy, supervision, interpersonal relations, working conditions, and salary are hygiene or extrinsic factors rather than motivators or intrinsic factors. He further stated that employees' concerns must be addressed with honesty and transparency.

Examining the other factor, Lewin concluded that his intervention in social science might be the light that helps create a brighter future for humanity. He also believes that successfully implementing change can enrich a person's job. He found five indicators strongly determining job satisfaction and how to implement change successfully. Lewin's model has been criticised for its teleology and linearity, inappropriateness for continuous change, and its incapability to integrate progressive aspects of change and the dynamic forces of the leader-follower relationship (Bakari et al., 2017)

The ADKAR Model vs. Lewin Model

Despite the similarities between Lewin's model and the ADKAR model, an experiment was conducted utilising the ADKAR model in implementing 16 subsidiaries; developing desire was accomplished by developing change agents, equipping change agents, and the involvement of stakeholders. ADKAR implementation resulted in changes in corporate processes, rules, and

technology. In this research, the formulation of training was carried out in 3 stages: Business process changes in E-catalogue system implementation in the 16 subsidiaries, which can be mapped, and the impact was significant for the company. In addition to business process changes, the implementation of the e-catalogue also impacted each subsidiary's technology and procurement policies.

The Lewin model is suitable for cases where a business needs to change dramatically to be successful. It also does a great job of spotting hidden bugs that are taken for granted, as you need to analyse every aspect of your change. The ADKAR model focuses on the activities for achieving results and is more beneficial for integrating the management processes. It is goal-oriented and focuses on the activities that achieve results.

The ADKAR model is more beneficial for integrating management concepts in the change management process (Sarjeant-Jenkins, 2017). As a mechanism for systematically assessing organisational change scenarios, Kurt Lewin created Force Field Analysis (FFA). FFA helps in issue identification and problem-solving by precisely identifying the factors driving and restraining a goal. It helps organise and carry out change programs and team-building initiatives. When tackling change, considering numerous influences, a realistic attitude is essential. According to Garvin (1993), change management aims to modify behaviour and reproduce fresh ideas. This is done through creating, acquiring, and disseminating information; while dealing with change, having a realistic outlook is crucial.

The force field analysis (FFA) has been utilised as a planning tool to meet various organisational objectives and issues. It has been used in problem-solving, applied research, public schooling, and institutional change management. According to Kumar (2018), FFA is a suitable tool for managing change in various organisational contexts due to its simplicity and capacity to encourage group conversations. For effective planning, executives from Purple Bank stressed the significance of concentrating on an established organisational aim and direction during the preliminary interview. As Skepe (2012) posited, this reality may be achieved by setting broad objectives, overcoming obstacles, creating plans and methods to do so, and assessing the success of these goals. According to Garvin (1993), during the change period, employees must be involved and be allowed to communicate openly. Planning and implementing change depend on active engagement from all parties. It was reinforced by Leach et al., (1994) that continual assistance is advised during the refreezing process to boost driving forces and lessen constraints; specific methods are required.

In the research done by Burnes (2019) Lewin's change model was based on psychological behaviour designed to understand why people resist change and implement the necessary forces to drive people to change. This model made the change management process explicit and easier to understand; however, the approach to executing the model was relatively rigid. A study by Kachian et al. (2018) also concluded that the ADKAR model can also be influential in identifying the weaknesses and strengths of an organisation. Similarly, the ADKAR model provides a tool for improving the connection between individual performance, organisational change management, and business results. Correspondingly, the model highlighted that people

with a heightened awareness converted more to change. The final stage of Lewin's model is reinforcement, which aims to solidify and make permanent the change.

The theoretical underpinning of this study capitalises on the ADKAR Model, an outcome-driven paradigm that emphasises individual and organisational facets of change management. This model proffers a systematic framework tailored for comprehending and steering change dynamics within the organisational milieu. Furthermore, we introduced Lewin's Model, which delves into the intricacies of the psychological dimensions surrounding change and its associated resistance. The selection between these theoretical frameworks hinges on the precise nature of the contemplated change and the organisation's overarching objectives. This conceptual scaffold serves as the bedrock upon which subsequent analyses and deliberations regarding change leadership, employee engagement, and change communication are constructed within the context of this scholarly investigation.

Empirical Review

The literature examined in this section highlights change management and the central and multifaceted role of leadership in the successful implementation of organisational change, as well as accentuates the profound influence of leadership on productivity levels during organisational change. The literature also substantiates the correlation between employee engagement and its profound impact on work performance, thereby contributing to the realisation of organisational objectives. The research studies also elucidate the fundamental role of effective communication within organisational settings and its profound impact on employee motivation, performance, and overall productivity. Lastly, the literature examines the perceptions and experiences of employees on change management initiatives as the study seeks to illuminate the prospect of a relationship between resistance to change and employee productivity.

Change Management

Change management offers businesses a structured approach to dealing with change-related tasks. This type of change necessitates a more involved strategy because it touches on various internal organisational components while also relating to changes on the individual or human level. Palumbo and Manna (2018) posit that conflicts and tensions resulting from changes in structure, culture, values, and behaviour cause hurdles to organisational change. Organisations must comprehend this to choose the best solution to their issues (Irum et al., 2020). When change management is done well, stakeholders can be led to move the business from one stage to another.

The Impact of Change Leadership on Employee Productivity

Jones & Recardo (2013, p. 55) posits that individuals occupying leadership or managerial positions within an organisation, even those with a history of success, do not inherently possess the requisite for effective leadership during change initiatives. They opine that the quality of leadership determines the success of the change, so it is paramount for the change leader to be dynamic and well-rounded to overcome the unique challenges associated with the change process.

Additionally, in their quantitative research endeavour within the pharmaceutical Sector of Nigeria, Nwosu et al. (2023) undertook a comprehensive study. This investigation encompassed 200 participants hailing from diverse pharmaceutical enterprises. Leadership was one of the pre-eminent factors that profoundly impacted employee productivity. However, the realisation of successful change outcomes was contingent upon the adeptness of the leader in orchestrating the change process effectively. Nwosu et al. (2023) posited that leaders occupied a crucial role as the primary catalysts in the change process, with their competence and capabilities standing as pivotal determinants of their effectiveness. Consequently, they concluded that dynamic leadership was indispensable for enhancing and maintaining organisational productivity.

In their research conducted in the context of organisational change and its effects on employee performance within several banks in Pakistan, Ahmed et al. (2013) undertook a quantitative investigation involving 252 participants. Their study advanced the notion that the deficiencies in employee performance could be effectively addressed by applying leadership principles within the change management framework. This perspective aligns with Igudia (2021), who further asserted that adopting leadership-oriented change management strategies significantly and positively influences employee productivity. Igudia's research, focused on Union Bank, recommended the adoption of integrated change management methodologies to augment and sustain heightened productivity levels, particularly in response to external competitive pressures.

Considering these research outcomes, it is evident that leadership is a critical determinant of successful change and a key driver of enhanced productivity within organisations. The ability of leaders to adapt, communicate a clear vision, and effectively manage the change process is vital. Dynamic leadership, characterised by competence, experience, and adaptability, emerges as an essential requirement for initiating and sustaining productivity improvements during times of change. As organisations navigate the complexities of an ever-evolving business landscape, these insights underscore the importance of investing in leadership development and employing effective management strategies to foster employee engagement and boost productivity.

The Correlation between Employee Engagement and Productivity

Various studies have elucidated employee engagement, encapsulating employees' dedication, enthusiasm, and active involvement in pursuing an organisation's overarching goals and objectives (Time Doctor, n.d.). A quantitative study conducted by Nwinyokpugi (2018) in the Nigeria Banking Sector involving 102 respondents concluded that employee engagement is significantly associated with employee productivity. This scholarly inquiry identifies various change strategies, including technological advancements, cultural shifts, employee attitudes toward change, effective leadership, and evolving customer preferences. These collectively engender competitive advantages and facilitate attaining organisational objectives. Similarly, Evangelist-Roach (2020) advanced the notion that cultivating, sustaining, and prolonging employee engagement is paramount in change management. This scholarly inquiry, enriched by insights culled from semi-structured interviews, organisational strategic plans, annual reports, and change management plans, clearly underscores the assertion that for businesses to achieve success, their change management efforts must adeptly communicate with employees, thereby augmenting productivity and subsequently amplifying the return on investment.

Moreover, Oladimeji& Olanitori (2022), in their quantitative study of 17 banks in West Africa, utilising a sample size of 254 employees, concluded that during organisational change endeavours, calibrated employee engagement is essential to capturing market segments and bolstering profitability. Patro (2013) also contributed to the discourse, alluding to the positive correlation between employee engagement and productivity. In his comprehensive examination of existing literature, encompassing a spectrum of studies, including research conducted at the University of Wisconsin, Patro (2013) highlighted that employee engagement directly influences employee productivity. The research undertaken by the University enlisted a sizeable cohort of 3200 employees drawn from 343 distinct companies. It sought to explore various factors, notably the nexus between employee engagement and critical organisational Benchmarks. The empirical findings unequivocally underscored the affirmative impact of employee engagement on organisational productivity. Patro (2013) ultimately inferred that heightened levels of employee engagement are conducive to fostering commitment and active involvement, culminating in achieving the organisation's objectives.

These scholarly inquiries jointly affirm the critical role of employee engagement in boosting productivity and achieving organisational success. As organisations grapple with the complexities of contemporary business environments, fostering and sustaining employee engagement remains a strategic imperative for attaining competitive advantage and meeting evolving challenges. Effective communication fosters employee engagement by enhancing inclusivity, clarifying expectations, and engendering trust and commitment during the change process. This paper highlights the value of communication in the change process and expounds on its benefits for overcoming resistance to change and maximising employee productivity.

The Impact of Change Communication on Employee Productivity

Hasanaj and Manxhari (2017) conducted qualitative research examining the significance of communication in organisational change. Their study involved structured interviews of 15 employees representing various hierarchical levels within the municipality of Vlora, Albania, spanning three years. The study underscored the critical importance of consistent and efficient communication throughout the change process, aiming to mitigate the impact of resistance to change. It further highlighted that inadequately managed communication can yield adverse implications for change initiatives. It emphasised the necessity of effectively and comprehensively communicating the nature of the change to engender employee buy-in. Hasanaj and Manxhari (2017) concluded that effective communication was a linchpin in the change process, facilitated employee engagement, and was essential for successfully implementing change initiatives and maximising productivity.

Conversely, Musheke & Phiri (2021), in a quantitative study conducted in Lusaka involving 88 employees from three consultancy firms, found that deficient communication within an organisation can engender uncertainty, apprehension, and discontent among employees, culminating in diminished productivity. Consequently, it becomes imperative for leaders to engage in effective communication with employees, as organisational missions and goals can be compromised when communication is ineffectual (Musheke & Phiri, 2021). This study also

corroborates the notion that proficient communication positively influences organisational performance.

After qualitatively assessing the effect of effective organisational communication on employee motivation in a large manufacturing company, Rajhans (2009) also concluded that effective communication was essential for employee motivation and performance due to the challenges facing these organisations. He highlighted the importance of downward communication, which translated management's decisions into actions and fostered trust and productivity, and upward communication, which assisted managers in understanding employees' issues and benefited decision making through employee input. He found that communication bridged the gap between management and employees, creating an environment conducive to improved motivation, performance, and organisational success. Similarly, Nabi et al. (2017) conducted a qualitative study on Karmasangsthan Bank in Bangladesh, which concluded that effective communication not only heightened productivity but also enhanced efficiency. Additionally, it fostered a sense of security and well-being among employees. The research findings illuminated a favourable relationship between effective communication and employee performance, indirectly contributing to heightened organisational productivity and efficiency.

Nwata et al. (2016), in a quantitative study conducted in the Financial Sector in Port Harcourt, assessed the impact of organisational communication on employee performance and found a significant relationship between organisational communication and employee performance. The study highlighted that effective organisational communication was crucial for improving efficiency and effectiveness, and downward and upward communication was essential for enhanced employee performance. Comparably, Femi (2014), after quantitatively studying 120 employees in the Financial Sector in Lagos, also concurred with the other researchers about the positive relationship between communication and employee productivity. He further concluded that proficient communication fosters reciprocal understanding between leaders and employees, cultivating authentic organisational relationships.

Collectively, these research studies underscore the vital role of effective communication in promoting employee performance and organizational success across various industries and frameworks. They provide a comprehensive perspective on the topic and affirm the necessity for proficient change communication to ultimately achieve organizational productivity. Effective communication must be emphasised in organisations as it is one of the critical tools for framing employees' perceptions of change initiatives to stem the tide of resistance.

Perceptions and Experiences of Employees on Change Management Initiatives

In a descriptive study conducted by Ally et al. (2016) across three Nigerian Universities, the research aimed to assess employees' perceptions of change management. Specifically, it focused on examining the relationship between change management and employee commitment, as well as the factors influencing the success or failure of change initiatives, including employee readiness and resistance. The study collected data through 180 questionnaires. Ally et al. (2016) findings highlighted a solid and direct correlation between effective change management and commitment. Furthermore, it underscored that the change initiatives' outcome was closely related

to employees' willingness to embrace these programs and their resistance to change efforts (Ally et al., 2016). Importantly, Ally et al. (2016) suggested that when change is introduced and executed formally and efficiently, employees perceive it as a challenge and actively support it to ensure the success of these initiatives and the organisation's broader Objectives. Conversely, if employees perceived the introduced change as a threat, they were more inclined to resist it, ultimately leading to the failure of the change initiative (Ally et al., 2016).

Adda et al. (2019) demonstrated in their study that employee perceptions towards organisational change and leadership in the banking industry reflect the leaders' behaviour in managing that organisation's influence.The quantitative study sampled 48 employees in two banks and found that employees successfully relied on leadership for guidance and direction to navigate change (Adda et al., 2019). Additionally, effective leadership stimulates employees to be more involved in the change process, which reduces resistance and leads to change adaptation, culminating in achieving organisational objectives (Adda et al., 2019).

Correspondingly, Rebeka & Indradevi (2015) and Choromides (2021) posited that positive employee attitudes toward change could be observed in their readiness and openness to accept change. In contrast, negative employee attitudes toward change can be found in their resistance and scepticism. Rebeka and Indradevi (2015) quantitatively investigated the perceptions and attitudes of employees regarding implemented changes within a manufacturing organisation. They sampled 60 employees and found that despite the potential benefits of organisational change for the business, employees exhibited resistance, primarily driven by their scepticism towards change initiatives. Rebeka & Indradevi (2015) concluded that organisational leaders should play a pivotal role in clarifying to employees how these changes would benefit them. Such efforts were essential for achieving successful organisational change and enhancing performance (Rebeka & Indradevi, 2015). Likewise, Choromides (2021), in a qualitative examination of change within a financial institution, argued that leaders are responsible for articulating the vision and exemplifying the change process to mitigate resistance.

Furthermore, Choromides (2021) underscores the significance of effective communication, which should emphasise the change's benefits for both employees and the organisation. This approach would increase the likelihood of overcoming fear and resistance to change (Choromides, 2021). When resistance to change is successfully addressed, it is more likely that employees will support the change initiatives.

In summary, the collective insights from the various research studies emphasise the crucial role of effective change management and leadership in shaping employees' attitudes and responses to organisational change. These studies also emphasise the centrality of leadership, effective communication, and employee readiness in influencing attitudes toward change. Organisational success in managing change hinges on leaders' ability to navigate these factors to foster a positive change environment and ensure the achievement of organisational objectives.

Methods and materials

Research Design

This research used the mixed methodology approach of explanatory sequential design to assess how implemented change management initiatives influenced employee productivity at Purple Bank. Creswell & Clark (2017) highlights how the mixed method approach allows researchers to investigate research problems from many angles resulting in a more complete understanding of the subject under study. The study encompasses the Eastern Region of the Bank, which has a population of 448. The mixed-methods approach was chosen to collect both quantitative and qualitative data, allowing the researchers to triangulate findings to enhance the overall validity and reliability of the study's results (Johnson et al, 2007). This provided a more comprehensive understanding of the impact of change initiatives on the employees' productivity.

By approaching the research in this manner, the researchers capitalised on the strengths of quantitative and qualitative methods. The quantitative methodology provided statistical rigour and generalizability, while the qualitative methodology facilitated a deeper exploration of the employees' individual experiences. Integrating the two research perspectives overcame the inherent limitations of a single method, leading to a more robust and well-rounded study.

Furthermore, quantitative methods allowed the researchers to establish patterns, correlations, and trends. Then, the qualitative method was used to delve into the underlying reasons and nuances, offering a richer interpretation of the findings.

Population and Sample

The choice of the Eastern Region within Purple Bank, encompassing a total of 28Units as the target population for this study was made based on considerations of logistical convenience and the need to ensure a diverse representation of both rural and urban settings within the research sample. The Eastern Region as a whole, comprises a population of 448 persons, this population size was deemed sufficient to yield an adequately sized sample for the study.

A non-probability sampling method condensed the initial population size from 448 to 260. This was done due to pragmatic considerations as the researchers, relying on expert subjective judgement, sought to find the most suitable population for the sample to answer the research questions posed. Therefore, a non-probability sampling method was employed instead of a probability sampling method due to the randomness of the latter. The researchers opted for non-probability sampling to ensure the alignment of the sample with the specific objectives and goals of the study. Specifically, a purposive sampling technique was applied to exclude two distinct categories of employees who were adjudged to not suit the purpose of the study and to include others who appeared too important to miss out (Rai & Thapa, 2015). Non-customer-facing employees and customer-facing employees who hold positions at the level of junior clerical and below, such as Tellers, Trainees, Interns, Messengers, Bearers, Office Attendants, Caretakers, and Gardeners were excluded. This deliberate selection was informed by the preliminary investigations of the research, which indicated that these identified groups showed a comparatively lower level of impact from the implemented change management initiatives than

the remainder of the population and thus would not . The proposed participants for the study are shown in Table 1 below.

Table 1: Population and Proposed Number of Participants

Participating Categories of Employees	Overall Population	Proposed Participants Branches	Proposed Participants SBL Unit	Proposed Participants Other Units	Total Number of Proposed Participants
Executives & Senior Managers	6	2	2	1	5
Managers & Assistant Managers	41	6	5	11	22
Supervisory Staff	69	22	18	22	62
Sales Officers	74	25	21	28	74
Clerical Staff	258	60	22	15	97
Totals	448	115	68	77	260

Source: Employment Records GHRD "Purple Bank", 2024

From the proposed participants of 260, the researchers derived a sample size of 157 participants for the quantitative study with a 95% confidence interval using the Taro Yamane formula as shown below:

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

N represents the population - 260, e is the acceptable margin of error - 5%, and n is the sample size or number of surveys we need to complete. Using the formula, the equation is as follows:

$$n = \frac{260}{1+260(0.05)2} \qquad n = \frac{260}{1+(260*0.05*0.05)} \qquad n = 157.5 \text{ rounded to } 157$$

After the 188 population members were excluded, the remaining 260 employees were used for the research and divided into two groups. One group, comprised of 157 participants, was selected to answer the questionnaire, and the other group, comprised of 15 participants, was conveniently identified as the interview group.

Sampling Method

The sampling methods utilised were non-probability and probability sampling techniques.

Purposive sampling, a non-probability sampling technique, was utilised to condense the population, as the researchers in the preliminary investigations found that not all participants were as affected by implemented change management initiatives. According to Campbell et al. (2020), purposive sampling involves selecting participants that better match the aims and

objectives of the research, consequently enhancing the robustness of the study and the credibility of both the data and the findings.

The sampling method was ideal as the remaining 260 employees shared common attributes that contributed to the bottom-line productivity of the Bank. They were further grouped based on their positions: Executives & Senior Managers, Managers & Assistant Managers, Supervisory Staff, Sales Officers, and Clerical Staff. The sampling method explicitly straightforwardly allowed the researchers to choose the target population from within the Eastern Region. Managers and ordinary employees of the firm made up the two strata of the research sample (Parsons et al., 2014).

Further to the use of purposive sampling to identify the population, probability sampling in the form of simple random sampling was utilised to select the 157 participants for Phase 1, the quantitative study. This assisted in minimising bias, and the analysis of the results was made simpler (Noor et al., 2022). This was accomplished using an Excel spreadsheet, wherein each participant was identified using their unique employee number. The RAND formula was then used to select the first 157 employees randomly.

The researchers utilised the non-probability sampling technique of convenience sampling to identify the 15 participants for Phase 2, the qualitative study. According to Johnson (2002), convenience sampling is often used to facilitate the ease of access of the researcher to respondents. From a geographical perspective, the Eastern Region encompassed several parishes. Considering the constrained time frame for the investigation and the imperative to access participants readily available and easily reachable, the researchers opted to use the convenience sampling method as the most suitable approach for identifying the participants for the qualitative study. This choice was further motivated by cost efficiency, time expediency and practicality, as employing this sampling method allowed for cost-effective and expeditious data collection, particularly from individuals proximate to the researchers' location.

Moreover, the researchers' decision to employ convenience sampling was underpinned by discernment from preliminary investigations, as the researchers sought to engage primary participants who possess direct involvement in or have been affected by the implemented change management initiatives. This selection was driven by the researchers' intent to garner invaluable insights stemming from the first-hand experiences of these individuals.

Data Collection Methods and Procedures

The researchers initiated the study by securing authorization from the University College of the Caribbean (UCC) to investigate the specified financial institution. Subsequently, a formal introductory letter from UCC, directed to the Executive of the Group Human Resource Department (GHRD) of the Bank was acquired (see Appendix 1). This letter, requesting permission to conduct the study within the Bank and outlining the study's scope was hand-delivered by one of the researchers. Following approval from the Bank (Appendix 2), the researchers proceeded to identify and obtain consent from the targeted participants (see Appendix 3). This process ensured that each participant was adequately briefed on the nature and

objectives of the study. Only those participants who provided consent were sent the survey instrument electronically, facilitated through information received from the Bank.

The study was then conducted in two phases: a quantitative phase, which was completed in eight weeks, and a qualitative phase, which was completed in five weeks and included data integration. The researchers employed two main methods of data collection: Questionnaires and Interviews.

Questionnaires

The first phase of the research, the quantitative phase, utilised questionnaires to collect quantitative data. Fundamentally, questionnaires have helped assess large populations quickly, especially when there may be time constraints (Jones et al., 2013). It is further noted that questionnaires can quickly gather numerical data that can easily reflect trends, correlations and potential causal relationships. Questionnaires were utilised because of their unique ability to gather a large amount of information in a short space of time. Additionally, questionnaires allow for closed-ended questions to reinforce the validity and credibility of the answers from participants.

These were distributed electronically to a cohort of employees chosen through a random sampling process. The distribution time frame was eight weeks, during which these employees were approached and invited to participate in the study. Dranseika et al. (2016) assert that complete disclosure of the study's details to the population is necessary before conducting research; this was done via the participants' official e-mails before consent to participate was requested. Both verbal and written consent was obtained before disseminating the questionnaires. After administering the questionnaire, participants were allotted a five-day timeframe to furnish their responses. Since the questionnaire contained closed-ended and standardised questions, semi-structured interviews were beneficial for gathering more detailed information.

Semi-structured Interviews

The second qualitative research phase adopted semi-structured interviews,. Semi- structured interviews were chosen over structured and unstructured interviews due to the need for flexibility, with the absence of excessive variability. Semi-structured interviews also integrated elements of the formal and informal interview approaches, emphasizing personal experiences, enabling insights that enriched the findings of the study (Bowen et al., 2017). This provided a more in-depth and intimate understanding of the relationship between change leadership, employee engagement, change communication, and employee productivity. Semi-structured interviews also allowed for a more convenient sample from the population to include survey participants from the quantitative study group. A similar protocol as obtained in the quantitative phase was followed for securing consent from the interview participants (see Appendix 3). The prospective interviewees were duly informed of their rights and guaranteed anonymity throughout the process.

As a measure to address anonymity concerns, participants were assigned pseudonyms during the interview sessions, and the utilization of a closed camera setting on Zoom was implemented for individuals who opted against face-to-face interviews. Open-ended questions devised by the

research team, were utilised as a valuable data collection tool. These interviews took place over nineteen days, with interviews occurring daily between 8 a.m. and 6 p.m.

The interviews allowed the researchers to precisely pinpoint a target group comprising senior managers, managers, supervisors, sales officers, and project managers from the corporate area branches within the Eastern Region that could provide the best feedback for the study. The selection was predicated on the involvement of the target group in the change management process, as they have substantial and first-hand engagement with the transformative initiatives under investigation. By actively participating in implemented change management initiatives, these individuals possess a deep and intricate understanding of the process. They are uniquely positioned to provide a comprehensive, nuanced perspective on the subject matter.

Furthermore, their first-hand experiences and perspectives were regarded as a reservoir of rich and context-specific information to garner candid reflections on the strategies, successes, failures, and lessons learned during the change initiatives to afford the study heightened depth and authenticity.

Complementarily, the researchers also reviewed data from published sources, web databases, prior research projects, and publicly accessible information while collecting secondary data. With this method, we used scales to evaluate and interpret the currently accessible data to extract the most pertinent information. This was done concurrently with the quantitative phase of the data collection, utilising a five-day window.

Instrumentation

The researchers utilised a structured questionnaire formulated using the 5-point Likert Scales. Likert's scale is a measurement method developed by Rensis Likert in 1932 to assess individuals' attitudes toward any object. It refers to the extent to which individuals agree or disagree about the issue (Alkharusi, 2022). The questionnaire spanning four pages and consisting of 30 questions was organised into distinct sections: demographic information, change leadership assessment, productivity measurement, engagement evaluation, and change communication appraisal. The initial section comprised five questions about demographic details, whilst the other sections comprised Likert Scale queries offering responses ranging from "strongly disagree" to "strongly agree". The questionnaire items were designed by the researchers and refined with input from subject matter experts affiliated with the University College of the Caribbean.

Reliability and Validity

Due to time constraints, each method was carefully assessed to determine suitability. When selecting or creating an instrument for a study, researchers are required to evaluate the instrument's pertinence to specific research queries (Taber, 2018). The study's guiding research questions were the foundation for constructing the questionnaire and interview questions. To validate and enhance the tools and ensure that the included questions addressed the study's objectives. Prior to administering the survey instrument, and conducting the interviews, a thorough review was conducted by a subject matter expert, whose insights and recommendations

were instrumental in refining the instruments. Subsequently, a pre-test using the modified instruments, was conducted using six randomly chosen respondents from the target community who were not part of the final population.

Additionally, the Instruments' reliability and validity were evaluated through statistical analyses including the calculation of Cronbach's Alpha using SPSS (Statistical Package for Social Sciences by IBM Incorporated). The results indicated an acceptable Cronbach Alpha. Scholars provide some context for interpreting the values of Cronbach alpha (Evans, 1996a, 1996b, Papagoergiou, 2022). Evans (1996a) forwarded that:

➢ correlations <0.20 as very weak,
➢ correlations between 0.20-0.39 as weak,
➢ correlations 0.40-0.59 as moderate,
➢ correlations 0.60-0.79 as strong, and
➢ correlations >0.80 as very strong.

The intercorrelation among the items ranged from 0.591 to 0.814. These valuessuggest a moderate relationship between the items. Approximately three out of the thirty items exhibited similar correlation patterns, indicating that the variables are lowly inter-correlated and are measuring distinct constructs. This diversity in measurement suggests that collectively, the items effectively capture the phenomenon under investigation.

The chosen demographic target, consisting of personnel from the selected Bank, received the questionnaires individually in electronic format from the research team. To ensure the secure receipt of all distributed questionnaires by the respondents, meticulous control measures were implemented. The tracking of both distributed and collected questionnaires was maintained. Additionally, participants were afforded a sufficient timeframe to respond accurately to the questions.

Data Analysis Methods

The researchers utilised a combination of descriptive and inferential statistical measurement techniques to process the data gathered and interrogate the answers to the research questions used in the study.

In terms of descriptive data analysis methods, the researchers utilised Tables and frequency distributions to summarise the data gathered, enabling the researchers to get a pictorial description of the data set. The study also applied inferential statistical techniques to analyse the data gathered and more directly answer the research questions. The Statistical Package for the Social Sciences (SPSS) is the most widely used software for statistical analysis in the social sciences. It processes both inferential and descriptive data. The test yields both a test statistic and a p-value, allowing for the rejection of the null hypothesis if the p-value exceeds the selected significance threshold of 0.05.

Inferential Analysis

The statistical methodology used to investigate each research question is outlined below. Our investigation involved formulating research questions relating to change leadership, employee engagement, change communication, and employee productivity based on the 5-point Likert Scale.

The researchers employed Simple Binary Logistic Regression Modelling to investigate the impact of change leadership on employee productivity levels. This method allowed the researchers to simplify the interpretation of the regression coefficients, as the responses were recoded and simplifiedas 0 or 1. Thus, the researchers were able to model relationships between predictor variables and the likelihood of an outcome, effectively utilise the collected data from the reduced sample size to improve the power to detect significant effects, reduce assumptions and test the hypothesis.

The Binary Logistic Regression model was tested for diagnostic robustness and reliability. This was carried out using Factor Analysis which is a valuable tool for assessing the model by uncovering underlying patterns among predictor variables and identifying multicollinearity. According to Kline (2015), Factor analysis enables the exploration of interrelationships among variables, revealing underlying dimensions explaining correlations. This simplifies data complexity by identifying shared variance, aiding in model refinement and predictor selection. The test for normality utilising the Kolmogorov-Smirnov and Shapiro-Wilk was also administered through the SPSS software. The test yields both a test statistic and a p-value, allowing for the rejection of the null hypothesis if the p-value exceeds the selected significance threshold of 0.05.

Simple Binary Logistic Modelling formula for investigating the impact of change leadership on the levels of employee productivity can be expressed simply as follows:

$$EPROD = k + \beta_1\, CHLEAD + \varepsilon$$

Table 2: Simple Binary Logistic Regression Modelling Formula for Ques. 1

Codes	Explanation of Terms
EPROD	Employee Productivity is the dependent variable, which is the variable we are trying to predict
k	The constant term in the equation represents the expected value of EPROD when all dependent variables are equal to zero.
β_1	Beta one is the co-efficient associated with the independent variable CHLEAD. It represents the change in EPROD for a one-unit change in CHLEAD while holding all other variables constant. If β_1 is positive, it suggests a positive relationship, and if it is negative, it suggests a negative relationship.
CHLEAD	Change Leadership is the independent variable in the equation. It is the variable that influences EPROD.
ε	Epsilon - this represents the error term or residual. It accounts for the variability in EPROD that cannot be explained bythe CHLEAD variable or any other variables included in the model. Essentially, it represents the unexplained variance in the data.

In investigating the correlation between the two variables presented in question two, which seeks to establish the correlation between employee engagement and employee productivity, the researchers employed the Chi-Square Test and Cross-Tabulation method further supported by qualitative findings. This was considered appropriate in this instance because the researchers were investigating two non-scale or categorical variables seeking to assess the strength and the statistical significance of the relationship between the two. According to Field (2013), Chi-Square test is appropriate when examining relationships between non-scale variables, making it well suited for this type of analysis. Cross-tabulation provided a visual representation of the relationship between the variables, allowing the researchers to identify patterns or trends in the data. According to Pallant (2016), cross-tabulation is a useful tool for summarising and exploring relationships between categorical variables in a contingency table format. This can help researchers identify potential areas for further investigation (Pallant, 2016).

The selection of Chi-Square and Cross-Tabulation method, as opposed to the Spearman Correlation coefficient, was motivated by the fact that the former techniques are principally employed to identify associations or interdependencies within categorical variables. Whereas, the latter is utilised in quantifying the magnitude and direction of relationships, mainly when applied to variables measured on a continuous ordinal scale. The test was administered in the study at the 5% significance level to improve the accuracy of the findings.

To assess the impact of Change communication on the levels of employee productivity, once again the researchers utilised Simple Binary Logistic Regression Modelling. Simple binary logistic regression modelling formula for investigating the impact of change communication on the levels of employee productivity can be expressed simply as follows:

$$EPROD = k + \beta_1 \, CHCOMUN + \varepsilon$$

Table 3: Simple Binary Logistic Regression Modelling Formula Ques. 3

Codes	Explanation of Terms
EPROD	Employee Productivity is the dependent variable, which is the variable we are trying to predict
k	The constant term in the equation represents the expected value of EPROD when all dependent variables are equal to zero.
β_1	Beta one is the co-efficient associated with the independent variable CHCOMUN. It measures the effect of the CHCOMUN variable on EPROD while holding all other variables constant. If β_1 is positive, it suggests that as CHCOMUN increases, EPROD will increase, and if it is negative, it indicates that as CHCOMUN decreases, EPROD will also reduce a negative relationship.
CHCOMUN	Change Communication is the independent variable in the equation. It is the variable that influences EPROD.
ε	Epsilon - this represents the error term or residual. It accounts for the variability in EPROD that cannot be explained by the CHCOMUN variable or any other variables included in the model. Essentially, it represents the unexplained variance in the data.

Thematic Analysis Methods

The perceptions and experiences of employees on change management initiatives implemented at Purple Bank, as well as the relationship between employee productivity and performance, were assessed by way of qualitative thematic, analytic, and narrative perspectives. This method was selected because it offered a systematic and comprehensive means of uncovering recurring patterns, themes and insights within textual data. Given the organisational context and the commonality of experiences amongst the participants, the researchers anticipated that there would have been a convergence of points made. Thematic analysis was well-equipped to identify and distil these shared points. It allowed the researchers to extract the underlying themes that encapsulated the essence of the participants' collective experiences.

During the analysis process, the primary focus was getting familiar with the data to gain a profound understanding of its content. The data was then coded or dissected into meaningful segments and assigned descriptive codes. Thus, the main themes from the participants' narratives were identified and further disaggregated into sub-themes. This hierarchical structure enabled the researchers to conduct a more nuanced and in-depth examination of the data to explore intricate nuances and variations within each overarching theme. Consequently, this provided a rigorous and structured means of understanding the richness of the participants' perspectives and experiences related to implemented change management initiatives at Purple Bank. All participants were given a pseudonym to preserve anonymity as agreed.

Timeline and Budget

Please consult Appendix 7 for a timetable outlining the study's completion schedule and refer to Appendix 8 for a table detailing the research budget.

Ethical issues

The research proposal was presented to the University of the Commonwealth Caribbean Graduate Studies Department for evaluation and acceptance. The following ethical considerations were observed: *privacy, informed consent, transparency, and data protection*.

Concerning privacy, the name of the organisation under study was changed, and the data gathered was treated with the highest level of confidentiality. To ensure this, all team members signed non-disclosure agreements. Thus, assurance was given that the information gathered would be used solely for academic purposes. Obtaining informed consent from all the respondents was critical to this research as this was vital to meeting all ethical research practices. Before engaging the respondents, they were provided with clear and comprehensive information about the study's purpose, methodology, risks, benefits, and data collection methodology. Consent was voluntary, with the right to withdraw from the study if they perceived their participation as risky.

Transparency approaches encourage researchers to communicate the study's goals, objectives, and outcomes to all stakeholders. Data protection is paramount to the process, and the security of the information collected should be treated with the utmost care. By incorporating these ethical

considerations, the study on the influence of the implementation of change management on employee productivity in Purple Bank was conducted responsibly and respectfully.

Research Findings

This study evaluates the impact of selected change management dimensions on employee productivity within the chosen financial institution. To accomplish this objective, the current chapter analyses the findings of a cross-sectional survey and interviews with specific participants. The chapter begins with the demographic characteristics of survey respondents, followed by a reliability analysis of the indices (change leadership, change communication, and employee productivity), and addresses each research question. The research questions are answered through findings from the survey data and the interviews.

Response Rate

Of the 157 targeted participants for the quantitative aspect of this study, 88 respondents participated, resulting in a 56.1% response rate (i.e., 88/157 * 100). The response rate for the qualitative aspect of the study was 100%. Initially there were two refusals, but when the researchers began the interview process, two alternates were suggested by other interviewees to increase the tally from 13 to the original 15 targeted participants.

Demographic Characteristics of Surveyed Respondents

Table 4 presents the demographic characteristics of the 88 surveyed respondents. The majority were females (70.45%, n=62), ages 30 -39 (45.45%, n=4), clerical workers (53.41%, n=47), have worked with the bank for 0-5 years and 6-10 years (27.59%, n=24), and have worked in branch operations (45.24%, n=38).

Table 4: Demographic Characteristics, n=88

Details	% (n)
Gender	
Female	70.45 (62)
Male	29.55 (26)
Age group	
20 - 29 years	21.59 (19)
30 - 39 years	45.45 (40)
40 49 years	22.73 (20)
50+ years	10.23 (9)
Engagement level	
Clerical	53.41 (47)
Middle Management	14.77 (13)
Supervisory	29.55 (26)
Upper Level Management / Executive	2.27 (2)
Length of Service in Bank	
0-5 years	27.59 (24)

11-15 years	18.39 (16)
16-20 years	9.20 (8)
6-10 years	27.59 (24)
Over 20 years	17.24 (15)
Department	
Branch Operations	45.24 (38)
Branch Sales	21.43 (18)
Business Banking	5.95 (5)
Channel Management Unit | Business Relationship & Sales	3.57 (3)
Mobile Sales/Merchant Acquiring	7.14 (6)
PSE | Youth Banking	5.95 (5)
Small Business Loans	10.71 (9)

Reliability Analysis

In this section, the researchers assessed the reliability of four indices (change leadership, employee productivity, employee engagement, and change communication) before using them for statistical analysis and measurement for the research questions. This was essential to ensure data quality, validity of the results, robust statistical analysis, measurement stability and overall trustworthiness of the research findings. The analysis begins with an examination of change leadership, employee productivity, employee communication and employee engagement. The Cronbach Alpha was used to test the reliability of the indices and the results are shown in Table 5 - Table 8. As mentioned in the previous chapter, Evans (1996a) forwarded that follows:

➢ correlations <0.20 as very weak,
➢ correlations between 0.20-0.39 as weak,
➢ correlations 0.40-0.59 as moderate,
➢ correlations 0.60-0.79 as strong, and
➢ correlations >0.80 as very strong.

Change Leadership

Table 5 presents the reliability analysis of the variable Change Leadership. Nine items were used to assess change leadership. Based on Evans' (1996a) valuation of coefficients, the nine items are excellent for determining the concept of Change Leadership (Cronbach alpha = 0.814).

Table 5: Reliability Analysis of Change Leadership

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.816	0.814	9

Employee Productivity

Table 6 presents the reliability analysis of the employee productivity variable. Based on Evans' (1996a) valuation of coefficients, the six items used to assess this variable are moderately suitable for measuring employee productivity (Cronbach alpha = 0.591).

Table 6: Reliability Analysis of Employee Productivity

	Cronbach's Alpha Based on Standardized Items	N of Items
0.581	0.591	6

Change Communication

Table 7 presents the reliability analysis of the variable Change Communication. Nine items were used to assess this variable. Based on Evans' (1996a) valuation of coefficients, the 9 items are suitable for determining the concept of Change Communication (Cronbach alpha = 0.793).

Table 7: Reliability Analysis of Change Communication

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.796	0.793	9

Employee Engagement

Table 8 presents the reliability analysis of the variable Employee Engagement. Four items were used to assess this variable as one item was excluded due to non-significant correlations to other variables. Based on Evans' (1996a) valuation of coefficients, the four items are suitable for determining the concept of Employee Engagement (Cronbach alpha = 0.626).

Table 8: Reliability Analysis of Employee Engagement

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.604	0.626	4

Research Question One

In examining the impact of change leadership on the level of employee productivity at Purple Bank, the researchers provide a background to the perception of the respondents on change leadership (Table 9) and employee productivity (Table 10). Based on the responses, most respondents are neutral or undecided on whether there is change leadership or employee productivity in the studied organisation (54.5%, n=48; see Table 9). However, 31.8% (n=28) believed there is change leadership compared to 13.6% who think this is not occurring in the organisation. Furthermore, 33.0% (n=29) believed that there is employee productivity compared to 7.9% (n=7) who believe this is not occurring in the organisation (see Table 10).

Table 9: Perception of Change Leadership Index

	Frequency	Per cent
Very low	3	3.4
Low	9	10.2
Moderate	48	54.5
High	25	28.4
Very high	3	3.4
Total	88	100.0

Table 10: Perception of Respondents on Employee Productivity

	Frequency	Per cent
Very low	1	1.1
Low	6	6.8
Moderate	52	59.1
High	27	30.7
Very high	2	2.3
Total	88	100.0

Further statistical tests were conducted to assess the overall significance of the set of predictor variables in the regression model. The Omnibus Test of Model Coefficient helped the researchers to assess the overall impact of change leadership on employee productivity by providing valuable insights into the effectiveness of leadership strategies on performance. The Omnibus Tests of Model Coefficients shown in Table 11 below suggests that the predictor variables included in the model at Step 1 as well as the block of predictor variables and the overall model are statistically significant, as the p-value of 0.001 is less than 0.05. These results provided the researchers with confidence in the reliability and validity of the model, reinforcing the notion that the predictor variables are indeed influential factors in determining employee productivity levels and implies that the variable change leadership, has a substantial impact on the level of employee productivity.

Table 11: Omnibus Tests of Model Coefficients

		Chi-square	df	P-value
Step 1	Step	10.597	1	0.001
	Block	10.597	1	0.001
	Model	10.597	1	0.001

The model summary below in Table 12, is commonly used in logistic regression analysis. It is used to assess the predictive power of the model, indicating how well the independent variable change leadership, explains the variation in the dependent variable employee productivity. Table 12 is explained as follows:

- ➢ -2 Log likelihood: Used to provide a measure of how well the model fits the observed data
- ➢ Cox & Snell R Square: Pseudo-R squared statistics used to provide a measure of how much of the variation in the dependent variable is explained by the independent variables
- ➢ Nagelkerke R Square: Pseudo-R squared statistic, similar to the Cox & Snell but adjusted to perform better by considering the maximum possible value of the likelihood function.

The model summary was used to provide the degree of the model's predictive power. Based on Table 12, the Nagelkerke R Square value of 0.158 indicates that change leadership can predict a 15.8% change in employee productivity. This model suggests a moderate relationship where change leadership has a meaningful impact on productivity levels.

Table 12: Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	100.962[a]	.113	.158
a. Estimation terminated at iteration number 4 because parameter estimates changed by less than .001.			

Table 13 compares the observed values of the dependent variable with the predicted values from the model and provides insight into how well the predictive model performs in classifying these observations. For this analysis, the concepts were classified into two groups (0 and 1), with the latter constituting agree and strongly agree and zero being otherwise. The model correctly predicts the 0 category 79.7% of the time and the 1 category 55.2% of the time. Additionally, 71.6% (n=63) of the cases were correctly classified. This analysis indicates that the model more accurately predicts employees who disagree/strongly disagree with statements about productivity, achieving 79.7% accuracy. In contrast, it predicts those who do agree/strongly agree with 55.2% accuracy. Overall the model performs reasonably well, correctly classifying 71.6% of the cases.

Table 13: Classification Tables

	Observed		Predicted		
			Dummy Productivity		Percentage Correct
			.00	1.00	
Step 1	Dummy Productivity	.00	47	12	79.7
		1.00	13	16	55.2
	Overall Percentage				71.6
a. The cut value is .500					

For further exploration of this research question, the researchers proposed the use of the following equation to analyse how change leadership (CHLEAD) influences employee productivity (EPROD), which is expressed in Equation [1.1] below:

$$EPROD = k + \beta_1 \, CHLEAD + \varepsilon \ \dots\dots\dots\dots\dots\dots \ \text{Eqn. [1.1]}$$

Using simple binary logistic regression, change leadership can be used to predict variations in employee productivity (-2ll=100.962, $\chi^2(1)$=10.597, p-value < 0.05).

Table 14 presents the variable; change leadership and employee productivity. Based on Table 14, change leadership positively predicts employee productivity (p-value < 0.05). Those who indicated that there is change leadership are 4.821 times more likely to suggest that there is employee productivity compared to those who did not indicate that there is any form of change leadership. The results suggest that effective change leadership positively impacts employee productivity and employees who experience this phenomena are more likely to exhibit higher levels of productivity compared to those who do not experience effective change leadership.

Table 14: Binary Logistic Regression Variables in the Equation

	B	S.E.	Wald	df	Sig.	OR	95% C.I.	
							Lower	Upper
Dummy Change Leadership	1.573	.494	10.138	1	0.001	4.821	1.831	12.694
Constant	-1.285	.313	16.820	1	<0.001	.277		
a. Variable(s) entered on step 1: Dummy Change Leadership.								

Research Question Two

What is the correlation between employee engagement and employee productivity at Purple Bank?

This research question was explored quantitatively and qualitatively to enhance the validity of the findings. The researchers began with a quantitative analysis of the two previously mentioned variables, followed by a qualitative assessment of the two concepts.

Quantitative Analysis

Table 15 presents the cross-tabulation between employee engagement and employee productivity. The Employee Engagement Index and Productivity Index categorised employees based on their level of engagement and productivity from a range of "Very Low" to "Very High". The numbers in the table represent the count of respondents and the proportion of respondents in each category relative to the total number of respondents. Most employees are moderately engaged representing 65 out of the 88 respondents. Whilst that category has the highest count, productivity varies across the different engagement levels as 80.8% of respondents with "moderate" engagement have a "moderate" productivity index and 63% of the respondents have a "high" productivity index.

There seems to be an association between engagement and productivity, with higher engagement levels generally pointing to higher productivity indices.

Table 15: A Cross-tabulation between Employee Engagement and Productivity

Employee Engagement Index		Productivity Index					Total
		Very low	Low	Moderate	High	Very High	
	Very low	0	0	0	1	0	1
		0.0%	0.0%	0.0%	3.7%	0.0%	1.1%
	Low	1	0	9	6	0	16
		100.0%	0.0%	17.3%	22.2%	0.0%	18.2%
	Moderate	0	6	42	17	0	65
		0.0%	100.0%	80.8%	63.0%	0.0%	73.9%
	High	0	0	1	3	1	5
		0.0%	0.0%	1.9%	11.1%	50.0%	5.7%
	Very High	0	0	0	0	1	1
		0.0%	0.0%	0.0%	0.0%	50.0%	1.1%
Total		1	6	52	27	2	88

Table 16 shows the association between the categorical variables. The chi-square test was used to examine these two variables because they are ordinal variables and the researchers wanted to evaluate if there was a significant association between them. The findings revealed a statistically significant relationship between the two previously mentioned variables ($\chi2$(df=16)=64.206, p-value < 0.05). This is indicated by the low p-values in the Pearson Chi-Square and the Likelihood Ratio tests. This means the observed association is unlikely to be due to chance. The likelihood ratio further confirms the significant association with a p-value that is also less than 0.05 whilst the Linear-by-Linear Association suggests no significant linear trend.

Table 16: Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	64.206[a]	16	<.001
Likelihood Ratio	26.783	16	.044
Linear-by-Linear Association	2.788	1	.095
N of Valid Cases	88		
a. 22 cells (88.0%) have an expected count of less than 5. The minimum expected count is .01.			

Table 17 provides information on the strength of the association between the variables being examined. Phi-coefficient has a value of 0.854 which indicates a strong association between employee engagement and productivity. In this test, a value close to 1 signifies a strong relationship and the p-value less than 0.001 confirms that this result is statistically significant. Cramer's V and Contingency Coefficient (cc) shows values of 0.427 and 0.649 respectively, as these are still close to 1, they indicate a strong association between the variables. Overall, the relationship seems to be a strong one (cc=0.649) as indicated by all three measures which shows high values close to 1 and p-values less than 0.001. This table allows for speaking on the strength of the relationship between employee engagement and productivity.

Table 17: Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.854	<0.001
	Cramer's V	.427	<0.001
	Contingency Coefficient	.649	<0.001
N of Valid Cases		88	

Qualitative Analysis

The issue of employee engagement and productivity is critical to this study and was also examined through a qualitative perspective. All the participants in this study agree that employee engagement is crucial to employee productivity. For the interview, participants responded, "What role does employee engagement play in determining your level of productivity? Moreover, can you give specific examples from your work? The interview responses highlighted key themes regarding the role of employee engagement in determining productivity.

Engagement through Motivation

Devon** said, "Now, um, in the local parlance and outside of work, but I think it's applicable. So you can take a horse to water but can't make it drink. In the context of organisations and employee engagement, I think Peter Drucker, our father of business, says that culture eats strategy for lunch. And that is in essence, saying that if you have this great vision and if the people aren't engaged to the point where they can see it, but you have to tell them, it's a telling thing. Change has to be an internal thing because the person has got to see what's in it for me. Can the person see that and internalise it? Then, the strategy has an opportunity to succeed. It doesn't guarantee it." He continued, "So what I found was good in terms of employee engagement and therefore that is why the clarity of the vision is important. If as an employee, I didn't understand and see for myself, boy, if we get this right, what it would mean for me? Because I mean, I know the leaders know what they want because they will get a bonus. But for them, it's more than a bonus; it's more aspirational and bragging rights. As an employee and a professional in my own right, it gave me an opportunity to drive and effect a strategic exercise. That's the kind of work I like. I like to see change. I like to see things that weren't there before come alive. So, for me, it meant driving and being a key stakeholder in the change for our organisation's future rise."

One participant, Faye**, offered a perspective that aptly summarises the relationship between employee engagement and productivity, "Rightly so. If I'm sold on a particular activity and get the opportunity to buy into it through the engagement, I'll certainly be more motivated. I would have a better appreciation of what the goals are and what the objectives are and be more targeted in my approach to achieving the same. So, it would undoubtedly increase my productivity."

Lincoln** noted, "Okay, so it helps me to, I guess, be a part of the process and feel like you know I'm important, I play an important part in the process, and it helps me to be motivated to work towards the change…"

Engagement through Communication

Devon** offered "Taking on a new ethos where we have one slogan, which I know people are taking their time to buy into. But one of the things I think that came alive for me in terms of the services that I, the one in particular that I drove as project lead, is that I can see from concept to realisation, how I can enable the customer experience, how I can make a material difference for my fellow employees, less stress. I mean, we may have a different type of stress, but it's again, remember, it's a movement."

Lincoln**stated "…and because engagement is important, engagement providing feedback and engagement has a lot to do with communication as well so I believe it helps me to be guided towards the change."

Engagement through Participation

Lorian** offered, "So even if you are not totally in your comfort zone, the fact that you're moving from one stress to another is an improvement. It may not always seem like that, but you

know, like when you move from one car to the next, you know, you move. But guess what? You move from a small house to a big house. You like the big house initially, but it comes with its own set of new things. But you prefer these new things because that was your aspiration. And you learn eventually to, you know, adapt to it and even change it. So, the value of engagement and participation is that I felt empowered and encouraged to lead, be part of, and be a critical agent in this change. I knew the seriousness when the CEO wrote that, I was given a personalised letter to say that I was seconded to this project. He explained in that letter the importance of this project in realising part of the digitalisation strategy. And so I felt emboldened, I felt very much a participant, and also I felt ownership. I think that's generally in change, what is necessary to get participants to be able to move with the change because once you own it, you know, you put in more effort than they ask of you. And I can say that I have certainly bought into the change, adopted it, and taken ownership of it because of how it was sold and packaged to me."

Lincoln** noted, "I also engage in meetings, I guess meetings, and award ceremonies. Those are some of the tools that my organisation uses to engage…"

Engagement through Incentives and Rewards

Lincoln** offered, "…so you know, being rewarded or some incentive towards implementing the change. So, for instance, they implement a new loan process, and because of their implementation, they might have certain prizes for, you know, who achieves this or who is the top sales star, just for example. I can't think of anything particular to me right now. Still, yeah, just for example, them having that reward, you know it helps engagement to where they would communicate through like emails like they have something new implementing. They communicate through emails like they ask you questions, oh and I can recall when before the new loan process was implemented they used to have, or they still do, have Rubichat and they ask questions, and you get prizes from it and so forth. So that is a form of engagement. It encourages people, and you know incentive is always a motivation, but that is it for me."

In summary the themes underscore that employee engagement enhances productivity by fostering motivation, effective communication and participation and the use of incentives and rewards. These elements help employees to align with the organisation's goals, adapt to changes and increase their efforts towards achieving success which ultimately increases productivity.

Research Question Three

In examining the impact of change communication on the level of employee productivity at Purple Bank, the researchers provide a background to the perception of the respondents on change communication in Table 18 and employee productivity as seen in Table 10. Based on Table 18, most of the sampled respondents (n=47) moderately indicated that change communication is occurring in the organization, 30.7% believe change communication is occurring and 15.9% believe it is not happening in the organisation.

Table 18: Perception of Change Communication Index

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very low	2	2.3	2.3	2.3
	Low	12	13.6	13.6	15.9
	Moderate	47	53.4	53.4	69.3
	High	25	28.4	28.4	97.7
	Very High	2	2.3	2.3	100.0
	Total	88	100.0	100.0	

Again, further statistical tests were conducted to assess the overall significance of the set of predictor variables in the regression model. The Omnibus Test of Model Coefficient enabled the researchers to evaluate the overall influence of change communication on employee productivity by offering insights into the effectiveness of communication strategies on performance. According to Table 19 below, the predictor variables included in the model at Step 1, as well as the entire block of predictor variables and the overall model are statistically significant, with a p-value of 0.001, which is less than the threshold of 0.05. These findings give the researchers confidence in the model's reliability and validity of the model, affirming that the predictor variables significantly influence employee productivity. This suggests that the variable change communication substantially impacts employee productivity levels.

Table 19: Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	15.474	1	<0.001
	Block	15.474	1	<0.001
	Model	15.474	1	<0.001

The model summary below in Table 20, provided key statistics for understanding the effectiveness of a logistic regression model where productivity is the dependent variable and change communication is the independent variable. Table 20 is explained as follows:

- -2 Log likelihood: Used to provide a measure of how well the model fits the observed data
- Cox & Snell R Square: Pseudo-R squared statistics used to provide a measure of how much of the variation in the dependent variable is explained by the independent variables
- Nagelkerke R Square: Pseudo-R squared statistic, similar to the Cox & Snell but adjusted to perform better by considering the maximum possible value of the likelihood function.

The model summary was used to assess the predictive power of the logistic regression model. Based on Table 20, the Nagelkerke R Square value of 0.224, indicates that change communication can predict a 22.4% change in employee productivity. This model suggests a moderate relationship where change communication has a meaningful impact on productivity levels.

Table 20: Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	96.085[a]	.161	.224
a. Estimation terminated at iteration number 4 because parameter estimates changed by less than .001.			

Table 21 compares the observed values of the dependent variable with the predicted values from the model and provides insight into how well the predictive model performs in classifying these observations. For this analysis, the concepts were classified into two groups (0 and 1), with the latter constituting agree and strongly agree and zero being otherwise. The model correctly predicts the 0 category 83.1% of the time and the 1 category 58.6% of the time. Additionally, 75% of the cases were correctly classified. This analysis shows that the model is better at predicting employees who disagree/strongly disagree with statements about productivity (83.1% accuracy) compared to those who do (58.6% accuracy). Overall the model performs fairly well, as it correctly classified 75% of the cases.

Table 21: Classification Tables

Observed		Predicted		
		Dummy Productivity		Percentage Correct
		.00	1.00	
Dummy Productivity	.00	49	10	83.1
	1.00	12	17	58.6
Overall Percentage				75.0
a. The cut value is .500				

For further exploration of this research question, the researchers proposed the use of the following equation to analyse how change communication (CHCOMUN) directly influences employee productivity (EPROD), which is expressed in Equation [2.1] below:

$$EPROD = k + \beta_1\, CHCOMUN + \varepsilon \,……………………. \text{ Eqn. [2.1]}$$

Using binary logistic regression, change communication can be used to predict variations in employee productivity (-2ll=96.085[a], $\chi^2(1)= 15.474$, p-value < 0.05). Table 22 presents the variable (change communication) and employee productivity. Based on Table 22, change communication positively predicts employee productivity (p-value < 0.05). Those who indicated that there is change communication are 6.942 times more likely to suggest employee productivity compared to those who do not indicate any form of change communication. The results suggest that effective change communication has a positive and significant impact on the level of employee productivity.

Table 22: Binary Logistic Regression Variables in the Equation

	B	S.E.	Wald	df	Sig.	OR	95% C.I.	
							Lower	Upper
Dummy Change Comm	1.938	.512	14.298	1	<.001	6.942	2.543	18.951

Constant	-1.407	.322	19.080	1	<.001	.245		

a. Variable(s) entered on step 1: Dummy Change Leadership.

Research Question Four

What are the perceptions and experiences of employees on change management initiatives implemented at Purple Bank?

Contextualising Change Management

If we go from when we start from the point of academia and say in the context of the definition of change, and how it is categorised, it is a movement. That movement is from one state, a baseline state, a point in time to an ideal or aspirational state. It is, in fact, a movement. And in all movement, as they will tell you, there is resistance. If you take it from Einstein, there's an equal and opposite reaction to every action. So everything, all of life evolves as a change. They say change is constant and change is, in fact, that, constant because that's what we are as we live. Everything is changing. It's moving from one state to the next. It's like saying the future, but, the future has never arrived because you start today and you say tomorrow is the future, but when tomorrow comes, it is no longer the future. The next day becomes the future. So it's moving, almost as you call it. It's a movement.

In the course of change, it says there are many methodologies to arrive at in academia, such as effect, process, and origin. We have lots of models that have been postulated. For instance, Prosci has their methodology of effecting change, awareness, desire, knowledge, ability, and reinforcement. Whatever methodology that's arrived at, involves an aspirational state to which you're moving. Almost always, that change involves a change of behaviour and mindset because you are driving the person or the persons. It's challenging because you're calling on people to move from what Maslow called their safety zone.

People like comfort, and so when you want to get a person from a known to an unknown, you must change your mindset. You have to change the behaviour. Our normal status as humans, who are always part of change, is returning to our comfort zone. No matter who you are, you may like change, but, you only want the change you like. So, we are moving from here to there to make change happen. So, that gives you the aspiration and the why, which is the vision. And that movement has to come with some give, and some take. So you're moving from a state of change to, say, I'm moving from this point, which is your baseline. To get to that change, you have to get to a point where you explain the change, embed the change and freeze the old state to get to the new state.

Because if you don't, the resistance is continually there to return to the old. Almost always, you'll hear people say, we used to do it this way, so in the context of change, it is embedded in every facet of life. In organisations, it is the ethos of how the business evolves. It is how the business become efficient, productive and reach a point of what business is made to do: realise profit. No matter what, the organisation's leaders are almost always a profit centre. So, the profit may be expressed in value. It may be expressed in monetary value. It may be expressed in social value,

such as in NGOs. But there's always a profit. The definition of what you call profit may change. But in the organisation, the ethos says change. And we have seen over the centuries we moved in different phases of change from, manual work to industrial work. As you know, we are now in the phase of digitalisation, and all of that is catalysed by change.

Trevor**, thought companies often use change management to initiate adjustment. The process by which they manage that adjustment throughout the organisation is usually geared towards a specific objective, the things they want to achieve or change. Therefore, it is the management of that process. Lindon**, believed that change has several processes or stages, and at each stage, they have to either control the change or get people to adapt to the change. Hence, it's overall just an approach to dealing with and implementing organisational change, so that's what it means to me. However, Peter**, opined, "Well, I think their approach to change helps because they let us understand why it is necessary and the benefits of the change, and you know, before the change is implemented, I believe that they do seek our opinions and they do train us.

They train us to get us to adapt to the change and to be able to manage whatever, policies or procedures or whatever is being implemented at that point."

There is a consensus among the participants that management is just a transition of processes and technology, in essence, based on the everyday advancement of technology. That is the primary reason or justification to fall under the heading of change management. Timberline** postulated, "And if it's management, then it's something that you need to account for, something that is probably leading to improvement. I use the word probably leading to improvement because you might get it most often, but it might not be the case where improvement was needed. But in most cases, we need modifications to make our lives easier. But change management? It should then be modified to impact whatever operation, um, that is, well, the respective operation. So whether it's from the standpoint of, production standpoint of just, um, well, on the banking operations, sales operations, it must be very impactful to make work more efficient and effective. That is how I view change management. We will undertake either the following or seek additional technology for the change. We're seeking additional resources that can be either by way of software, human resources, or implementing departments to allow a free-flowing operation."

The participants knew change management from its definition to its operational framework. All participants clearly articulated that change management begins with people's willingness to accept change and the process administrators must employ to effect change. One participant noted that there are many models of change management that administrators must use to accomplish the desired change in people. One participant pointed out that the organisation is currently digitised, that this is where change has taken the entity, and that it will continue as new needs arise to adapt to reality.

Leadership's Approach to Change

The participants were asked how they think leadership's approach to change, you know, does the vision match the plan that has been put in place. How does that affect your willingness and ability to remain engaged during the process? Somerset** believed, "All right. It's dependent on how it's brought about. Suppose you involve me in the process where you provide the necessary

communication, necessary training, and transparency. In that case, this will motivate me to engage in this project and be fully productive. If, on the other hand, if I am not involved, if this drops on me like that, there will be resistance, which will affect the productivity as well."

Lewison** said, "In the embryonic stages of the change, the goal is set, we understand the goal. However, we don't see a well-thought-out process during the change or sometimes within the operation of change. To me, that is the biggest downfall of change management. Have we considered the significant pros and cons when we reach the end of the road or the middle? And if we hit the pothole, do we have the jack and the spare tyre to put things back into operation? Therefore, if the vision is clear enough, um, because at the end of the day, the fewer problems the subordinates have, the fewer problems management should have. If the subordinates are unhappy or can't operate, we have a chain of command regarding how we should report. Why are we not getting this report? I mean this result, sorry. We, in turn, bring it back to, you know, the manager or the supervisor to say we are not achieving this result. I also mentioned a chain because there is a chain at each level. So, my immediate manager will have an immediate manager. And that immediate manager will have an immediate manager. And it goes on until it reaches the board. So, the identity of the goal must be clear from one end of the

spectrum to the next. Therefore, I think it ought to be clear enough because most of the groundwork is done from the subordinate's end at the end of the day. So once it is achieved there, then. I believe that it would have been a success.".

Lorian** stated that "The organisation has three strategic pillars: people first, sustainability, and digitalisation. Um, about three years ago, they embarked upon a strategy to actualise those pillars, and part of that engagement was to get us to realise the goals in each of those pillars was to embark on a cultural change, which is supposed to be the underpinning or what would be the driver of the change. Now, change, as I said, is a movement. It's going to take time. To answer the question specifically, how did I buy into, adopt, and internalise the changes and the approach that was taken by the leadership of this group towards the transformation of the group? Um, and that change was to, first of all, start by getting a baseline. Very important. So, they started first and foremost by engaging an external consultant. Again, this is very important because the person doesn't come with some of the biases and the internal myopia that may exist within the organisation. So, they engaged an expert in the field from the US to conduct a baseline study and carve out the strategy. The strategy would start with doing a baseline study. So, they begin by assessing the leadership and assessment of the staff. This is a survey to understand the culture of the organisation. Also, what was telling me that there was seriousness towards the change was that it had executive buy-in. The CEO was the sponsor for the change. Also, there was an engagement exercise, from the baseline study to the assessment output and the strategy's outlining. From the Board right down to the leadership was engaged, so the packaging of the change assured me that there was seriousness regarding Executive buy-in, that resources would be committed to it, and that there was broad-based engagement. The extent of that and, you know, how effective that was, you know, I could share later, but I bought into the change. I needed to understand and buy into it because I saw executive buy-in and the approach engender the will, which engenders the output and vision we seek to realise. "

All participants believed that the organisation's mission is the core of leadership willingness to accept the need to implement changes. There is evidence that leadership implemented many initiatives to attain where the organisation is and that this was in keeping with the broader framework of the entity. Leadership was critical to the desire for change, and they began with goals, the need for external intervention (consultant) to needed resources, and then the 'buy-in' of staff members.

Approach to Change Management

Change is a process that requires time, buy-in, a goal, a process, and leadership's willingness to meet the individual's goals while executing the organisation's change process. This perspective makes for a rich discourse with the participants of this study. The participants' views are as follows:

Devon**indicated, "Once it is, it's something appreciated from all directions because, sometimes, you have changed, and it might seem as if it will affect only one particular thing, or one party, or section of a thing. But really and truly, you have other sections and appendages that need to operate to have that change working. Sometimes, it will affect you when those don't work with that common goal. So I believe that each aspect of that change should be aware that your role is equally important because sometimes I feel like maybe one doesn't feel like it's as important. So, it causes a major downfall in the process. And from our experience within the type of environment that I work in, you know, not only staff will suffer because of a change, but also who we are catering to, you know, the customers at large and without the customers, or if you have dissatisfied customers, then it will hurt the operation greatly."

All participants concurred that change begins with a directive from the top. The directive filters to the executive level and is then interpreted and implemented by middle managers. Matthew** said, "Well, the impact it would have from my or my team's perspective is the timeliness of the information filtering down to us. So often, we receive the necessary correspondence in a delayed manner. So, we are always rushing to get information on the new processes quickly." The participants outlined that they were not a part of the general discussions on issues to change but must implement the measures for the change. Change is not all-inclusive in this organisation, and when a directive is conceptualised, it is passed down to middle management, which must implement the directive. A participant highlighted problems with change management in the organisation in a fitted way when he said, "So I think it ought to be clear enough because most of the groundwork is done from the subordinate's end. So once it is achieved there, then. I believe that it would have been a success.

Effectiveness of Change Communication Within the Organisation

Lewison** noted, "This is not an indictment on the person, but there's always a sense of, are you being told the entire story? And you can appreciate that only some things can be said in every forum and to everyone. So, you are reading between the lines. So when something is communicated, you're, you know, wondering what was not said. So, you are curious whether I am being told the whole truth, or if not, what is missing? In terms of the impact on productivity?

Well, it has a minor effect. It is in your mind somewhere. But to the point that it impacts productivity, I would say no."

Lorian** provided an extensive perspective on the effectiveness of change communication within the organisation. She indicated, "So my perception again is based, it's not empirical data because I do not have the data to say on a scale of, you know, 1 to 5 with all of the data points in our communication within the organisation, I think I can I would say materially that the work has, I would say that it has been enhanced in terms of reach and that has been enabled again because of the technology. The communication mediums have increased, increasing the possibility of reaching the audience. Um, the different types of communication have certainly made it easier to be made aware. So, you have both push and pull communication, where there are things that the person can use to find themselves. There are things that they've been forced to do, and it gets to meet them in a medium. There are so many varying mediums that the probability of you losing the message could be much higher. Whether you take the message seriously now and the effectiveness of your owning that, that's a different thing. But there's certainly been significant work in making it available. Um, is it perfect? No, communication is an ongoing thing. And if we look at the context of the time that we are in, it has been significantly hampered by COVID-19 because we have had to pivot in a way that we've never done before to reach people. Um, and that offered even a more significant challenge to engage staff because it's wanting to have a group. You might end up with groupthink, but at least you can see the person's response. So, you can observe what they may not say to you as part of communication because you know their past behaviour and material engagement with one another. In reaching persons, for COVID, I think it made a material; if there was material resistance and, um, how do I say inertia, um, blind spots in that communication and made it harder to discern whether or not you're reaching employees? For me, I stayed engaged because, again, one, my way of thinking, but two, because the project that I am on is not a company one; it's a group. So, I am always aware, and I'm always reading everything that comes out. It was effective because it was not necessarily solely dependent on the facts of the communicator. Still, I wanted to stay connected because of my attitude as a communication consumer. It was essential to know what was happening regarding the project and its impact on people's lives. We've had instances where persons on my project got COVID-19, family died, and a lot of families died. I had family members that died, and that impacted the morale of the project. It affected the speed at which we could move. It impacted people coming in a meeting in a zone where you're not seeing them, you're not feeling them, they're not getting a hug. And then we had, of course, that barrier of the zoomed-out sort of thing. You have Zoom conference fatigue because you're always on it and trying to put on a face as best you can. And sometimes, you may need to be in a different place to show your face or feel good to show up. So I think for me, the effectiveness, um, in the context of the exceptional thing that happened with COVID was on a scale of 1 to 5, I would still say that it was about 3.5 - 4 because, um, I, I really wanted to stay in contact and also wanted to, to be aware of what's happening with my other colleagues, because I knew materially that it was a significant impact on the project. It was an unknown, unknown. I also learned about the risks to material movement, the projected timeline, and the project duration."

Change management communication is ineffective in the organisation. Managers receive communication at short intervals and must implement it immediately. Staffers are not included in the decision-making process, and managers are merely executors of directives. A statement made by Devon** aptly captures the previously mentioned perspective, "Sometimes, the communication is not there. Therefore, that is something that I have an issue with because customers often know about these things before we do. They come and present the information. And then you have to go and research, after which it would be best if this knowledge were imparted beforehand so we can know how to better deal with the customers when they visit."

Change initiatives

The organisation implemented new initiatives. These initiatives form the basis of this section. Lewison** said, "Last three years. Okay. Um, the company is currently undertaking a change initiative. And yes, it should, perhaps, impact me and other persons within the company," Robin** stated, "My experience. Um, there's some level of communication. I believe there's room for improvement, not just with how it is communicated, but the timeliness of it and how it impacts me and the lower-level staff. They sometimes have questions they pose that they don't have the answer to. That will influence me because I cannot often give them the kind of answer they require. Sometimes, you must be careful what you share because you do not know what is happening sensitively. Yes, so you have to be, you know, exercising a lot of tact in your communication and ensuring that sensitive information is not shared with whom it should not be shared. Yeah."

Faye** cited, "Well, to see the change, you must be hands-on. Therefore, if you are engulfed or in, you are in the process, or whatever change it is, you must communicate negative or positive effects. It is having on the staff itself, um, to the persons responsible for these changes. So, management would have to be engaging the junior staff, um, as to what their issues are. How is it that they, and why is it that they feel that that particular way? Because people will always complain sometimes. And, you know, to try and guide the process to find out why they feel in a particular way. Could you help them to see it in another way? If it is, what they are seeing is not in alignment with the goals and strategies of the organisation. However, as I said, it has to be a hands-on process."

Lincoln** opined, "Training and support. Yes, training is always scheduled for whatever changes are planned for the organisation. It has helped significantly because without going through those training exercises, we would have to be left having to learn on the job, even though that is the case sometimes. But at least you are better equipped to deal with the questions, situations, or scenarios you face using whatever systems or changes."

Somerset** lamented, "Okay, based on what you asked, given the time frame in which the information is usually disseminated, we need an improvement. So, I wouldn't say I like that something comes out today and will be implemented tomorrow. Organisations should allow the staff to grasp the information, review it, and see if any kinks need to be ironed out because sometimes things are implemented. But the troubleshooting aspect of it is not ironed out. It needs

to be reviewed more thoroughly so that you know this is a solution to this issue should something come up. So, giving us time to grasp the information, as well as how it is and how it is

disseminated, is essential. As I mentioned earlier, people get excited and enthusiastic about getting prizes and getting a chance to be out of the office to get the information. This would give, um, the staff, boost the staff's morale and have them accept these changes better."

An online platform is among the newest initiatives. Matthew** said, "Yes, I have our newest platform, our newest online, uh, sorry, our newest account opening process. I was chosen to be a part of the um pilot for the unsecured loan process. Um, in the beginning, it was, you know, every new product you're going to have some, some you're going to shy away from. However, when you get to understand the product, you're more productive because the system they're implementing is to make our lives easier. And so far, I can say my life has been easier using that new platform."

Employee Engagement

Employee engagement could be higher in this organisation. Although there are varying perspectives on employee engagement, the participants agree that a linear approach is used for decision-making and change management initiatives.

The question was: Are there specific aspects of change implementation that you find particularly challenging or believe could be improved to better support employee engagement and productivity? Devon** opined, "Definitely. You will not get it 100% Right. But I believe in change; if you get to that 75% 80% thing, you can claim some success because the exercise in change is, it is an ardent one, it is an audacious one, especially when you are doing highly technical things. And you are going against things that you have done all the time. You tell people one thing and are now changing to something else. And also, when it involves technology because it is not the most dependable. So, many lessons are learned, and things need to be done differently. If I were to take you, would you allow me to take some lessons from a particular exercise and see where there's room for improvement? As I said, remember I told you, Peter Drucker said that culture eats strategy for lunch?"

He continued, "There needs to be, and I think there's greater work to be done in ensuring leadership alignment, and I say that is not necessarily in the bank. Maybe the bank has gotten it, but it's not across the board. I am not sure that the depth of the determination and the commitment to strategy are as far down as they should be, but based on the survey and the reality, we still have some surface commitment. That is what I have to tell you to save face. The survey also told us about the trust level, and the baseline data told us about the trust level, particularly among leadership. Staff to the leadership: leadership to staff seems to be high, but the staff to leadership is in question. Speed of trust is an expensive exercise because it is emotional. People need to believe that what you say is the case. And so, we need to do a lot of work there. I believe we have so long spoken, and the others do not have the reality that they believe more in what they see than what we say. And that is the reality. I believe a lot of work is needed to create that oneness".

Steven** articulated, "You can't be one in 20 pieces because somebody is going to slip through the crack. There must be a need to know that I do not have to love you, but we are in the same boat. And if we don't all row this way, the ship will not go, and all of us will sink; it is not just me. You not doing your part affects me and others; there is a greater need to understand. In terms of further change and lessons learned, there still seems to be a significant gap in the business on knowledge, business acumen, the necessity for profitability, and what drives business. We all understand that the organisation's future is at stake, and by extension, your job unless you don't want to be here, in which case, your choice is yours to make. If you're going to be part, be part, and be a wholesome part, even if it means criticising, let it be obvious. Also, there is an opportunity for the culture to be transparent, receptive and authentic enough to know that if I criticise something, it does not mean I do not love my company."

Lincoln** remarked, "Many people have failed to give truthful, frank and authentic responses to some of the questions because of fear. We told them the survey was anonymous, but they didn't believe us. So, they believe that they will be ostracised, they will be marked, marked as somebody who either doesn't like the organisation, doesn't like their boss, doesn't toe the line, that sort of thing. And you got that when you speak to people one-on-one, they will not say it in the survey. And that, again, is a coefficient of trust. There is a serious bit of work. And I think business people need to understand the business drivers; they must know the numbers if they don't measure them or if they don't know the impact of what they do. And it has to be in the numbers because that is business language; finance."

Simone** believed that "Costs, revenue, expenses, you must know all the drivers, how do you cost? What is the cost of a loan? What is the true cost of a loan? We must have the tools to do the job, or the change can't happen because of the frustration and people's willingness. I mean, there are willing persons. And we have learned that lesson. If you want to encourage change, you must give me the tools to do it. Nothing frustrates people more than they are willing, and they try and try; one key caveat that has opened in this change is that we needed to have done a significant amount of transmission on the technical end before we embarked upon adding anything to it. Because that challenged us, and you know, some people overdid their commitment to some extent because they saw what happened before. They told about what happened in probably another application, and the promise was given that it wouldn't happen in this. They've come full circle to be able to say definitively, I told you."

Lorian** remarked, " The good thing is, we have a new cadre and approach to approaching this sort of technology response. There is a greater sense of urgency because of a greater focus. Lessons learned what could be better, there's aa greater need for ownership. Again, as I told the company, ownership is in it for me because that is all in the change engagement. In some of those exercises, our staff members fear losing their jobs; nobody can guarantee their jobs. It would help if you didn't guarantee yourself any job. But, remember, I will tell you from the beginning of the change that we are moving from comfort, whether people do not like the job or are just there to get the money. That is their comfort baseline. And they do not want, even if they don't like the job, they don't want to move from that state. So we need to. There's still some work to be done not only on the part of leadership but on the part of each person reflectively in the business, why I'm here, and what value I'm adding. Are you adding the value, and really and

truly, for what you're being compensated? Are you giving compensated value? We all know we can work for more, but are you genuinely giving more value? "

Lincoln** stated, "…in all fairness to those who give more than they are expected to than they are paid to do and to take their initiative, give their time, talent, and treasure to expand and enable the strategy. Honour them, and not let them feel that their extra effort is in vain when you see some people languishing time, talent, and money at the expense of others. There are lots of lessons to be learned there. In terms of change, I think that more than anything, people must identify the benefit to them. But the big picture must be that it is not all about me because it is a collective. And if the organisation, the people with whom the accountability lies to drive the change, do not realise the output, they can't share this. Whether the spoils are good or bad, they can't share this. If it's blame, there is plenty to go around; when there's profit, there's little. There is more and more reason to help the organisation to profit so that even if you are getting less, you are getting less out of a more significant part, which ends up being more. I think those were some of my lessons. If I were to look back at how I could have done better, I know I would have done different things. I have done two certifications since this change exercise because I knew I needed to level up."

Simone** opined, "I have sought mentorship from persons and have enrolled in courses and subscribed to some change magazines or subscribe to portfolio management things to credit because it is like project managers and portfolio managers, all the projects you go to, you are not a subject matter expert, because I wanted to be able to understand the language, the vocabulary and the nuances of the particular product. I also have subscribed to many things to understand and at least appraise myself of the nuances. So when I hear it, at least I am not lost. Also, when I am called to lead others, I can lead them informedly in a day when information is free and plentiful. " She continued, "So that I am giving a considered response because I'm anticipating what people will ask me, and I have already walked through that use case in my head to have a ready response or, if not, be prepared to know where we can get the help. So that is what it has done for me regarding changing lessons. As I said, I have scaled up and done with exposure; there are times in it, like many, that I have gotten despondent. I have learned from that as well. Again, there are more reasons as change agents to find things other than the work and the strategy to keep you going. Because it can get taxing, it sacrifices not only anyone if you are highly committed, but it is also a sacrifice for your family. But I am committed to the greater good and believe in it 100%. And I'm delighted to see where it is and where it is going. We still have a lot of work to do. But it is a work in progress. And the future is hopeful."

Challenges

The participants provided a rich discussion, giving some context for the issues arising in change management that created a problem in an Organization. Steven** believed, "All right. I find no part challenging, but what could be improved? As an organisation, we must ensure that each team member understands the reasons for these changes. And as it relates to our DART values, it suggests being transparent. Many times, the changes are brought upon the team, and they question the need for it, why it is that we, I mean, it's just human. People don't just like to change. And if you're going to change them, you have to sell that change. So they buy into it and

adopt it. So I find that there's resistance. I give you an example. The technology that we are introducing. Within my unit, before it, people would complain about a lot of documents that needed to be completed and scanned and the entire process."

Somerset** noted, "Now, here's a process that seeks to remove much of the work and make the process straightforward. But to get the team to fully adopt and embrace and take it on, it's a challenge, and you would think that, you know, there's a solution to the challenges that they

have been expressing, and they would jump on it. But no, that's not what you find. So, the change is that they are reluctant, which is out of human nature. And perhaps it is that they are not fully sold on it. They don't think this is necessary now, so they give a little pushback. So, one could argue that I should have been able to sell it better where I sit. But there are times when they need higher-level managers and higher-level leadership to get involved and sell this kind of change. It's not a local change. It's not a change within a unit. It's an organisational-wide change. So, leadership at a particular level is needed to engage and ensure the team understands why we are doing this now."

Richie's** view was similar to those of participants in this study, but he added some context to the challenges experienced in change management. He argued, "All right, I can say what could be improved; it may be like if a change is implemented. Are there any measurements of the change being successful? There are times when change is implemented, and you know, I don't believe the organisation tries to get feedback or something to measure the results of that change to see if it was successful. The employees can know, say all right, this is so, and this is so, and this is that because they're doing the actual job. They're dealing with the customers and the systems and all that. Still, I'm not sure if the organisation focuses on finding out if or prepares enough reports to find out if whatever was implemented is beneficial is doing what it's supposed to do. Yeah, so I hardly find any issues with the change process. I believe it's done smoothly; there's enough communication, and you know." He continued, "There are enough meetings, discussions, and I just think that the measurement of it after it is implemented is not communicated enough, or maybe it is that we are not the ones who are supposed to get that information, but again, we are the ones who are working on the floor and yeah so maybe we need that information. Yeah, because they're measuring it and getting reports on it, which can determine what needs to be changed and what needs to be improved. They always say that change is a continuous process, so I find that sometimes the organisation will implement the change and leave it there. Still, you must measure it and see if anything needs to be changed. Does that make sense? Et cetera."

Lewison**, who echoed Richie's perspective, stated, "Definitely, from my personal experience, the support from management would be of tremendous help because the demand daily, based on the staff complement, is extreme. So if we implement new procedures to attract more clients naturally, we would need additional support to be effective and conduct our duties promptly."

Discussion

In this section, the literature review is merged with the current findings. The literature reviewer provides the context for interpreting the current findings and is a platform for the conclusion and recommendation. For this chapter, the researchers present the work from research questions in sequential order as they appear in the introductory chapter of this study.

Research question 1: What is the impact of change leadership on the level of employee productivity at Purple Bank?

Jones & Recardo (2013) posited that individuals occupying leadership or managerial positions within an organisation, even those with a history of success, do not inherently possess the requisite for effective leadership during change initiatives. This perspective explains the barriers to effective change management, which takes the discourse to change leadership and productivity. Jones & Recardo (2013) believed leadership quality determines the change's success. Hence, it is paramount for the change leader to be dynamic and well-rounded to overcome the unique challenges associated with the change process. Their idea sets the premise for a quantitative assessment of change leadership and productivity.

A study by Ahmed et al. (2013), using 252 participants, found that deficiencies in employee performance could be effectively addressed by applying leadership principles within the change management framework. Ahmed et al.'s work brings to the forefront of change management discourse the role of leadership in change management and its effect on employee performance. The previous scholars' perspective aligned with Igudia's (2021) work. The previously mentioned scholars' works were in nations outside Jamaica, and this study is on Jamaica. Like the previous study, this research concurs with the literature. The current work found a positive statistical relationship between change leadership and employeeproductivity(-2Log likelihood = 100.962, p-value < 0.001; Nagelkerke R Square = 15.8%). Additionally, those who indicated that there is change leadership are 4.821 times more likely to suggest employee productivity compared to those who did not indicate any form of change leadership.

The current study showed that the single variable, change leadership, significantly influences employee performance. Therefore, the leader's role is critical to employee productivity, which must be balanced in change leadership or an organisation. Nwosu et al. (2023) argued that leaders are the primary catalysts in the change process, highlighted in this research. They offered the perspective that dynamic leadership constituted an indispensable requisite for enhancing and maintaining organisational productivity levels and accounts for the high correlation between change leadership and employee productivity in this research.

Research question 2: What is the correlation between employee engagement and productivity at Purple Bank?

A quantitative study by Nwinyokpugi (2018) in the Nigeria Banking Sector involving 102 respondents concluded that employee engagement is significantly associated with employee productivity. Similarly, Evangelist-Roach (2020) advanced the notion that cultivating, sustaining, and prolonging employee engagement is paramount in change management. This scholarly

inquiry, enriched by insights culled from semi-structured interviews, organisational strategic plans, annual reports, and change management plans, clearly underscores the assertion that for businesses to achieve success, their change management efforts must adeptly communicate with employees, thereby augmenting productivity and subsequently amplifying the return on investment. This study concurs with Evangelist-Roach (2020), which is an association between employee engagement and productivity.

The current study found that engaged employees felt a sense of belonging to the organisation, were motivated, and were committed to the work process. One participant articulated that incentives motivate employees, and their engagement in the organisation accounts for high productivity because employees buy into the entity's goal. Lincoln** provides examples of how employee engagement positively correlated with employee productivity. He said, "Okay. Therefore, I believe so. I believe so, in all honesty, in terms of being more productive when engaged. Um, and some examples. To be fair, um. We have ours to do. I work among staff that, most of the time, you will probably have a certain connection with within my department. Even so, occasionally, you feel so light-hearted doing the job. Sometimes, because you rap with your peer, you engage with your peer, you engage with your colleague, and sometimes it is about sharing ideas because sometimes, on a matter of chance, again, I might have my perspective of the change. Moreover, a colleague can point out, no, this is what it will be and what it will be like. Moreover, because of that level of engagement, you give it a chance, and you find the silver lining, and the result will have you being, you know, more productive, more appreciative of what is to come."

Patro (2013) contributed to the discourse about the positive correlation between employee engagement and productivity. In his comprehensive examination of existing literature, encompassing a spectrum of studies, including research conducted at the University of Wisconsin, Patro (2013) highlighted that employee engagement directly influences employee productivity. Although a qualitative perspective was used to collect the data for this phenomenon, for this study, there is evidence that motivated and highly engaged employees directly influence production and productivity in a workplace. The empirical and the qualitative findings unequivocally underscored the affirmative impact of employee engagement on organisational productivity. Patro (2013) ultimately inferred that heightened levels of employee engagement are conducive to fostering commitment and active involvement, explaining the current findings.

Research question 3: What is the impact of change communication on the level of employee productivity at Purple Bank?

Employee engagement fostered through effective communication directly influences employee commitment and, by extension, productivity. A qualitative study by Hasanaj and Manxhari (2017) underscored the critical importance of consistent and efficient communication throughout the change process, aiming to mitigate the impact of resistance to change. It further highlighted that inadequately managed communication can yield adverse implications for change initiatives. It emphasised the necessity of effectively and comprehensively communicating the nature of the change to engender employee buy-in.

A quantitative study by Musheke and Phiri (2021) found that deficient communication within an organisation can engender feelings of uncertainty, apprehension, and discontent among employees, culminating in diminished productivity. Consequently, it becomes imperative for leaders to engage in effective communication with employees, as organisational missions and goals can be compromised when communication is ineffectual (Musheke & Phiri, 2021). This study also corroborates the notion that proficient communication positively influences organisational performance, to which this study concurs. The current work found a positive statistical relationship between change communication and employee productivity ($-2Log$ likelihood $= 96.085$, p-value < 0.001; Nagelkerke R Square $= 22.4\%$). Additionally, those who indicated that there is change communication are 6.942 times more likely to suggest employee productivity compared to those who did not indicate any form of change communication.

This study is on the financial institution in Jamaica and bears similar features to Nwata et al.'s (2016) work. Nwata et al. (2016) articulated that effective organisational communication was crucial for improving efficiency and effectiveness, and downward and upward communication was essential for enhanced employee performance. Comparably, Femi (2014), after quantitatively studying 120 employees in the financial sector in Lagos, also concurred with the other researchers about the positive relationship between communication and employee productivity. He further concluded that proficient communication fosters reciprocal understanding between leaders and employees, cultivating authentic organisational relationships. Those previously mentioned scholars provide some context for explaining the current study, which found a moderately strong direct relationship between change communication and employee productivity. In the qualitative response to a question in this study, the role of communication in productivity emerged.

Research question 4: What are the perceptions and experiences of employees on change management initiatives implemented at Purple Bank?

Ally et al. (2016) conducted a descriptive study across three Nigerian Universities to assess employees' perceptions of change management. Their study found a solid and direct correlation between effective change management and commitment. Furthermore, it underscored that the change initiatives' outcome was closely related to employees' willingness to embrace these programs and their resistance to change efforts (Ally et al., 2016). Importantly, Ally et al. (2016) suggested that when change is introduced and executed formally and efficiently, employees perceive it as a challenge and actively support it to ensure the success of these initiatives and the organisation's broader objectives. Conversely, if employees perceived the introduced change as a threat, they were more inclined to resist it, ultimately leading to the failure of the change initiative (Ally et al., 2016). The current study concurs with Ally et al.'s work.

For this study, one participant indicated, "Training and support. Yes training is always scheduled for whatever changes are planned for the organisation. It has helped significantly because without going through those training exercises, we would have to be left having to learn on the job, even though that is the case sometimes.

Nevertheless, at least you are better equipped to deal with the questions, situations, or scenarios you face using whatever systems or changes." Another remarked, "Yes, I have our newest platform, our newest online, uh, sorry, our newest account opening process. I was chosen to be a part of the um pilot for the unsecured loan process. Um, in the beginning, it was, you know, every new product you will have some, some you will shy away from. However, when you get to understand the product, you are more productive because the system they are implementing is to make our lives easier. And so far, I can say my life has been easier using that new platform."

Adda et al. (2019) demonstrated in their study that employee perceptions towards organisational change and leadership in the banking industry reflect the leaders' behaviour in managing that organisation's influence. This study had some challenges, and leadership is responsible for them. One participant outlined, "All right. I find no part challenging, but what could be improved? As an organisation, we must ensure that each team member understands the reasons for these changes. In addition, as it relates to our DART values, it suggests transparency. The changes are often brought upon the team, and they question the need for it. Why is it that we, I mean, are just human? People do not just like to change. In addition, you must sell that change if you will change them. Therefore, they buy into it and adopt it. Therefore, I find that there is resistance. I give you an example. The technology that we are introducing. Within my unit, before it, people would complain about many documents that needed to be completed and scanned and the entire process." Another opined, "Definitely, from my personal experience, the support from management would be of tremendous help because the demand daily, based on the staff complement, is extreme. So, if we implement new procedures to attract more clients naturally, we would need additional support to be effective and conduct our duties promptly."

The participants in the study indicated that people are willing to adapt to change, but how it is articulated and given creates a problem in many instances. One participant postulated,

"My experience. Um, there is some level of communication. There is room for improvement, not just with how it is communicated, but the timeliness of it and how it impacts the lower level staff and me. They sometimes have questions they pose that they do not have the answer to. That will influence me because I cannot often give them the kind of answer they require. Sometimes, you must be careful what you share because you do not know what is happening sensitively. Yes, so you have to be, you know, exercising much tact in your communication and ensuring that sensitive information is not shared with whom it should not be shared. Yeah."

Additionally, effective leadership will stimulate employees to be more involved in the change process, which will reduce resistance and lead to change adaptation, culminating in achieving organisational objectives (Adda et al., 2019). The study found that management needs to bridge the gap between themselves and their subordinates, which explains the challenges with the effectiveness of the change management initiatives implemented by the organisation.

A participant aptly summarises employees' issues in the change management initiative implemented by the studied organisation. He said, "There needs to be, and I think there is greater work to be done in ensuring leadership alignment, and I say that is not necessarily in the bank. Maybe the bank has gotten it, but it is not across the board. I am not sure that the depth of the

determination and the commitment to strategy are as far down as they should be, but based on the survey and the reality, we still have some surface commitment. That is what I have to tell you to save face. The survey also told us about the trust level, and the baseline data told us about the trust level, particularly among leadership. Staff to the leadership: Leadership to staff seems to be high, but the staff to leadership is in question. Speed of trust is an expensive exercise because it is emotional. People need to believe that what you say is the case. Thus, we need to do much work there. I believe we have so long spoken, and the others do not have the reality that they believe more in what they see than what we say. That is the reality. I believe much work is needed to create that oneness".

Rebeka & Indradevi (2015) and Choromides (2021) posited that positive employee attitudes toward change can be observed in their readiness and openness to accept change. In this study, there is a divide between top management and employees. The employees are not necessarily abrasive to change; they want to be a part of the process and offered more time to implement changes. Rebeka & Indradevi (2015) found that despite the potential benefits of organisational change for the business, employees exhibited resistance, primarily driven by their scepticism towards change initiatives. They continued that organisational leaders should play a pivotal role in clarifying to employees how these changes would benefit them. Such efforts were essential for achieving successful organisational change and enhancing performance (Rebeka & Indradevi, 2015), which explains the strong relationship between change leadership and employee productivity, as well as communication and employee productivity in this study.

Choromides (2021), in a qualitative examination of change within a financial institution, argued that leaders are responsible for articulating the vision and exemplifying the change process to mitigate resistance. In this study, employees are not resisting change; they are questioning the communication apparatus, the leadership approach to articulating the organisation's vision, and the tardiness of leadership in communicating effectively and timely on issues. Choromides (2021) spoke to the significance of effective communication, which should emphasise the change's benefits for employees and the organisation. There are issues relating to communication in this organisation, but employees are still producing at a high level. This reality means that employees are either highly intrinsically motivated or bought into the vision of the organisation and so are willing to work despite some inherent issues with leadership.

Conclusion

The theoretical underpinning of this study capitalises on the ADKAR Model, an outcome-driven paradigm that emphasises individual and organisational facets of change management. Additionally, Lewin's Model delves into the intricacies of the psychological dimensions surrounding change and its associated resistance. The selection between these theoretical frameworks hinges on the precise nature of the contemplated change and the organisation's overarching objectives. The theoretical model provided a platform for explaining how 1: Change communication, 2. Change leadership, and 3. Employee engagement influences employee's productivity. This study found a moderately statistically solid correlation between change leadership and employee production, communication, and productivity. Qualitatively, it was

found that employee engagement influences employees' productivity and that leadership plays a critical role in employee motivation and productivity.

Recommendation

This study recommends the following to address some of the limitations and weaknesses:

1. Future research:
   i. The researchers believe a national cross-sectional study should be conducted to validate the current findings and provide a context for policy initiatives across Jamaica.
   ii. Conduct a cross-sectional explanatory study to assess the current variables and others' influence on employee productivity.
2. Policy changes: The researchers believe that the current study can provide leadership at this organisation with critical insights into their practices, challenges, and issues that are retarding organisational success.

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