



# Role of Change Management on the Performance of Africa Improved Food Business in Rwanda: A Case of AIF Rwanda Ltd

Mussa Mutsinzi, Wabala Samuel  
University of Kigali

<https://orcid.org/0009-0002-6882-9037>

Email: [mutsinzimussa13@gmail.com](mailto:mutsinzimussa13@gmail.com)

**Abstract:** Researcher developed a need to conduct a study on the role of change management on the performance of Africa improved foods business in Rwanda. A case of AIF Rwanda Ltd. The study was target population was 537 AIF Rwanda employees where the sample size was undertaken to be 229 respondents, the researcher reviewed relevancy literatures aligned with these theories; Kotter's Change Management Theory, The McKinsey 7S Model in as well as the empirical review to enable researcher obtain the coherence to the study. the study used descriptive statistics and inferential statistics, both qualitative and quantitative was used to analyze the data with assistance of SPSS software program version 25.0. According to the results, the correlation between change management planning, communication, Employee involvement and Monitoring & Evaluation was 0.962 0.890, 0.888 and 0.955 respectively. The results present the variables of Role of change management; change management planning was statistically significant with  $p$  value=0.000<sup>b</sup>, the communication was statistically significant with  $p$  value=0.000<sup>b</sup>, and the Employee involvement was statistically significant with  $p$  value=0.003<sup>b</sup> and monitoring and evaluation was not statistically significant with  $p$  value=0.072<sup>b</sup> it is recommended that the government, particularly the Ministry of Agriculture (MINAGRI) and the Ministry of Trade and Commerce (MINICOM), engage citizens actively in the agro-processing sector.

**Keywords:** change management, business performance, Change management planning, Communication, Employee involvement, Monitoring and evaluation

## How to cite this work (APA):

Mutsinzi, M. & Wabala, S. (2026). Role of Change Management on the Performance of Africa Improved Food Business in Rwanda: A Case of AIF Rwanda Ltd. *Journal of Research Innovation and Implications in Education*, 10(2), 645 – 654. <https://doi.org/10.59765/saqF5>

## 1. Introduction

In a rapidly evolving business landscape, organizations face the critical challenge of adapting to change effectively in order to sustain and enhance performance. The need for robust change management has become increasingly apparent, particularly as businesses attempt to scale. Change management encompasses structured approaches to transitioning individuals, teams, and organizations from a current state to a desired future state. The lack of effective change management practices can lead to inefficiencies, employee resistance, and

ultimately, a decline in overall business performance (Kotter, 2021).

Evidence suggests that a significant number of change initiatives fail to deliver the expected benefits, with studies showing that up to 70% of organizational change efforts do not achieve their goals (Prosci, 2020). This alarming statistic underscores the necessity of addressing the elements of change management, including planning, communication, employee involvement, and monitoring and evaluation. When these components are not adequately executed, various issues arise. For instance, businesses may encounter a lack of alignment among

stakeholders, which can lead to fragmented efforts and wasted resources (Hiatt, 2022). Furthermore, ineffective communication during the change process frequently results in misunderstandings and decreased employee morale, which can ultimately hinder organizational performance (McKinsey & Company, 2021).

The necessity for robust change management practices has become evident, particularly as studies indicate that up to 70% of organizational change initiatives fail to meet their objectives. Key issues identified include a lack of structured change management planning, which hampers the organization's ability to define clear goals and allocate resources effectively, potentially leading to missed opportunities for growth. Additionally, inadequate employee engagement contributes to low productivity, highlighting the importance of involving staff in the change process to foster adaptability and innovation. Furthermore, ineffective communication during transitions often results in misunderstandings and resistance, undermining morale and overall productivity. Lastly, without proper monitoring and evaluation mechanisms, AIF Rwanda may struggle to track performance metrics and adjust strategies as needed, ultimately hindering its growth potential in the competitive food industry. In an increasingly competitive market, effective change management is vital for organizations aiming to enhance their performance. Africa Improved Foods Rwanda Ltd (AIF Rwanda) represents an interesting case as it seeks to navigate the complexities of scaling operations within the dynamic food industry. Despite having the potential for significant growth, AIF Rwanda faces challenges that may hinder its performance if not properly addressed through strategic change management initiatives. One of the primary issues is the lack of structured change management planning. Change management planning serves as the foundation for any successful transformation initiative; without it, organizations may struggle to define clear objectives and allocate resources effectively (Kumar & Singh, 2021). This gap may lead to insufficient preparation for scaling operations, resulting in missed opportunities. Also Lack of employee's engagement results into low outputs at work as it is recognized that When employees are engaged and invested in the change process, organizations typically experience greater adaptability and innovation (Nguyen & Nguyen, 2022). Communication is another critical factor that directly influences business performance during periods of change. Ineffective communication can result in misunderstandings and resistance among employees, which undermines morale and hampers productivity (Smith et al., 2023). Consequently, understanding the nuances of communication as it relates to scaling is essential for AIF Rwanda's growth strategy. monitoring and evaluation mechanisms are crucial to ensure that implemented changes lead to the desired outcomes. Without a robust monitoring system, AIF Rwanda may face difficulties in adjusting strategies as needed and tracking performance metrics (Jones & Brown, 2020).

Therefore, a researcher seeks to fill the gaps still existing by establishing a study on the role of change management on the performance of Africa improved foods business in Rwanda. A case of AIF Rwanda Ltd

The general objective of the study is to examine the role of change management on the performance of Africa improved foods business in Rwanda. A case of Africa Improved Foods Rwanda Ltd

## 2. Literature Review

### 2.1 The effect of change management planning on scaling business performance

A Study conducted by Johnson et al. (2021) emphasized the significance of stakeholder engagement during the early phases of Change Management Planning. The researchers found that involving key stakeholders not only fosters buy-in but also expedites the transition process by ensuring that the concerns and insights of those affected by the change are adequately addressed. The study concluded that organizations that prioritize stakeholder involvement have witnessed higher success rates in implementing changes effectively.

A research paper by Thompson and Lee (2022) conducted an analysis of Change Management Planning frameworks across multiple industries. The authors identified common elements that contribute to successful change initiatives, such as clear communication strategies, robust training programs, and the establishment of feedback loops. Their findings suggest that organizations equipped with comprehensive Change Management Plans that incorporate these elements are better positioned to navigate the complexities associated with transitioning to new operational states.

In another study, Garcia et al. (2023) explored the role of technology in enhancing Change Management Planning. By examining various technological tools utilized in change initiatives, the research indicated that leveraging digital platforms for communication and monitoring can lead to improved outcomes. The authors highlighted that organizations that utilized technology to track progress and engage employees in the change process reported higher levels of satisfaction and reduced resistance to change.

Furthermore, a recent analysis by Martinez and Chen (2024) focused on the impact of organizational culture on Change Management Planning. The researchers posited that a culture receptive to change significantly influences the success of change initiatives. Their empirical evidence illustrated that organizations fostering a culture of adaptability and innovation are more likely to develop effective Change Management Plans that align with their strategic objectives

## 2.2 The effect of communication on business performance

Empirical study conducted by Oreg and Berson (2022) explored how leaders' communication styles during a change process affect employee engagement and their perception of change. Through a survey of employees across various sectors, the study found that transparent communication from leadership significantly enhanced trust and reduced resistance to change. The researchers emphasized that clarity and consistency in messaging are crucial for fostering a positive organizational climate during transitions.

In another study, Kavanagh and Ashkanasy (2021) examined the relationship between communication practices and change acceptance among employees in the healthcare sector. Their research indicated that frequent updates and inclusive dialogues about the change initiatives led to higher levels of acceptance and engagement. They concluded that organizations prioritizing open lines of communication are more likely to achieve successful change implementation, highlighting the importance of feedback mechanisms and open forums for employee input.

Furthermore, a study by Ruck and Welch (2023) investigated the impact of different communication channels on employee perceptions during a corporate restructuring. The findings suggested that a multi-channel approach, combining face-to-face meetings, emails, and digital platforms, significantly improved information dissemination and employee involvement. The authors argued that utilizing diverse communication methods not only caters to different employee preferences but also strengthens the overall communication strategy during periods of transition.

Then, an investigation by Stritch and Mader (2020) focused on the role of communication in fostering a culture of adaptability within organizations undergoing change. Their findings highlighted that organizations with proactive communication strategies developed a more resilient workforce. Employees who were regularly informed and involved in the change process demonstrated greater flexibility and willingness to embrace new procedures and policies. This study underscored the essential role of continuous and two-way communication in nurturing an adaptable organizational culture.

## 2.3 The Role of Employee Involvement on scaling business performance

A study by Smith et al. (2021) explored how employee participation can enhance the success of change initiatives. The researchers found that involving

employees in decision-making leads to higher levels of commitment and ownership, which, in turn, positively affects the overall outcomes of change management efforts. By fostering an environment of collaboration and trust, organizations can effectively navigate transitions while minimizing resistance.

Another investigation by Johnson and Lee (2022) examined the impacts of communication and transparency on employee involvement during organizational change. Their findings revealed that when employees are kept informed about the reasons for change and are consulted throughout the process, they are far more likely to engage proactively rather than reactively. This communicative approach not only mitigates apprehension but also enhances employee morale and participation, which are critical for successful change implementation.

In a follow-up study, Thompson (2023) highlighted the role of leadership in facilitating employee involvement during change. The research indicated that leaders who actively solicit feedback and demonstrate a willingness to adapt their strategies based on employee input contribute significantly to a culture of inclusivity. This participatory approach encourages a sense of belonging and empowerment among employees, ultimately driving the effectiveness of change management strategies.

The study conducted by Davis et al. (2024) provided insights into the long-term effects of sustained employee involvement in change processes. The authors found that organizations that establish ongoing mechanisms for employee engagement not only manage current changes more effectively but also build resilience for future challenges. By integrating employee feedback into a continuous improvement framework, organizations can ensure that their change management practices evolve alongside their workforce dynamics.

## 2.4 The effect of monitoring and evaluation on scaling business performance

A study conducted by Akinpelu *et al.* (2022) examined the impact of effective M&E frameworks on the adoption of change initiatives within healthcare organizations in Nigeria. The researchers found that structured M&E processes not only enhanced stakeholder engagement but also contributed significantly to the timely identification of challenges encountered during transformations. Their findings underscored that a robust M&E system is vital for sustaining organizational change and adapting strategies accordingly.

Another empirical investigation by Singh and Gupta (2021) explored the integration of M&E in facilitating digital transformation within the banking sector. The authors described how systematic monitoring allowed banks to track the progress of their digital initiatives and

evaluate their effectiveness in real time. The data indicated that organizations with thorough M&E practices were more adept at making informed decisions that aligned with their strategic objectives, ultimately leading to improved operational efficiency and customer satisfaction.

A study conducted by Chen and Zhao (2023) provided an in-depth analysis of M&E methods in public sector change initiatives in China. Their study illustrated how the implementation of continuous M&E mechanisms could enhance accountability and transparency during organizational transitions. The results demonstrated that consistent evaluations not only fostered trust among stakeholders but also encouraged a culture of adaptability, enabling institutions to respond swiftly to emerging challenges in the public sector.

In a contrasting study, series of change management practices were assessed by Lee and Kim (2020), highlighting how ineffective M&E could derail change efforts. Their analysis of various multinational corporations revealed that the lack of proper evaluation systems led to misaligned objectives and stakeholder discontent. This underscores the need for organizations to prioritize the establishment of rigorous M&E frameworks to ensure that all change initiatives are closely monitored and adjusted as necessary to meet evolving organizational goals

### 3. Methodology

This research used descriptive and correlational research design. The study used descriptive design, aiming to detail the Role of change management on the performance of Africa improved foods business in Rwanda). The use of correlational research design was seen as to find out the relationship between dependent variables and dependent variables, the important goal of any correlation research was to determine whether there is a relationship between variables and to what extent the relationship, therefore the correlation analysis was assessing the relationship between these Role of change management in scaling business performance in Rwanda using specific indicators. Qualitative data was collected through open-ended questions to explore participant experiences, while quantitative data was gathered from closed-ended questions for statistical analysis on the

Role of change management on the performance of Africa improved foods business in Rwanda

Descriptive statistics produced frequency tables, percentages and mean that was used for presentation of characteristics of themes. From perspective view, inferential statistics looked the significance of the study in as well retrieving the relationship correlation of independent and dependent variables of the study on role of change management on the performance of Africa improved foods business in Rwanda. Multiple correlation regression model was used in order to analyze the data aided with SPSS 25.0 version computer software tool for analysis. Inferential statistics included the Pearson correlation and multiple regression analysis was used in order to attain relationship between independent and dependent variables. Regression is statistical technique that counts applied into determination of linear relationship between two or more variable and it mainly used in estimation of casual inferences, hence determining statistical relationships under application between two or more variables.

Researcher presents the Linear regression model as follow:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: Y = Africa improved foods business performance;  $\beta_0$  = constant;  $\beta_1 \beta_2 \beta_3 \beta_4$  = regression coefficients;  $X_1$  = Change management planning;  $X_2$  = Communication;  $X_3$  = Employee involvement,  $X_4$  = Monitoring and evaluation;  $\varepsilon$  = error term.

Participants were informed of their rights regarding their involvement in the study, and assurance was given regarding the confidentiality of any information shared, emphasizing that the data collected was used solely for research purposes. Additionally, the researcher was guarantee the anonymity of all participants and was ensure that no interviews are conducted with individuals below the legal age of adulthood.

### 4. Results and Discussion

This section presents the findings from inferential statistical test including correlation coefficient and multiple linear regression analysis between independent variable and dependent variables in this research study.

**Table 1: Correlation**

		Change management planning	Communication	Employee involvement	Monitoring and evaluation	Africa improved foods business performance
Change management planning	Pearson Correlation	1	.939**	.932**	.933**	.962**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	229	229	229	229	229
Communication	Pearson Correlation	.939**	1	.872**	.881**	.890**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	229	229	229	229	229
Employee involvement	Pearson Correlation	.932**	.872**	1	.873**	.888**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	229	229	229	229	229
Monitoring and evaluation	Pearson Correlation	.933**	.881**	.873**	1	.955**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	229	229	229	229	229
Africa improved foods business performance	Pearson Correlation	.962**	.890**	.888**	.955**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	229	229	229	229	229

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

**Source: Primary data, 2024**

The results present the relationship between role of change management and the performance of Africa improved foods business in Rwanda. Change management and the factors are; change management planning, communication, employee involvement, and monitoring and evaluation. It is in this regard, the statistical package for social science (SPSS) software version 25.0 was used to determine the Pearson coefficients. The Pearson coefficient correlation is between -1 and 1 where -1 to 0 presents negative correlation (-1 to -0.5 indicates high negative correlation

and -0.5 to 0 indicates low negative correlation) and 0 to 1 presents positive correlation (0 to 0.5 presents low positive correlation while 0.5 to 1 presents high positive correlation). According to the results, the correlation between change management planning, communication, employee involvement, and monitoring and evaluation was 0.962, 0.890, 0.888 and 0.955 respectively, it presents that there was a significant relationship between role of change management and the performance of Africa improved foods business in Rwanda.

**Table 2: Table of Model Summary of role of change management and the performance of Africa improved foods business in Rwanda**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.976 <sup>a</sup>	.953	.952	.63200

a. Predictors: (Constant), Monitoring and evaluation , Employee involvement , Communication , Change management planning

**Source: Primary data, 2024**

The results present the Model Summary, the researcher wanted to know the role of change management on the performance of Africa improved foods business in Rwanda. researcher used regression analysis to measure on the effect of change management planning on the performance of Africa improved foods business in Rwanda, the effect of communication on the performance of Africa improved foods business in Rwanda, the role of employee involvement on the performance of Africa improved foods business in Rwanda, the effect of monitoring and evaluation on the

performance of Africa improved foods business in Rwanda, Correlation coefficient (R=0.976<sup>a</sup>) demonstrated the relationship between change management and the performance of Africa improved foods business in Rwanda, therefore The results present the Model Summary, the results present that the R Square=0.953. It was statistically significant clear that 95.3% of all variables of change management and the performance of Africa improved foods business in Rwanda can be explained by one's of all variables of the change management.

**Table 3: ANOVA<sup>a</sup> of role of change management and the performance of Africa improved foods business in Rwanda**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1825.612	4	456.403	1142.650	.000 <sup>b</sup>
	Residual	89.471	224	.399		
	Total	1915.083	228			

a. Dependent Variable: Africa improved foods business performance

b. Predictors: (Constant), Monitoring and evaluation , Employee involvement , Communication , Change management planning

**Source: Primary data, 2024**

The results indicate ANOVA<sup>a</sup>, the results presented than the variables were statistically significant with F=1142.650 and p value=0.000<sup>b</sup>, it means that this model is fit be used in predicting the study variables.

**Table 4: Coefficients<sup>a</sup> of role of change management and the performance of Africa improved foods business in Rwanda**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	3.327	.543		6.127	.000
	Change management planning	.624	.057	.722	10.911	.000
	Communication	-.120	.040	-.127	-3.013	.003
	Employee involvement	-.050	.028	-.072	-1.811	.072
	Monitoring and evaluation	.453	.040	.456	11.381	.000

a. Dependent Variable: AFRICA IMPROVED FOODS BUSINESS PERFORMANCE

**Source: Primary data, 2024**

The results present the constant of independent variables of role of management change. It is statistically significant since p value is less than 0.05. The results present the variables of Role of change management; change management planning was statistically significant with p value=0.000<sup>b</sup>, the communication was statistically significant with p value=0.000<sup>b</sup>, and the Employee involvement was statistically significant with p value=0.003<sup>b</sup> and monitoring and evaluation was not statistically significant with p value=0.072<sup>b</sup>.

According to SPSS generation of table 4 in regard to the equation  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ , where by Y= Africa improved foods business performance, then the Equation served as;

$$Y = 3.327 + 0.624X_1 + 0.120X_2 + 0.050X_3 + 0.453X_4 + 0.63200\epsilon$$

It is in this regard that using the regression equation mentioned above in respect to the holding all constants (change management planning, communication, employee involvement, and monitoring and evaluation ) in line with the Africa improved foods business performance ,was at 3.327, This indicated that, this ensured Africa improved foods business performance , there was a need change management planning, communication, employee involvement, and monitoring and evaluation to undertook and ensure performance of Africa improved foods business in Rwanda

The SPSS Calculated the t-statistic as t-test increased on 10.911 and t-test decreased on -3.013 and t-test decreased on -1.811 and t -test increased on 11.381. and the results present the constant of independent variables

of change management. It is statistically significant since p value is less than 0.05. It is statistically significant since p value is less than 0.05. The results present the variables of Role of change management; change management planning was statistically significant with p value=0.000<sup>b</sup>, the communication was statistically significant with p value=0.000<sup>b</sup>, and the Employee involvement was statistically significant with p value=0.003<sup>b</sup> and monitoring and evaluation was not statistically significant with p value=0.072<sup>b</sup>

From the table 4 Coefficients of change management and performance of Africa improved foods business in Rwanda in Africa Improved Foods Rwanda Ltd, Unstandardized Coefficients were used in order to attain the t-test used in explanation above by B values undergo series of dividing from B value and std error thus attainment of the t-test;3.327, divided 0.543 resulted into constant with 6.127, then 0.624 divided 0.057 resulted into change management planning factor with 10.911, then -0.120 divided 0.040 resulted into communication factor with -3.013, and then -0.050 divided 0.028 resulted into employee involvement with factor with -1.811 and then 0.453 divided 0.040 resulted into monitoring and evaluation with factor with 11.381 value

## Testing research hypothesis One

**H<sub>01</sub>**= There is no significant effect of change management planning on the performance of Africa improved foods business in Rwanda. As evident in Table

4, the Unstandardized beta value of change management planning on the performance of Africa improved foods business in Rwanda was significantly greater than zero ( $\beta_1=0.624$  p-value=0.000<0.05,  $t= 10.911$ ). the null hypothesis was rejected because p-value=0.000 is less than 5% level of significant, hence, the change management planning significant effect on the performance of Africa improved foods business in Rwanda

### Testing research hypothesis two

$H_{02}$ = There is no significant effect of communication on the performance of Africa improved foods business in Rwanda. As evident in Table 4, the Unstandardized beta value of significant effect of communication on the performance of Africa improved foods business in Rwanda was significantly greater than zero ( $\beta_2=-0.120$ , p-value=0.003<0.05,  $t= -3.013$ ). The null hypothesis was accepted because p-value=0.003 is less than 5% level of significant, hence, the communication had significant effect on the performance of Africa improved foods business in Rwanda

### Testing research hypothesis Three

$H_{03}$ = There is no significant employee involvement in Change management on the performance of Africa improved foods business in Rwanda. As evident in Table 4, the Unstandardized beta value of employee involvement in Change management on the performance of Africa improved foods business in Rwanda was insignificantly greater than zero ( $\beta_3=-0.050$ , p-value=-0.072 >0.05,  $t=-1.811$ ). the null hypothesis was accepted because p-value=-0.072 is greater than 5% level of significant, hence, employee involvement had insignificant effect on the performance of Africa improved foods business in Rwanda

### Testing research hypothesis Four

$H_{04}$  = There is no significant effect of monitoring and evaluation on the performance of Africa improved foods business in Rwanda. As evident in Table 4, the Unstandardized beta value of effect of monitoring and evaluation on the performance of Africa improved foods business in Rwanda was significantly greater than zero ( $\beta_4=0.453$ , p-value=0.000<0.05,  $t=11.381$ ). Subsequently the null hypothesis was rejected because p-value=0.000 is less than 5% level of significant, hence monitoring and evaluation had a statistically significant effect on the performance of Africa improved foods business in Rwanda

## 5. Conclusion and Recommendations

### 5.1. Conclusion

Role of change management practices is of highly valuable in context of the Africa improved foods business Performance in order to achieve the role of change management and the performance of Africa improved foods business in Rwanda activities level. change management provided a crucial mechanism of how any change management to ensure performance of Africa improved foods business in Rwanda activities operations and other related activities in which they can be measured and how it can help to the achievement of role of change management objectives (Kibera, 2021). From this perspective view in as far as the study is concerned, a researcher concluded while basing on the results obtained. According to the results, the correlation between change management planning, communication, employee involvement, and monitoring and evaluation was 0.962 0.890, 0.888 and 0.955 respectively, and the results presented than the variables were statistically significant with p value=0.000b, it concluded that there was a significant role of change management on the performance of Africa improved foods business in Rwanda

### 5.2 Recommendations

It is recommended that the government, particularly the Ministry of Agriculture (MINAGRI) and the Ministry of Trade and Commerce (MINECOM), engage citizens actively in the agro-processing sector. This engagement can be facilitated through awareness campaigns, training programs, and collaborative initiatives that empower individuals to participate in this industry, ultimately leading to increased employment opportunities and financial benefits for the community.

### 5.3 Suggestion for further research

Future studies could explore the long-term impacts of change management practices on organizational performance, particularly in the context of Rwanda's evolving economic landscape. Additionally, researchers might investigate how cultural factors and local contexts influence the effectiveness of change management strategies in African businesses.

### Acknowledgements

I extend my heartfelt thanks to my supervisor, Dr. Wabala Samuel, for his invaluable support, guidance, expert mentorship, and continuous encouragement throughout the research process. Furthermore, I would like to recognize Mr. Rukundo Jotham for his professional guidance and meticulous review during the

paper extraction, as well as for his vital assistance throughout the publication process.

## References

- Akinpelu, A., Salami, A., & Adepoju, A. (2022). The role of monitoring and evaluation in change management: Insights from healthcare organizations in Nigeria. *Journal of Organizational Change Management*, 35(2), 120–134.
- Brown, A., & Taylor, S. (2022). Communication strategies for successful change management. *Journal of Business Communication*, 59(1), 45–67.
- Chen, L., & Zhao, Y. (2023). Enhancing accountability through monitoring and evaluation in public sector change: A Chinese context. *International Journal of Public Administration*, 46(1), 40–55.
- Chen, Y., & Zhang, S. (2024). The relevance of McKinsey's 7S model in contemporary organizational restructuring. *International Journal of Management Reviews*, 22(1), 14–29.
- Davis, R., Green, H., & Patel, S. (2024). Long-term benefits of employee involvement in change management: An empirical analysis. *Journal of Business Research*, 139, 123–137.
- Garcia, L. R., Chang, W., & Patel, R. (2023). The role of technology in change management planning: A quantitative study. *Technology in Society*, 67, 145–158.
- Hein, M., Korte, W. B., & Beck, C. (2021). The role of change management during the COVID-19 pandemic. *Journal of Business Research*, 134, 238–245.
- Hiatt, J. (2022). *Change management: The people side of change*. Prosci.
- Johnson, K., & Lee, M. (2022). The impact of communication on employee engagement in change management initiatives. *International Journal of Change Management*, 15(2), 112–130.
- Johnson, M., Smith, R., & Wasiams, T. (2021). Stakeholder engagement in change management: A comprehensive study. *Journal of Business Research*, 123, 456–467.
- Kavanagh, M. J., & Ashkanasy, N. M. (2021). Communication strategies for enhancing change acceptance: A healthcare sector perspective. *Journal of Change Management*, 21(2), 123–145.
- Kibera, J. (2021). Change management in Eastern Africa: Challenges and opportunities. *East African Journal of Business Management*, 8(4), 67–78.
- Kumar, R., & Singh, A. (2021). Change management planning: Strategies for successful implementation. *Global Journal of Business Research*, 15(1), 56–70.
- Lee, A. (2022). The impact of leadership on organizational change. *Journal of Change Management*, 22(4), 345–362.
- Lee, S., & Kim, J. (2020). The consequences of ineffective monitoring and evaluation in global change management practices. *Management Decision*, 58(7), 1400–1413.
- Martinez, S., & Chen, K. (2024). Cultivating a change-ready culture: The foundation of effective change management. *Organizational Dynamics*, 53, 100752.
- McKinsey & Company. (2021). *The impact of effective communication on change*. [Incomplete Reference - Needs URL/Source]
- Nguyen, T., & Nguyen, L. (2022). Employee involvement in change management: A pathway to success. *International Journal of Human Resource Management*, 29(4), 732–748.
- Oreg, S., & Berson, Y. (2022). Leadership communication and its impact on employee engagement during organizational change. *Leadership Quarterly*, 33(1), 101519.
- Patel, R., & Thompson, S. (2024). Navigating digital transformation: Kotter's model in action. *International Journal of Management Studies*, 16(1), 50–65.
- Ruck, K., & Welch, M. (2023). The role of communication channels in employee perceptions during organizational restructuring. *Journal of Organizational Change Management*, 36(4), 429–446.
- Singh, R., & Gupta, P. (2021). Leveraging monitoring and evaluation to drive digital transformation in financial services. *Journal of Business Research*, 124, 80–92.
- Smith, A., Taylor, R., & Wood, J. (2021). Employee involvement and commitment during

organizational change: A new framework. *Journal of Organizational Behavior*, 42(3), 345–367.

Smith, J., & Jones, R. (2021). The role of revenue growth in business transformation. *Journal of Business Strategy*, 42(3), 45–59.

Smith, J., Doe, R., & Cook, L. (2023). Effective communication strategies in organizational change. *Journal of Organizational Psychology*, 18(2), 145–159.

Smith, P., & Lewis, M. (2021). Revisiting the 7S framework: An exploratory study on modern applications. *Strategic Management Journal*, 42(7), 1182–1195.

Wasiams, T., Johnson, M., & Carter, N. (2023). The role of training in change management: Empowering employees to adapt. *Journal of Change Management*, 23(4), 308–325.