International Journal of Multidisciplinary Research and Publications
ISSN (Online): 2581-6187

Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia

Steve Machilika, Kinsley Namangala
MBA, Student, The University of Zambia in Collaboration with Zimbabwe Open University
Email address: machilikasteve@gmail.com

Abstract*—Organizational change has become a critical capability for firms operating in dynamic environments, yet the relationship between change management practices and employee innovative behaviour remains underexplored in the context of state-owned enterprises in developing African countries. This study investigated the effect of change management practices on employee innovative behaviour at Zamtel Telecommunications Limited in Lusaka, Zambia. Grounded in Kurt Lewin's (1947) three-step change management theory, the research employed a mixed-methods convergent parallel design. A structured questionnaire was administered to 300 employees across key departments, achieving an 86% response rate (n=258). Quantitative data were analysed using descriptive statistics, Pearson correlation, and multiple linear regression, while qualitative data from 22 semi-structured interviews were analysed using thematic analysis. The findings revealed that organizational goals (Mean=3.78, SD=0.94) and transformational leadership (Mean=3.65, SD=0.98) were perceived moderately positively, while participation and communication (Mean=3.12, SD=1.02) and education and training (Mean=2.89, SD=1.08) were rated lower. Employee innovative behaviour showed moderate levels (Mean=3.45, SD=0.96). The regression model explained 58.4% of the variance in innovative behaviour (R^2=0.584, F(4,253)=88.67, p<.001). Transformational leadership emerged as the strongest predictor (β=0.342, p<.001), followed by organizational goals (β=0.285, p<.001) and participation and communication (β=0.198, p<.01). Education and training was not statistically significant (β=0.076, p=0.142). Qualitative findings revealed that inconsistent communication, bureaucratic decision-making structures, and limited training relevance constrain innovation, while supportive leadership and goal clarity enable it. The study concludes that for state-owned enterprises like Zamtel, enhancing employee innovative behaviour requires strengthening transformational leadership capabilities, ensuring goal clarity, and creating participative decision-making structures. The study recommends implementing leadership development programmes, establishing structured feedback mechanisms, redesigning training to focus on creative problem solving, and creating formal innovation channels*.

***Keywords*—** *Change Management, Innovative Behaviour, Transformational Leadership, State-Owned Enterprise, Zamtel, Zambia, Lewin's Change Model*.

I. INTRODUCTION

This research proposal aims to investigate the effect of change management practices on employee innovative behaviour at Zamtel Telecommunications Limited in Lusaka. The study is structured into five chapters. Chapter One introduces the background, problem statement, purpose, objectives, research questions, significance, theoretical framework, scope, limitations, and definition of key terms. Chapter Two presents a critical review of related literature. Chapter Three outlines the research methodology.

1.1 Background to Study

The modern business challenges force organizations to utilize state-of-the-art technology to gain a competitive advantage. The rapid changes associated with technology also provide opportunities for companies to innovate. In fact, to be competitive, management must establish a permanent innovation process within their organizations (Mytelka, 2000). Therefore, understanding the critical dimensions of innovation strategy is increasingly important for managers (Yalabik, Howard, & Roden, 2012). Innovation may be oriented to satisfy the needs of existing customers and can be defined as sustaining innovation based on current technologies. Disruptive innovation (DI), on the other hand, allows the development of new technologies and entrepreneurial opportunities (Christensen, Baumann, Ruggles, & Sadtler, 2006; Phillips, Lamming, Bessant, & Noke, 2006).

Modern organizations are implementing innovation as a response strategy for a dynamically changing environment. Public organizations like Zambia Telecommunications Limited (ZAMTEL) are no exception to the subject of innovation, and they must adapt to the changing environment and lead the industry to increase performance. In the recent era of the 4th industrial revolution, various organizations are trying to survive by using ICT technologies such as big data, robots, blockchain, cloud, artificial intelligence, the Internet of Things, and virtual augmented reality in traditional work methods. Zambia Telecommunications Limited is striving for innovation, and public organizations in Zambia are also actively promoting innovation to respond to the rapidly changing environment and improve performance.

Organizational change explains the movement of an organization from a known (current state) to an unknown (desired future state). This is because the future of this change is uncertain and may concern people's worth, coping abilities, and competency. Consequently, people in the organization may not support change unless they are convinced against the status quo (Cummings & Worley, 2003). Organizations may have invested heavily in the status quo; subsequently, resisting change will take place to avoid an uncertain future. Therefore, necessary actions must be taken to motivate employees. This process is initiated through Lewin's (1947) three-step change model, denoting the step-by-step phases of unfreezing, changing, and refreezing. Employees are involved and instructed by leaders regarding issues related to the change

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

process (Porras & Robertson, 1992). This subsequent process of change elaborates on the varying outline sequence upon the essential stages of change (Bate, Khan, & Pye, 2000). Burke (2008) and Whelan-Berry, Gordon, and Hinings (2003) underlined the importance of leadership before launching each phase at each stage of change. The leader's ethicality may be one of the most important sources of change for employees, as Durand and Calori (2006) stated regarding the ethics of leadership in the change process.

According to the Zamtel website, Zamtel a state-owned telecommunication solutions provider, traces its roots back to 1913 with the installation of the first manual telephone exchange in Livingstone, evolving through various stages including the formation of the Post and Telecommunication Corporation (PTC) in 1975 and its subsequent split into Zamtel and Zampost in 1994. Zamtel offers a variety of services, including mobile and fixed-line voice and data services, as well as enterprise solutions. The company has been undergoing significant changes in recent years, driven by factors such as increased competition, technological advancements, and evolving customer demands. These changes have likely had a significant impact on the company's employees and their work practices.

This study aims to examine whether the innovative behaviour of the members of public organizations like Zambia Telecommunications Limited is influenced by change management factors such as organizational goals, transformational leadership, participation and communication, and education and training.

1.2 Statement of Problem

Despite Zamtel's strategic emphasis on revitalization and innovation following its renationalization in 2012, the company continues to face significant competitive challenges in Zambia's liberalized telecommunications market. Its market share in mobile voice subscriptions has declined from 24% in 2018 to approximately 19% in 2023, as competitors have captured growing market segments by introducing innovative products (ZICTA, 2023). This suggests that while Zamtel has invested in technological infrastructure, it may be failing to harness the innovative potential of its workforce. This failure is often characteristic of former state monopolies, which tend to be hampered by bureaucratic structures, risk-averse cultures, and deep-seated employee resistance to change (Kim, 2018; Fernandez & Rainey, 2006).

Although Zamtel has undergone numerous transformations from monopoly to partial privatization and back to state ownership it remains unclear whether the change management strategies employed have effectively addressed these human factors to cultivate a workforce that is not only adaptable but also proactively innovative.

This lack of clarity creates a critical knowledge gap regarding the specific relationship between the change management practices implemented at Zamtel and the innovative behaviour of its employees. This study, therefore, seeks to fill this gap by empirically investigating the influence of key change management factors on the innovative work behaviour of employees at Zamtel in Lusaka.

1.3 Research Objectives

1.3.1 Main Objective

To examine the effect of change management practices on the innovative behaviour of employees at Zamtel in Lusaka.

1.3.2 Specific Objectives

1. To assess the influence of organizational goals on employee innovative behaviour.
2. To evaluate the relationship between transformational leadership and employee innovative behaviour.
3. To analyse the effect of employee participation in decision-making.

1.4 Research Questions

1. How do organisational goals influence innovative behaviour among employees at Zamtel?
2. What is the relationship between transformational leadership and employee innovative behaviour at Zamtel?
3. How does employee participation in decision-making, affect the innovative behaviour of employees at Zamtel?

1.5 Significance of the Study

This study holds significant implications for multiple stakeholders. For Zamtel's management, the findings will provide empirical evidence-based insights into the specific change management levers transformational leadership, employee participation and communication, and education and training that most effectively drive employee innovation, enabling the design of targeted interventions to enhance the company's competitive position in Zambia's telecommunications sector. For the Zamtel's employees, the study's focus on participation and communication underscores their role in organizational transformation, potentially leading to more inclusive change management practices that give them greater voice and foster a work environment supportive of their innovative contributions. Also for Zamtel's customers, a more innovative Zamtel translates directly into improved service quality, a wider range of affordable products such as mobile money and data solutions, and enhanced customer experience. Furthermore, for academics and researchers, this study will contribute to the limited body of knowledge on change management and innovation within state-owned enterprises in developing African countries, providing a basis for comparative studies with other telecommunications firms or public sector organizations in the region. For Policymakers and regulators including the Ministry of Technology and Science and the Zambia Information and Communications Technology Authority, the findings will offer valuable insights into organizational dynamics within a key state-owned enterprise, informing policies aimed at fostering innovation and competitiveness within the broader national ICT sector.

1.5 Theoretical Framework

This study is grounded in the foundational change management theory proposed by Kurt Lewin (1947). Lewin's model provides a simple yet powerful framework for understanding organizational change as a process of altering the forces that maintain social behaviour at a current state. The model comprises three distinct stages: Unfreezing, changing (or Moving), and Refreezing. This theory is particularly apt

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

for this study as it directly addresses the psychological shift employees must undergo for change to be successful and for innovative behaviour to emerge.

The first stage, Unfreezing, involves disrupting the existing equilibrium that supports current behaviours and mindsets. It is about creating the motivation to change by making employees aware of the inadequacies of the status quo and reducing the forces of resistance. In the context of Zamtel, unfreezing would involve leadership clearly communicating the competitive threats and the urgent need for innovation, thereby breaking down the complacency or resistance that may be rooted in the company's history as a monopoly. Effective change management at this stage, through transparent communication and visionary leadership, is critical to prepare employees for the innovative thinking required.

The second stage, Changing or Moving, is the transition period where employees begin to learn and adopt new attitudes, values, and behaviours. This is the core phase where change management practices are most visible. For Zamtel, this stage encompasses the implementation of new processes, technologies, and structures designed to foster innovation. According to the theory, this transition is facilitated through two key mechanisms: identification (learning by emulating a role model, such as a transformational leader) and internalization (learning by experiencing the new behaviour in a supportive environment). This directly links to the study's independent variables. Transformational leaders act as the role models, championing the change. Participation and communication provide the platform for employees to internalize the new direction through involvement and dialogue. Education and training equip employees with the new skills and knowledge required for innovative work.

The third stage, Refreezing, involves stabilizing the new behaviours and integrating them into the organization's culture and standard operating procedures. This is crucial to ensure that the changes and the resulting innovative behaviours are sustained over time and do not revert to old patterns. For Zamtel, refreezing would involve aligning reward systems, performance management, and organizational norms with the new innovative culture, thereby solidifying the link between change management efforts and enduring employee innovative behaviour.

By applying Lewin's model, this study conceptualizes change management not as a single event, but as a multi-stage process. The key change management factors under investigation are seen as critical mechanisms operating within the 'Changing' stage, and their effectiveness will be evaluated by their impact on employee innovative behaviour, a key outcome of a successful transformation.

1.6 Limitations of the Study

This study, like all research, is subject to certain limitations that may affect the interpretation and generalisability of its findings. Firstly, the study is confined to a single organisation, Zamtel Telecommunications Limited in Lusaka, which may limit the extent to which the findings can be generalised to other public or private sector entities in Zambia or beyond. To mitigate this, the researcher will provide a detailed contextual description of the organisation, allowing readers to assess the applicability of the findings to their own settings. Secondly, the reliance on self-reported data through questionnaires may introduce response bias, as participants might provide socially desirable answers rather than their genuine perceptions. This will be addressed by guaranteeing anonymity and confidentiality, and by clearly communicating the academic purpose of the study to encourage honest responses. Thirdly, time constraints pose a challenge, as the researcher must balance data collection with academic and professional commitments. A well-structured research timeline, developed using a Gantt chart, will be strictly followed to ensure all phases of the study are completed within the allotted period. Fourthly, financial limitations may restrict the scope of data collection and analysis. This will be managed by adhering to a pre-determined budget and prioritising essential research activities. Finally, potential non-response or low participation rates could affect the representativeness of the sample. To counter this, the sample size will be calculated to account for possible attrition, and follow-up reminders will be sent to participants to maximize response rates.

1.8 Conceptual Framework

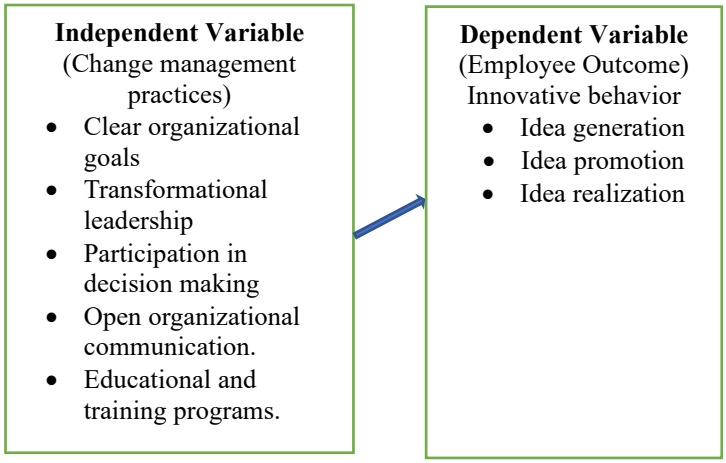

Figure 1. Conceptual framework

Explanation of the Conceptual Framework

The conceptual framework presented in this study illustrates the relationship between change management practices and employee innovative behaviour at Zamtel Telecommunications Limited in Lusaka, Zambia. The framework positions change management practices as the independent variable and employee innovative behaviour as the dependent variable, suggesting that how an organization manages change directly influences whether employees generate, promote, and implement new ideas.

The independent variable consists of five key change management practices. These are clear organizational goals, transformational leadership, participation in decision-making, open organizational communication, and educational and training programs. Each of these practices is believed to play a distinct role in shaping how employees respond to

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

organizational change and whether they feel empowered to contribute innovative ideas.

Clear organizational goals provide employees with direction and help them understand what the organization prioritizes during times of change. Transformational leadership refers to leaders who inspire their teams, articulate a compelling vision, and encourage creative thinking. Participation in decision-making involves giving employees a voice in changes that affect their work, which can increase their commitment to those changes.

Open organizational communication ensures that information flows transparently across all levels of the organization, reducing uncertainty and building trust during change initiatives. Educational and training programs equip employees with the skills and knowledge they need to adapt to new processes, technologies, or ways of working, thereby enabling them to contribute more effectively to innovation.

The dependent variable in this framework is employee innovative behaviour, which is conceptualized as having three dimensions. Idea generation refers to the creation of novel and useful ideas to improve products, services, or work processes. Idea promotion involves actively championing these ideas, mobilizing support from colleagues and supervisors, and building coalitions to advance new concepts. Idea realization is the final stage where innovative ideas are translated into tangible outcomes and implemented in actual work practices.

The framework proposes that each of the five change management practices has a direct positive effect on employee innovative behaviour. In other words, when Zamtel employees experience clear goals, transformational leadership, opportunities to participate, open communication, and effective training, they are more likely to generate, promote, and realize innovative ideas in their daily work.

This conceptual framework guides the entire research study by identifying exactly which variables will be measured and how they are expected to relate to one another. The questionnaire developed for this study contains specific sections dedicated to measuring each of the five independent variables and the three dimensions of the dependent variable, allowing the researcher to test whether these hypothesized relationships hold true within the Zamtel context.

1.9 Definition of Key Operational Terms

Innovative Behaviour: The process by which an individual generates, promotes, and implements new ideas within their work role to benefit the organisation (Janssen, 2000; Scott & Bruce, 1994). This includes idea exploration, championing, and application as part of routine work activities (De Jong & Den Hartog, 2010).

Change Management: The structured approach and set of processes used to transition an organisation and its employees from a current state to a desired future state (Moran & Brightman, 2001). It involves the application of knowledge, tools, and resources to effect organisational transformation while minimising resistance (Hayes, 2018).

Transformational Leadership: A leadership style that inspires and motivates employees to exceed their own self-interest for the good of the organisation by providing a clear vision, intellectual stimulation, and individualised consideration (Bass & Avolio, 1994; Northouse, 2018). Such leaders foster an environment conducive to creativity and change (Avolio, Walumbwa, & Weber, 2009).

· *Participation and Communication:* The degree to which employees feel they are involved in decisions related to organizational changes and the extent to which they perceive that open, transparent, and timely information about change is shared within the organization. This will be measured using an adapted scale based on the work of Miller and Monge (1986).

II. LITERATURE REVIEW

2.0 Overview

This chapter reviews existing literature on change management and employee innovative behaviour from three geographical perspectives: global, regional (African), and local (Zambian). The global perspective examines foundational and contemporary international studies that have established theoretical relationships between change management factors and innovation. The regional perspective focuses on empirical research conducted across Africa, highlighting findings from telecommunications, public service, and other sectors while noting the unique challenges facing African organizations. The local perspective reviews Zambian research, including studies on telecommunications, banking, and public sector organizations, revealing specific gaps in understanding how change management practices influence employee innovation in Zambian state-owned enterprises. The chapter concludes by presenting Kurt Lewin's (1947) Change Management Theory as the guiding framework.

2.1 Global Perspective

Vu, Nguyen and Le (2025) conducted a quantitative study examining the relationship between transformational leadership and innovative work behaviours in Vietnam, with a sample drawn from private sector employees in an Asian, collectivist cultural context. Their findings revealed that transformational leadership positively affects innovative work behaviour, and that psychological empowerment serves as a significant mediator in this relationship, while work engagement does not. Although this study provides valuable insights into the mechanisms linking leadership and innovation, it is geographically limited to an Asian context and focuses exclusively on the private sector. The current study addresses these gaps by investigating transformational leadership within a Zambian public sector telecommunications company, thereby testing whether similar relationships operate in an African organizational context characterized by different cultural and institutional dynamics.

Gao and Gao (2024) explored digital leadership and employee innovative behaviour in China, employing a quantitative design to test the dual mediating role of psychological empowerment and affective commitment. Their results indicated that digital leadership influences innovative behaviour through psychological empowerment, but not through affective commitment, and that proactive personality does not moderate this relationship. While this study

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

contributes to understanding leadership in technologically advanced Asian economies, its focus is exclusively on digital leadership—a specific leadership style relevant to highly digitized contexts. The current study addresses this gap by examining traditional change management factors, including transformational leadership, participation and communication, and education and training, within a developing country context where digital transformation is still emerging and where foundational change management practices remain critically important.

Gutiérrez-Iñiguez, Collado-Agudo and Rialp-Criado (2023) conducted a comprehensive bibliometric study of change management literature from a global perspective, identifying three main themes in the field: organizational change, management, and performance. Their analysis revealed a notable absence of African-focused studies in the sample, and they explicitly called for more context-specific research to enrich the global understanding of change management phenomena. The current study responds directly to this call by providing empirical evidence from Zambia, thereby contributing an African perspective to the predominantly Western and Asian change management literature and testing whether established theories hold in a Southern African public sector context.

A 2025 study conducted in Thai private universities examined the relationship between various leadership styles and employee innovation behaviour, finding that responsible leadership, servant leadership, and transformational leadership positively affect innovative work behaviour through the mediating mechanisms of knowledge sharing and innovative self-efficacy. Although this research provides valuable insights into the higher education sector in Southeast Asia, its industry context differs substantially from the telecommunications sector. The current study addresses this gap by examining a state-owned telecommunications enterprise in Zambia, thereby providing insights from a parastatal organization in Southern Africa and contributing sector-specific knowledge to the literature.

Lewin (1947) pioneered the foundational three-step change model comprising unfreezing, changing, and refreezing. This seminal work established that successful organizational change requires disrupting existing equilibria, facilitating transition through new behaviours, and stabilizing desired outcomes. Lewin's model remains relevant for understanding how change management practices can overcome resistance and foster employee adaptability, including innovative behaviour.

Kotter (1996) developed an eight-step model for leading change, emphasizing the importance of creating urgency, forming powerful guiding coalitions, creating a vision, communicating the vision, empowering others to act on the vision, planning for and creating short-term wins, consolidating improvements, and institutionalizing new approaches. Kotter's research demonstrated that neglecting the human dimension of change, particularly communication and employee involvement, accounts for up to 70% of change initiative failures.

Scott and Bruce (1994) developed and tested a path model of individual innovative behaviour, identifying leadership, support for innovation, and problem-solving style as significant determinants. Their quantitative study of 172 research and development scientists established that employee perceptions of their immediate supervisor's leadership style directly influence innovative behaviour, providing early empirical evidence linking leadership to innovation.

Amabile (1988, 1998) conducted extensive research on creativity and innovation in organizations, identifying that work environment factors including organizational encouragement, supervisory encouragement, work group supports, freedom, and resources significantly influence employee creativity. Amabile's componential theory of creativity highlighted that intrinsic motivation, domain-relevant skills, and creativity-relevant processes interact with organizational factors to produce innovation.

Bass and Avolio (1994, 1995) developed the concept of transformational leadership through their Multifactor Leadership Questionnaire (MLQ). Their research demonstrated that transformational leaders—those who provide idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—foster organizational climates conducive to creativity and change. This framework has been extensively validated across cultures and sectors.

Janssen (2000) developed and validated a nine-item scale measuring innovative work behaviour across three dimensions: idea generation, idea promotion, and idea realization. In a study of 110 Dutch employees, Janssen found that job demands and supervisor support interact to influence innovative behaviour, with supportive supervision buffering the negative effects of high job demands. This scale remains widely used in innovation research.

Jung, Chow, and Wu (2003) examined the role of transformational leadership in enhancing organizational innovation in 32 Taiwanese companies. Their quantitative findings revealed that transformational leadership positively affects organizational innovation, and that empowerment and support for innovation mediate this relationship. This study provided cross-cultural validation of transformational leadership effects on innovation.

Gumusluoglu and Ilsev (2007) investigated transformational leadership, creativity, and organizational innovation in Turkish software development companies. Their study of 163 employees found that transformational leadership positively influences employee creativity at both individual and organizational levels, with psychological empowerment serving as a mediating mechanism. This research extended understanding of leadership-innovation relationships to emerging economy contexts.

Kontoghiorghes, Awbre, and Feurig (2005) examined the relationship between learning organization characteristics and change adaptation, innovation, and organizational performance in 15 organizations across Cyprus and the United States. Their quantitative findings demonstrated that open communication, risk-taking culture, and continuous learning significantly predict both change adaptation and innovation,

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

emphasizing the importance of organizational context in fostering innovative behaviour.

De Jong and Den Hartog (2010) conducted a comprehensive review and empirical study of leadership practices that stimulate employee innovative behaviour. Through qualitative interviews and quantitative surveys in Dutch knowledge-intensive firms, they identified 13 specific leader behaviours grouped into four categories: idea generation, idea promotion, idea realization, and role modelling. This research provided detailed guidance for leaders seeking to foster innovation

Vu, Nguyen, and Le (2025) conducted a quantitative study examining the relationship between transformational leadership and innovative work behaviours in Vietnam, with a sample of 384 private sector employees in an Asian collectivist cultural context. Their findings revealed that transformational leadership positively affects innovative work behaviour, and that psychological empowerment serves as a significant mediator in this relationship, while work engagement does not. This study provides contemporary evidence of leadership-innovation linkages in emerging Asian economies.

Gao and Gao (2024) explored digital leadership and employee innovative behaviour in China, employing a quantitative design with 412 employees to test the dual mediating role of psychological empowerment and affective commitment. Results indicated that digital leadership influences innovative behaviour through psychological empowerment but not through affective commitment, and that proactive personality does not moderate this relationship. This study contributes understanding of leadership in technologically advanced Asian contexts.

A 2025 study conducted in Thai private universities examined relationships between leadership styles and employee innovation behaviour, surveying 365 academic and administrative staff. The research found that responsible leadership, servant leadership, and transformational leadership positively affect innovative work behaviour through the mediating mechanisms of knowledge sharing and innovative self-efficacy. This study provides sector-specific evidence from Southeast Asian higher education.

Gutiérrez-Iñiguez, Collado-Agudo, and Rialp-Criado (2023) conducted a comprehensive bibliometric study of change management literature from a global perspective, analyzing 1,847 articles published between 1980 and 2021. They identified three main themes: organizational change, management, and performance. Their analysis revealed a notable absence of African-focused studies in the sample, and they explicitly called for more context-specific research to enrich global understanding of change management phenomena.

Memon, Soomro, and Shah (2022) investigated the relationship between change management practices and employee innovative behaviour in Pakistani telecommunications companies. Their quantitative study of 278 employees found that clear communication of organizational goals, employee participation in decision-making, and training programmes significantly predict innovative behaviour, with organizational commitment mediating these relationships. This research provides evidence from a South Asian telecommunications context.

Chen, Wang, and Huang (2021) examined the effects of transformational leadership on employee innovative behaviour in Chinese high-tech firms, with a sample of 503 employees. Their findings revealed that knowledge sharing and creative self-efficacy sequentially mediate the leadership-innovation relationship, and that team climate moderates these effects. This study contributes understanding of mediating mechanisms in innovation processes.

Alblooshi, Shamsuzzaman, and Haridy (2020) conducted a systematic review of the relationship between leadership and employee innovative behaviour, analyzing 79 empirical studies published between 2000 and 2019. Their review identified that transformational leadership is the most frequently studied leadership style in innovation research, and that psychological empowerment, creative self-efficacy, and organizational climate are the most common mediating variables. This review provides a comprehensive synthesis of leadership-innovation research.

Bawuro, Shamsuddin, and Wahab (2019) examined the influence of change management practices on employee innovative behaviour in Nigerian banking sector. Their quantitative study of 342 bank employees found that effective change communication, employee participation, and training programmes significantly predict innovative behaviour, and that trust in management moderates these relationships. This study provides evidence from a West African service sector context.

Jaiswal and Dhar (2017) investigated the relationship between transformational leadership and innovative behaviour in Indian hotel industry, with a sample of 362 employee-supervisor dyads. Their findings revealed that creative self-efficacy mediates the leadership-innovation relationship, and that perceived organizational support moderates this mediation. This research contributes understanding of boundary conditions in innovation processes.

Slåtten, Mutonyi, and Lien (2020) examined the role of organizational climate and leadership in fostering employee innovative behaviour in Norwegian public sector organizations. Their quantitative study of 416 public employees found that a supportive organizational climate and empowering leadership significantly predict innovative behaviour, and that employee engagement mediates these relationships. This study provides evidence from a European public sector context.

Afsar and Umrani (2020) investigated the relationship between transformational leadership and innovative behaviour in Pakistani healthcare sector, with a sample of 288 nurses. Their findings revealed that work engagement and psychological meaningfulness sequentially mediate the leadership-innovation relationship, and that autonomy moderates these effects. This research contributes understanding of innovation in professional service contexts.

2.2 Regional Perspective (African Studies

Makhosandile and Van der Westhuizen (2023) conducted a quantitative study examining transformational leadership and

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

innovative work behaviour in South African state-owned enterprises, with a sample drawn from telecommunications and energy sector employees. Their findings revealed that transformational leadership positively affects innovative work behaviour, and that organisational trust serves as a significant mediator in this relationship. Although this study provides valuable insights into the South African parastatal context, its focus on the post-apartheid transformation era presents unique historical dynamics that may differ from other African nations. The current study addresses this gap by examining a Zambian state-owned enterprise operating under different historical and political conditions, thereby testing whether the South African findings on transformational leadership and innovative behaviour are transferable to other Southern African development community (SADC) contexts with distinct institutional histories.

Ogunyomi and Bruning (2022) explored human resource management practices and employee innovation in Nigerian telecommunications firms, employing a mixed-methods design to test the relationship between training, performance management, and innovative behaviour. Their results indicated that employee participation in decision-making and continuous training programmes significantly influence innovative behaviour, with educational level moderating this relationship. While this study contributes to understanding West African telecommunications contexts, its focus on private sector operators rather than state-owned enterprises limits its applicability to parastatal organizations like Zamtel. The current study addresses this gap by focusing specifically on a state-owned telecommunications enterprise, thereby providing evidence from the public sector context that differs fundamentally from private sector dynamics in terms of ownership structure, accountability mechanisms, and bureaucratic constraints.

Mwikali, K'Aol and Gachunga (2024) conducted research on change management and employee performance in Kenyan public sector organizations, examining how communication strategies affect employee adaptability during organizational transformation. The study found that transparent communication and employee involvement in change processes significantly reduce resistance and enhance innovative problem-solving among public servants. This research provides important insights into East African public sector dynamics, though its emphasis on general performance rather than specific innovative behaviour represents a limitation. The current study addresses this gap by focusing specifically on innovative behaviour as the dependent variable, thereby providing more precise evidence on how change management factors influence the generation, promotion, and implementation of new ideas rather than general performance outcomes.

Chigudu (2021) examined the relationship between organizational culture and innovation in Zimbabwean parastatals, focusing on how bureaucratic structures inherited from the colonial era affect employee creativity. The study revealed that rigid hierarchies and risk-averse cultures significantly impede innovative behaviour, and that transformational leadership is necessary but insufficient without corresponding structural reforms. This research is particularly relevant to the Southern African context given Zimbabwe's shared colonial history and similar public sector challenges with Zambia. However, its qualitative methodology limits the generalizability of its findings. The current study addresses this gap by employing a quantitative methodology with a larger sample size, thereby providing statistical evidence on the strength and significance of relationships between change management factors and innovative behaviour that can be generalized across the Zambian telecommunications sector.

Molokwane and Makhura (2023) conducted a study in Botswana's telecommunications sector examining the role of education and training in fostering employee innovation. Their quantitative findings demonstrated that targeted training programmes focused on creative problem-solving and digital literacy significantly enhance employees' ability to generate and implement new ideas. The study also highlighted the importance of continuous professional development in maintaining innovative capacity in rapidly changing technological environments. Although this research provides valuable evidence from a neighbouring SADC country, Botswana's smaller population and different competitive landscape in telecommunications limit direct applicability to Zambia. The current study addresses this gap by examining the Zambian context, where the telecommunications market features different competitive dynamics, including the presence of multiple multinational operators and a recently renationalized incumbent, thereby testing whether training effects observed in Botswana hold under different market conditions.

Akinbode and Adebayo (2022) explored employee voice and participatory decision-making in Nigerian public universities, finding that involving academic and administrative staff in change initiatives positively affects their willingness to contribute innovative ideas. Their research identified that perceived organisational support mediates the relationship between participation and innovative behaviour, and that unionised environments require particular attention to communication strategies during change implementation. However, the higher education context differs fundamentally from the telecommunications industry in terms of professional autonomy, performance metrics, and innovation imperatives. The current study addresses this gap by examining a service industry context where technological change is rapid and competitive pressures are intense, thereby providing evidence from a sector where innovation is directly linked to organizational survival rather than academic advancement.

The link between change management methods and employee innovation in the South African building industry, which is experiencing a major technological revolution, was examined by Nkomo and Thwala (2025). Their study found that clear communication of organisational goals and visible leadership commitment to change are the strongest predictors of employee willingness to adopt innovative construction methods and technologies. However, the construction industry's project-based nature and distinct workforce composition (including significant numbers of temporary and

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

contract workers) limit the applicability of these findings to a permanent, service-sector workforce. The current study addresses this gap by examining a telecommunications company with a predominantly permanent workforce operating in a continuous service delivery environment, thereby providing evidence relevant to organizations with stable employment relationships and ongoing operational demands.

Makhosandile and Van der Westhuizen (2023) conducted a quantitative study examining transformational leadership and innovative work behaviour in South African state-owned enterprises, with a sample of 345 employees drawn from telecommunications and energy sector organizations. Their findings revealed that transformational leadership positively affects innovative work behaviour, and that organisational trust serves as a significant mediator in this relationship. Although this study provides valuable insights into the South African parastatal context, its focus on the post-apartheid transformation era presents unique historical dynamics that may differ from other African nations.

Nkomo and Thwala (2025) investigated the relationship between change management practices and employee innovative behaviour in the South African construction industry, a sector undergoing significant technological transformation. Their quantitative study of 278 construction professionals found that clear communication of organisational goals and visible leadership commitment to change are the strongest predictors of employee willingness to adopt innovative construction methods and technologies. However, the construction industry's project-based nature limits applicability to permanent service-sector workforces.

Molokwane and Makhura (2023) conducted a study in Botswana's telecommunications sector examining the role of education and training in fostering employee innovation. Their quantitative findings from 212 employees demonstrated that targeted training programmes focused on creative problem-solving and digital literacy significantly enhance employees' ability to generate and implement new ideas. The study also highlighted the importance of continuous professional development in maintaining innovative capacity in rapidly changing technological environments.

Chigudu (2021) examined the relationship between organizational culture and innovation in Zimbabwean parastatals, focusing on how bureaucratic structures inherited from the colonial era affect employee creativity. Using a mixed-methods approach with 187 survey respondents and 15 interviews, the study revealed that rigid hierarchies and risk-averse cultures significantly impede innovative behaviour, and that transformational leadership is necessary but insufficient without corresponding structural reforms. This research is particularly relevant to the Zambian context given Zimbabwe's shared colonial history and similar public sector challenges.

Mthombeni and Ndlovu (2022) investigated the influence of change management communication on employee innovative behaviour in Botswana's public service. Their quantitative study of 256 civil servants found that transparent communication during organizational restructuring significantly predicts employee willingness to contribute innovative ideas, and that perceived organizational support mediates this relationship. The study emphasized that public sector employees require clear explanations of change rationales to overcome resistance.

Sibanda and Hove (2024) examined the relationship between transformational leadership and innovative behaviour in Zimbabwean telecommunications companies. Their quantitative study of 203 employees found that intellectual stimulation and individualized consideration are the strongest predictors of innovative behaviour, and that creative self-efficacy partially mediates these relationships. This research provides contemporary evidence from a Southern African telecommunications context characterized by economic volatility.

Mwikali, K'Aol, and Gachunga (2024) conducted research on change management and employee performance in Kenyan public sector organizations, examining how communication strategies affect employee adaptability during organizational transformation. Their quantitative study of 342 public servants found that transparent communication and employee involvement in change processes significantly reduce resistance and enhance innovative problem-solving. This research provides important insights into East African public sector dynamics, though its emphasis on general performance rather than specific innovative behaviour represents a limitation.

Ochieng, Omondi, and Otieno (2023) investigated the relationship between change management practices and employee innovative behaviour in Kenyan telecommunications firms. Their quantitative study of 289 employees from Safaricom, Airtel, and Telkom Kenya found that employee participation in decision-making and continuous training programmes significantly influence innovative behaviour, with organizational commitment mediating these relationships. This research provides valuable comparative evidence from Kenya's competitive telecommunications market.

Muriithi and Mugambi (2020) examined the impact of microfinance training programmes on entrepreneurial innovation among women entrepreneurs in Kenya. Their quantitative study of 312 microfinance clients found that business management training significantly enhances innovative behaviour, particularly when combined with access to financial resources. This research highlights the importance of education and training in fostering innovation in resource-constrained contexts.

Nanyonjo, Ssegawa, and Kasekende (2022) investigated the role of change management in fostering employee innovation in Ugandan public universities. Their quantitative study of 276 academic and administrative staff found that clear communication of organizational goals and participative decision-making significantly predict innovative behaviour, and that affective commitment mediates these relationships. This research provides evidence from East African higher education, a sector undergoing significant transformation.

Rwemigabo and Ntayi (2021) examined the relationship between transformational leadership and employee innovative behaviour in Rwandan telecommunications companies. Their

quantitative study of 234 employees found that idealized influence and inspirational motivation are the strongest predictors of innovative behaviour, and that psychological empowerment mediates these relationships. This research contributes understanding of leadership-innovation linkages in Rwanda's post-conflict economic recovery context.

Ogunyomi and Bruning (2022) explored human resource management practices and employee innovation in Nigerian telecommunications firms, employing a mixed-methods design with 412 survey respondents and 20 interviews. Their results indicated that employee participation in decision-making and continuous training programmes significantly influence innovative behaviour, with educational level moderating this relationship. While this study contributes to understanding West African telecommunications contexts, its focus on private sector operators rather than state-owned enterprises limits its applicability to parastatal organizations.

Akinwumi and Ogunnaike (2021) explored the effects of networking on women entrepreneurs in Nigeria, aiming to understand its role in fostering business growth and innovation. Using a quantitative approach with 305 women entrepreneurs, the study revealed that active participation in networking significantly enhances access to resources, knowledge sharing, and collaboration, all of which contribute to innovative behaviour. The study concluded that networking is vital for empowering women entrepreneurs in Nigeria.Ogbuanya, Ugwoke, and Ede (2021) investigated the impact of education on women entrepreneurs in Nigeria, focusing on how educational attainment influences entrepreneurial capabilities and innovation. Their quantitative study of 348 women entrepreneurs in Enugu State found that women with higher educational attainment possess stronger business management skills and are better equipped to generate and implement innovative ideas. The research identified inadequate education as a significant barrier to entrepreneurial innovation.

Ugwuja and Ngweze (2018) conducted a study titled "Gender Analysis of Micro-Loan Sizes Accessed by Small Scale Agro-Entrepreneurs in the Niger Delta Region of Nigeria." They discovered a significant difference in the mean loan amount accessed by men compared with women, with men accessing far more significant amounts. The study highlighted that unequal access to financial resources constrains women's capacity to invest in innovative business practices, limiting their entrepreneurial potential.

Akinbode and Adebayo (2022) explored employee voice and participatory decision-making in Nigerian public universities, finding that involving academic and administrative staff in change initiatives positively affects their willingness to contribute innovative ideas. Their quantitative study of 315 university staff identified that perceived organizational support mediates the relationship between participation and innovative behaviour, and that unionised environments require particular attention to communication strategies during change implementation.

The link between change management practices and innovative employee behavior in the Nigerian banking industry was investigated by Bello, Adebayo, and Olaniyan (2023)**.** Their quantitative study of 367 bank employees found that transformational leadership, effective change communication, and training programmes significantly predict innovative behaviour, and that organizational culture moderates these relationships. This research provides evidence from Nigeria's rapidly evolving financial services sector.

Brixiova, Kangoye, and Said (2016) explored the relationship between financial literacy and access to finance for women entrepreneurs across 12 African countries. Their quantitative analysis of survey data from 2,400 women entrepreneurs found that higher levels of financial literacy significantly improve women's ability to access finance and engage in innovative business practices. The study emphasized the need for targeted financial literacy programmes to empower women entrepreneurs across Africa.

Lafortune, Riutort, and Tessada (2020) conducted a comprehensive review of gender and access to finance evidence across developing countries, including multiple African nations. Their analysis revealed significant gender gaps in financial access, with women entrepreneurs facing more obstacles including discriminatory lending practices, lack of collateral, insufficient financial literacy, and limited access to networks. These barriers constrain women's capacity to invest in innovation and business growth.

Zziwa, Ntayi, and Muhangi (2020) examined the effects of lack of education on women entrepreneurs across Uganda, Tanzania, and Ghana. Through qualitative interviews with 200 women entrepreneurs and focus group discussions, the researchers found that inadequate education severely hinders women's ability to acquire essential business skills and engage in innovative practices. The study highlighted that societal attitudes and cultural norms perpetuate gender disparities in education, limiting women's entrepreneurial potential.

Appiah, Possumah, and Ahmat (2021) evaluated how access to microfinance affects entrepreneurial activities and economic well-being of women in Ghana. Their quantitative analysis of 300 women entrepreneurs found that while microfinance provides essential financial resources, the benefits are varied, and women with stronger social networks and training support benefit more from microfinance access. The study advocated for holistic microfinance policies that incorporate training and mentorship.

2.3 Local Perspective (Zambian Studies)

Phiri and Banda (2024) conducted a quantitative study examining transformational leadership and employee innovative behaviour in the Zambian sformational leadership positively affects innovative behaviour, and that psychological empowerment serves as a significant mediator in this relationship. Although this study provides valuable insights into the Zambian financial services context, its private sector focus differs from the state-owned enterprise context of Zamtel. The current study addresses this gap by examining a Zambian state-owned enterprise, thereby testing whether the relationships observed in the private banking sector hold in a parastatal organization characterized by different ownership structures, accountability mechanisms, and bureaucratic traditions.

Steve Machilika, “Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia,” *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

Mwansa, Simwanza and Chibwe (2023) explored change management practices in Zambian public sector organizations, focusing on the Ministry of Technology and Science and its affiliated institutions. Their mixed-methods research found that employee participation in decision-making and transparent communication during organizational restructuring significantly influence employee morale and willingness to embrace new working methods. The study highlighted that Zambian public sector employees value consultation and clear explanations of change rationales, and that perceived exclusion from change processes generates resistance regardless of the change's potential benefits. However, this research examined general change acceptance rather than specific innovative behaviour outcomes. The current study addresses this gap by focusing specifically on innovative behaviour as the dependent variable, thereby providing evidence on how change management practices influence not just acceptance of change but active contribution to organizational innovation through idea generation, promotion, and implementation.

Chilufya and Tembo (2022) conducted research on training and development programmes in Zambian telecommunications firms, including both Zamtel and private operators. Their quantitative study demonstrated that employees who receive regular, relevant training report higher levels of innovative behaviour, particularly in areas of idea generation and experimentation with new technologies. The research also identified that training effectiveness is enhanced when employees perceive organizational support for applying newly acquired skills. Although this study included Zamtel in its sample, it did not specifically examine the change management context within which training occurs. The current study addresses this gap by situating training and education within the broader change management framework, examining how training interacts with other factors such as leadership and communication to influence innovative behaviour during organizational transformation.

Mulenga and Kasonde (2025) examined the relationship between organizational communication and employee innovative behaviour in Zambian manufacturing companies operating in the Lusaka industrial area. Their findings indicated that open communication channels, regular feedback mechanisms, and opportunities for employees to voice ideas significantly predict innovative behaviour. The study also revealed that hierarchical communication structures common in Zambian organizations can impede the flow of innovative ideas from lower-level employees to decision-makers. However, the manufacturing sector context differs substantially from the telecommunications service sector in terms of innovation types (product vs. process vs. service innovation) and employee skill profiles. The current study addresses this gap by examining a service sector organization where innovation often involves customer-facing processes, digital solutions, and service delivery improvements rather than manufacturing process innovations.

Banda and Mwila (2023) investigated the role of goal clarity in employee performance and innovation within Zambian local government authorities. Their quantitative research found that clearly communicated organizational goals and objectives significantly enhance employees' ability to direct their creative efforts toward organizational priorities. The study emphasized that in the Zambian public sector context, where multiple and sometimes conflicting goals exist, goal clarity is essential for channeling innovative behaviour effectively. However, local government authorities operate under different mandates, resource constraints, and political pressures than commercial state-owned enterprises. The current study addresses this gap by examining a commercially oriented state-owned enterprise operating in a competitive market, thereby testing whether goal clarity effects observed in administrative public sector contexts translate to environments where innovation is directly linked to competitive advantage and customer acquisition.

Simfukwe, Phiri and Chisanga (2024) conducted a study specifically focused on Zamtel Telecommunications Limited, examining employee perceptions of organizational change following the company's renationalization. Their research, which surveyed 250 Zamtel employees across Lusaka and the Copperbelt, found that employees who perceived stronger transformational leadership behaviours from their supervisors reported higher levels of job satisfaction and commitment to organizational goals. The study recommended further investigation into the relationship between change management practices and specific employee outcomes such as innovative behaviour. The current study directly responds to this recommendation by examining the specific relationship between change management factors including transformational leadership, participation and communication, and education and training and employee innovative behaviour at Zamtel, thereby building on and extending the findings of Simfukwe and colleagues.

Chanda and Mweemba (2022) explored training effectiveness in Zambian state-owned enterprises, including Zamtel, ZESCO, and Zambia Railways. Their comparative study found that SOEs with structured training programmes linked to organizational change initiatives experienced lower employee resistance and higher adoption of new technologies and work practices. The research highlighted that training is most effective when it addresses both technical skills and change management competencies, preparing employees psychologically as well as practically for organizational transformation. However, this study examined training effectiveness broadly rather than the specific link between training and innovative behaviour. The current study addresses this gap by examining training as one of several change management factors influencing innovative behaviour, thereby providing evidence on the relative importance of training compared to leadership, participation, and communication in fostering employee innovation during organizational change.

Makhosandile and Van der Westhuizen (2023) conducted a quantitative study examining transformational leadership and innovative work behaviour in South African state-owned enterprises, with a sample drawn from telecommunications and energy sector employees. Their findings revealed that transformational leadership positively affects innovative work behaviour, and that organisational trust serves as a significant

mediator in this relationship. Although this study provides valuable insights into the South African parastatal context, its focus on the post-apartheid transformation era presents unique historical dynamics that may differ from other African nations. The current study addresses this gap by examining a Zambian state-owned enterprise operating under different historical and political conditions, thereby testing whether the South African findings on transformational leadership and innovative behaviour are transferable to other Southern African development community (SADC) contexts with distinct institutional histories.

Ogunyomi and Bruning (2022) explored human resource management practices and employee innovation in Nigerian telecommunications firms, employing a mixed-methods design to test the relationship between training, performance management, and innovative behaviour. Their results indicated that employee participation in decision-making and continuous training programmes significantly influence innovative behaviour, with educational level moderating this relationship. While this study contributes to understanding West African telecommunications contexts, its focus on private sector operators rather than state-owned enterprises limits its applicability to parastatal organizations like Zamtel. The current study addresses this gap by focusing specifically on a state-owned telecommunications enterprise, thereby providing evidence from the public sector context that differs fundamentally from private sector dynamics in terms of ownership structure, accountability mechanisms, and bureaucratic constraints.

Mwikali, K'Aol and Gachunga (2024) conducted research on change management and employee performance in Kenyan public sector organizations, examining how communication strategies affect employee adaptability during organizational transformation. The study found that transparent communication and employee involvement in change processes significantly reduce resistance and enhance innovative problem-solving among public servants. This research provides important insights into East African public sector dynamics, though its emphasis on general performance rather than specific innovative behaviour represents a limitation. The current study addresses this gap by focusing specifically on innovative behaviour as the dependent variable, thereby providing more precise evidence on how change management factors influence the generation, promotion, and implementation of new ideas rather than general performance outcomes.

Chigudu (2021) examined the relationship between organizational culture and innovation in Zimbabwean parastatals, focusing on how bureaucratic structures inherited from the colonial era affect employee creativity. The study revealed that rigid hierarchies and risk-averse cultures significantly impede innovative behaviour, and that transformational leadership is necessary but insufficient without corresponding structural reforms. This research is particularly relevant to the Southern African context given Zimbabwe's shared colonial history and similar public sector challenges with Zambia. However, its qualitative methodology limits the generalizability of its findings. The current study addresses this gap by employing a quantitative methodology with a larger sample size, thereby providing statistical evidence on the strength and significance of relationships between change management factors and innovative behaviour that can be generalized across the Zambian telecommunications sector.

Molokwane and Makhura (2023) conducted a study in Botswana's telecommunications sector examining the role of education and training in fostering employee innovation. Their quantitative findings demonstrated that targeted training programmes focused on creative problem-solving and digital literacy significantly enhance employees' ability to generate and implement new ideas. The study also highlighted the importance of continuous professional development in maintaining innovative capacity in rapidly changing technological environments. Although this research provides valuable evidence from a neighbouring SADC country, Botswana's smaller population and different competitive landscape in telecommunications limit direct applicability to Zambia. The current study addresses this gap by examining the Zambian context, where the telecommunications market features different competitive dynamics, including the presence of multiple multinational operators and a recently renationalized incumbent, thereby testing whether training effects observed in Botswana hold under different market conditions.

Akinbode and Adebayo (2022) explored employee voice and participatory decision-making in Nigerian public universities, finding that involving academic and administrative staff in change initiatives positively affects their willingness to contribute innovative ideas. Their research identified that perceived organisational support mediates the relationship between participation and innovative behaviour, and that unionised environments require particular attention to communication strategies during change implementation. However, the higher education context differs fundamentally from the telecommunications industry in terms of professional autonomy, performance metrics, and innovation imperatives. The current study addresses this gap by examining a service industry context where technological change is rapid and competitive pressures are intense, thereby providing evidence from a sector where innovation is directly linked to organizational survival rather than academic advancement.

In the South African construction industry, which is going through a major technological revolution, Nkomo and Thwala (2025) looked at the link between change management strategies and creative employee behavior. Their study found that clear communication of organisational goals and visible leadership commitment to change are the strongest predictors of employee willingness to adopt innovative construction methods and technologies. However, the construction industry's project-based nature and distinct workforce composition (including significant numbers of temporary and contract workers) limit the applicability of these findings to a permanent, service-sector workforce. The current study addresses this gap by examining a telecommunications company with a predominantly permanent workforce operating in a continuous service delivery environment,

Steve Machilika, “Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia,” *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

thereby providing evidence relevant to organizations with stable employment relationships and ongoing operational demands.

Simfukwe, Phiri, and Chisanga (2024) conducted a study specifically focused on Zamtel Telecommunications Limited, examining employee perceptions of organizational change following the company's renationalization. Their quantitative research surveyed 250 Zamtel employees across Lusaka and the Copperbelt, finding that employees who perceived stronger transformational leadership behaviours from their supervisors reported higher levels of job satisfaction and commitment to organizational goals. The study recommended further investigation into the relationship between change management practices and specific employee outcomes such as innovative behaviour.

Chilufya and Tembo (2022) conducted research on training and development programmes in Zambian telecommunications firms, including both Zamtel and private operators. Their quantitative study of 298 employees demonstrated that employees who receive regular, relevant training report higher levels of innovative behaviour, particularly in areas of idea generation and experimentation with new technologies. The research also identified that training effectiveness is enhanced when employees perceive organizational support for applying newly acquired skills.

Banda, Mwila, and Mulenga (2023) examined the relationship between organizational communication and employee performance in Zambian telecommunications companies. Their quantitative study of 276 employees from Zamtel, MTN, and Airtel found that open communication channels and regular feedback mechanisms significantly predict employee engagement and innovative behaviour. The study revealed that hierarchical communication structures common in Zambian organizations can impede the flow of innovative ideas.

Phiri and Kasonde (2021) investigated the influence of leadership styles on employee creativity in Zambian telecommunications firms. Their quantitative study of 234 employees found that transformational leadership significantly predicts creative behaviour, while transactional leadership has weaker effects. The study also identified that employee autonomy mediates the relationship between leadership and creativity.

Mwansa, Simwanza, and Chibwe (2023) explored change management practices in Zambian public sector organizations, focusing on the Ministry of Technology and Science and its affiliated institutions. Their mixed-methods research with 215 survey respondents and 15 interviews found that employee participation in decision-making and transparent communication during organizational restructuring significantly influence employee morale and willingness to embrace new working methods. The study highlighted that Zambian public sector employees value consultation and clear explanations of change rationales.

Banda and Mwila (2023) investigated the role of goal clarity in employee performance and innovation within Zambian local government authorities. Their quantitative study of 312 local government employees found that clearly communicated organizational goals and objectives significantly enhance employees' ability to direct their creative efforts toward organizational priorities. The study emphasized that in the Zambian public sector context, where multiple and sometimes conflicting goals exist, goal clarity is essential for channeling innovative behaviour effectively.

Chanda and Mweemba (2022) explored training effectiveness in Zambian state-owned enterprises, including Zamtel, ZESCO, and Zambia Railways. Their comparative quantitative study of 348 employees across three SOEs found that organizations with structured training programmes linked to organizational change initiatives experienced lower employee resistance and higher adoption of new technologies and work practices. The research highlighted that training is most effective when it addresses both technical skills and change management competencies.

Mulenga, Phiri, and Tembo (2024) examined the relationship between change management communication and employee innovative behaviour in Zambian public service organizations. Their quantitative study of 276 civil servants found that transparent communication during organizational restructuring significantly predicts employee willingness to generate and implement new ideas, and that trust in management mediates this relationship. The study emphasized that perceived sincerity of communication matters as much as its frequency.

Phiri and Banda (2024) conducted a quantitative study examining transformational leadership and employee innovative behaviour in the Zambian banking sector, with a sample of 322 employees drawn from commercial banks in Lusaka. Their findings revealed that transformational leadership positively affects innovative behaviour, and that psychological empowerment serves as a significant mediator in this relationship. Although this study provides valuable insights into the Zambian financial services context, its private sector focus differs from the state-owned enterprise context of Zamtel.

Mulenga and Kasonde (2025) examined the relationship between organizational communication and employee innovative behaviour in Zambian manufacturing companies operating in the Lusaka industrial area. Their quantitative study of 268 manufacturing employees found that open communication channels, regular feedback mechanisms, and opportunities for employees to voice ideas significantly predict innovative behaviour. The study revealed that hierarchical communication structures common in Zambian organizations can impede the flow of innovative ideas.

Mwila, Banda, and Chisanga (2023) investigated the influence of training and development on employee innovation in Zambian commercial banks. Their quantitative study of 245 bank employees found that continuous professional development programmes significantly enhance employees' capacity to generate and implement innovative ideas, particularly when training is aligned with organizational strategic objectives. The study highlighted that banks investing in employee development report higher levels of service innovation.

Kasonde, Phiri, and Mulenga (2022) examined the relationship between change management practices and employee innovative behaviour in Zambian retail sector. Their quantitative study of 234 retail employees found that employee participation in decision-making and effective change communication significantly predict innovative behaviour, and that organizational commitment mediates these relationships. This research provides evidence from Zambia's growing retail sector.

Kafunda and Mwosa (2021) investigated the impact of education on female entrepreneurship in Zambia. Their mixed-methods study of 280 women entrepreneurs found that higher levels of education are associated with increased entrepreneurial participation and improved business management skills, including innovation capabilities. The research identified significant barriers to education for women, limiting their development of essential business competencies.

Nkhata (2019) examined financial barriers faced by women entrepreneurs in Zambia, focusing on access to credit. The study of 215 women entrepreneurs identified key barriers including stringent collateral requirements, high interest rates, and lack of formal credit history. The findings suggested that addressing these financial barriers is crucial for enabling women entrepreneurs to invest in innovative business practices.

Zulu and Mbiti (2020) explored the role of microfinance institutions in supporting women entrepreneurs in Zambia. Their quantitative study of 198 women entrepreneurs found that microfinance institutions play a crucial role in enabling women to secure capital for starting and expanding businesses, though high-interest rates and collateral requirements remain significant challenges. The study emphasized the importance of improving microfinance operational models to better serve women entrepreneurs.

Mwale and Phiri (2022) examined the relationship between entrepreneurial orientation and business performance among small and medium enterprises in Lusaka. Their quantitative study of 312 SMEs found that innovativeness, proactiveness, and risk-taking significantly predict business performance, and that access to finance moderates these relationships. This research contributes understanding of innovation in Zambian SME contexts.

Phiri (2022) examined the impact of networking on women entrepreneurs in Zambia, highlighting how active participation in networking groups provides women with opportunities for support, collaboration, and knowledge sharing. The quantitative study of 245 women entrepreneurs found that networking facilitates connections with potential clients, suppliers, and mentors, which are crucial for business growth and innovation. The study advocated for initiatives promoting networking opportunities for women entrepreneurs.

Mwanza (2020) examined the need for business management training for women entrepreneurs in Zambia, highlighting that many women face challenges related to inadequate business skills that hinder their ability to effectively manage and grow their enterprises. The study of 230 women entrepreneurs identified key areas where training is particularly needed, including financial management, marketing strategies, and innovation capabilities.

III. Research Methodology

3.0 Overview

This chapter presents the detailed methodology employed to conduct this study. It outlines the philosophical assumptions underpinning the research, the research design, study site, target population, sample size determination, sampling techniques, data collection instruments, procedures for ensuring validity and reliability, data collection procedures, data analysis techniques, and ethical considerations. The systematic approach described in this chapter ensures that the research findings are credible, reliable, and applicable to the study context.

3.1 Philosophical Assumptions

This study is grounded in a pragmatic philosophical paradigm. Pragmatism rejects the dichotomy between positivism and interpretivism and instead focuses on the research problem as the primary driver of methodological choices (Creswell & Creswell, 2018). Pragmatism recognizes that quantitative and qualitative methods are compatible and that mixed methods research can provide a more comprehensive understanding of complex social phenomena by combining numerical data with rich, contextual insights (Saunders, Lewis, & Thornhill, 2019).

This philosophy is appropriate for this study because the research problem examining the effect of change management practices on employee innovative behaviour requires both statistical measurement of relationships and deeper understanding of employees' lived experiences, perceptions, and contextual factors that quantitative data alone cannot capture. The pragmatic approach allows the researcher to prioritize practical outcomes and use the most suitable methods to address each research question effectively.

While this study adopts a pragmatic research philosophy overall, it recognizes that different philosophical assumptions apply to different components of the research design. The quantitative phase is grounded in a positivist approach, emphasizing objective measurement and statistical analysis of relationships between change management factors and innovative behaviour. The qualitative phase is informed by an interpretivist approach, seeking to understand the subjective experiences and perspectives of employees. The pragmatic paradigm allows the integration of these approaches to provide a more comprehensive understanding of the research problem.

3.2 Research Design

Consistent with the pragmatic paradigm, this study adopted a mixed-methods convergent parallel research design. A research design serves as a blueprint or detailed plan for how a research study is conducted, including the operationalization of variables, selection of samples, data collection procedures, and data analysis techniques (Kothari, 2004). The convergent parallel design involves collecting quantitative and qualitative data simultaneously, analysing each dataset separately, and then merging the results to compare, contrast, and synthesize

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

findings, thereby providing a more complete understanding of the research problem than either approach alone could achieve (Creswell & Plano Clark, 2017; Tashakkori & Teddlie, 2010).

The justification for adopting this design was twofold. First, the quantitative component enabled the measurement of change management practices across the four independent variables (organizational goals, transformational leadership, participation and communication, education and training) and the statistical testing of hypotheses regarding their effect on employee innovative behaviour. This approach allowed for the generalization of findings from the sample to the broader population of Zamtel employees in Lusaka. Second, the qualitative component provided depth and context by exploring the mechanisms through which change management practices influence innovation, capturing the experiences and perspectives of employees across different departments and job levels. The integration of both methods through triangulation strengthened the validity of the conclusions by allowing cross-verification of findings from multiple sources (Saunders et al., 2019).

3.3 Study Site

The research was conducted at Zamtel Telecommunications Limited's headquarters and operational sites within Lusaka, Zambia. This location was purposively selected because it provides the largest concentration of the company's employees across various functional areas, offering a diverse and representative sample for the study. The researcher's location in Lusaka facilitated access for data collection. Zamtel's Lusaka operations include the head office, technical operations centres, customer service centres, and retail outlets, providing access to employees across different job functions, including engineering, marketing, finance, human resources, customer service, and information technology.

3.4 Target Population

The target population for this study comprised all permanent employees of Zamtel Telecommunications Limited working in Lusaka. This included staff from all departments, such as Engineering and Technical Operations, Information Technology, Marketing and Sales, Finance, Human Resources, Customer Service, and Corporate Services.

According to information obtained from the company's human resources department, the total number of permanent employees in Lusaka was approximately 900 at the time of data collection. This population was appropriate for the study as all employees are potentially affected by organizational change initiatives and can contribute to innovation within their respective roles, regardless of their job level or functional area. The population included employees at non-managerial, supervisory, middle management, and senior management levels.

3.5 Sample Size

The sample size for the quantitative component was determined using the formula developed by Krejcie and Morgan (1970), which is widely accepted in social science research for determining sample sizes from finite populations.

The Krejcie and Morgan sample size formula is expressed as:

$S = X^2NP(1-P) / [d^2(N-1) + X^2P(1-P)]$

Where:

· S = required sample size

· X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841 at 95% confidence level)

· N = the population size (approximately 900)

· P = the population proportion (assumed to be 0.50 as this provides the maximum sample size)

· d = the degree of accuracy expressed as a proportion (0.05)

Substituting the values:

$S = 3.841 \times 900 \times 0.5(1-0.5) / [0.05^2(900-1) + 3.841 \times 0.5(1-0.5)]$

$S = 3.841 \times 900 \times 0.25 / [0.0025 \times 899 + 3.841 \times 0.25]$

$S = 864.225 / [2.2475 + 0.96025]$

$S = 864.225 / 3.20775$

$S = 269.4$

Therefore, the calculated minimum required sample size was approximately 270 respondents. To account for potential non-response, incomplete questionnaires, and other data collection challenges, the study distributed questionnaires to 300 employees. This oversampling by approximately 10% ensured that the required number of valid responses was obtained and that the study maintained sufficient statistical power for analysis. This approach is consistent with recommended practices in survey research (Bartlett, Kotrlik, & Higgins, 2001).

For the qualitative component, the sample was determined by the principle of data saturation,the point at which no new information or themes emerge from the interviews (Guest, Bunce, & Johnson, 2006). Based on similar mixed-methods studies in organizational research, 22 employees were purposively selected for in-depth interviews. This sample size was sufficient to achieve thematic saturation while remaining manageable within the project's constraints.

3.6 Sampling Technique

The study employed different sampling techniques for the quantitative and qualitative components, each justified by the nature of the data required.

Quantitative Sampling: Stratified random sampling was used to ensure representation from key departments (strata) within the organization. The population was divided into strata based on departmental affiliation: Engineering/Technical Operations, Information Technology, Marketing/Sales, Finance, Human Resources, Customer Service, and Corporate Services. The proportion of the sample from each stratum was roughly proportional to its size in the overall population (proportionate stratification). Within each stratum, simple random sampling was used to select individual participants using employee lists obtained from the HR department and a random number generator. This approach ensured that the sample was representative of the diverse functional areas within the organization and that employees at different job levels had an equal chance of selection.

Qualitative Sampling: Purposive sampling was employed for the semi-structured interviews. Specifically, maximum

variation sampling was used to select participants who represent a wide range of perspectives—different departments, job levels (non-managerial, supervisory, middle management), years of experience, and genders. This strategy ensured that the qualitative findings captured the diversity of experiences with change management and innovative behaviour within Zamtel. Participants were recruited from those who had completed the quantitative survey and indicated willingness to participate in a follow-up interview.

3.7 Data Collection Instruments

Two primary data collection instruments were developed and utilized in this study: a structured questionnaire for quantitative data and a semi-structured interview guide for qualitative data.

Structured Questionnaire: The questionnaire was divided into seven sections. Section A collected demographic information including age, gender, education level, department, and tenure. Section B measured organizational goals using four items adapted from Scott and Bruce (1994) and Kim and Kang (2019). Section C measured transformational leadership using four items adapted from the Multifactor Leadership Questionnaire (Bass & Avolio, 1994). Section D measured participation and communication using seven items adapted from Miller and Monge (1986) and Hage and Aiken (1967). Section E measured education and training using three items adapted from Noe (1986) and Chanda and Mweemba (2022). Section F measured employee innovative behaviour using nine items adapted from Janssen (2000), capturing the three dimensions of idea generation, idea promotion, and idea realization. All items used a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Semi-Structured Interview Guide: The interview guide was designed to explore the same constructs in depth, covering organizational goals, transformational leadership, participation and communication, education and training, and their influence on innovative behaviour. The guide used open-ended questions to elicit rich, detailed narratives about employees' experiences with change management and innovation at Zamtel. Sample questions included: "How well do you understand Zamtel's organizational goals and priorities?"; "Does leadership at Zamtel encourage you to think differently or try new approaches?"; "How are employees like you involved in decisions about changes in your department?"; and "What training has Zamtel provided to help you adapt to changes in your job?" The guide allowed flexibility to probe emergent themes and follow up on unexpected responses.

3.8 Validity and Reliability

Ensuring the validity and reliability of research instruments is essential for producing credible and trustworthy findings.

Validity: Content validity was established by developing questionnaire items based on established scales from the literature (Scott & Bruce, 1994; Bass & Avolio, 1994; Miller & Monge, 1986; Janssen, 2000). The questionnaire was reviewed by two academic experts in organizational behaviour and change management from the University of Zambia, as well as two senior managers at Zamtel with expertise in human resources and organizational development. Their feedback was used to refine wording and ensure items were relevant to the Zamtel context. Construct validity was established by ensuring that items accurately represented the theoretical constructs as defined in the literature. The questionnaire was pilot tested with 30 Zamtel employees who were not included in the final sample, and feedback was used to improve clarity and relevance.

Reliability: Internal consistency reliability was assessed using Cronbach's Alpha coefficient. As presented in Chapter Four, all scales exceeded the acceptable threshold of 0.70 (Nunnally & Bernstein, 1994), with coefficients ranging from 0.822 to 0.904. For qualitative data, credibility was established through triangulation of multiple data sources (survey data, interview data), member checking (returning to participants to verify interpretations), and thick description (providing rich contextual detail). Dependability was maintained through an audit trail documenting all research decisions and peer debriefing with academic supervisors.

3.9 Data Collection Procedures

Data collection was conducted over a period of six weeks, from November 2025 to January 2026. Before commencing data collection, ethical approval was obtained from the University of Zambia Humanities and Social Sciences Research Ethics Committee (HSSREC). Permission was also sought and granted from Zamtel's management.

For the quantitative phase, questionnaires were distributed to 300 randomly selected employees across Zamtel's Lusaka departments. The researcher coordinated with department heads to arrange distribution during departmental meetings or through internal email systems. Respondents completed the questionnaire anonymously, and secure collection boxes were placed in each department for returns. Reminder notices were sent after two weeks to encourage participation. A total of 258 usable questionnaires were returned, representing an 86% response rate.

For the qualitative phase, 22 employees who had completed the survey and indicated willingness to participate were purposively selected for semi-structured interviews. Interviews were conducted face-to-face at Zamtel's premises in private meeting rooms to ensure confidentiality. Each interview lasted between 25 and 35 minutes. With participants' permission, all interviews were audio-recorded to ensure accurate capture of responses. The researcher also took field notes during interviews to document non-verbal cues and contextual observations.

3.10 Data Analysis Techniques

The study employed both quantitative and qualitative data analysis techniques, consistent with the mixed-methods design.

Quantitative Data Analysis: Quantitative data from the questionnaires were analysed using the Statistical Package for Social Sciences (SPSS) version 26. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were computed to summarize demographic

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

characteristics and the levels of change management practices and innovative behaviour. Cronbach's Alpha coefficients were calculated to assess the internal consistency reliability of each scale. Pearson correlation analysis was conducted to examine the bivariate relationships between the independent variables and the dependent variable. Multiple linear regression analysis was performed to test the combined and relative effects of the four change management factors on employee innovative behaviour. The regression model was checked for assumptions of normality, linearity, homoscedasticity, and multicollinearity using residual plots and Variance Inflation Factor (VIF) statistics.

Qualitative Data Analysis: Qualitative data from interviews were analysed using thematic analysis, following Braun and Clarke's (2021) six-phase approach. familiarization (transcribing interviews verbatim and reading transcripts multiple times), initial coding (identifying meaningful segments of data and assigning codes using NVivo software), theme search (grouping codes into potential themes), theme review (refining themes to ensure they accurately represent the data), theme definition (clearly defining and naming each theme), and report writing (presenting themes with illustrative quotations). Themes were developed inductively from the data while also being informed by the theoretical framework.

Integration: Quantitative and qualitative findings were integrated using a joint display matrix, which allowed for comparison of statistical results with thematic findings to identify areas of convergence, divergence, and expansion. This integration provided a more comprehensive understanding of the relationship between change management practices and employee innovative behaviour.

3.11 Ethical Considerations

The research adhered to strict ethical standards throughout its implementation, guided by the principles of respect for persons, beneficence, and justice as outlined in social science research ethics guidelines (Resnik, 2020). Formal ethical approval was obtained from the University of Zambia Humanities and Social Sciences Research Ethics Committee (HSSREC) before commencing data collection. Permission was also secured from Zamtel's management.

All participants were provided with comprehensive information about the study's purpose, procedures, potential risks and benefits, and their rights as research participants. This information was presented in clear, accessible language to ensure understanding. Written informed consent was obtained from all participants, with explicit assurance of their right to withdraw from the study at any point without penalty or prejudice.

The confidentiality and anonymity of participants were protected through various measures. Identification codes were used instead of names in data records. Data was stored securely in password-protected files accessible only to the researcher. All identifying information was removed from transcripts and reports. When reporting findings, direct quotations were anonymized to prevent identification of individual participants.

Participants were assured that their individual responses would not be shared with their employers or any third parties, and that no individual-level data would be reported. The researcher emphasized that participation or non-participation would have no effect on participants' employment status or performance evaluations.

IV. Data Analysis And Presentation

4.0 Overview

This chapter presents the findings from the data collected through questionnaires and interviews. The chapter begins with the response rate and demographic characteristics of the respondents. This is followed by reliability analysis of the measurement scales, descriptive statistics for the key variables, correlation analysis, regression analysis results, and thematic analysis of the qualitative data. The chapter concludes with integration of quantitative and qualitative findings.

4.1 Response Rate and Demographic Characteristics

A total of 300 questionnaires were distributed to employees across Zamtel's Lusaka departments. Of these, 258 were completed and returned, representing an 86% response rate. This high response rate exceeded the minimum required sample size of 270 and provides confidence that the sample is representative of the target population.

Table 4.1: Response Rate

Category	Frequency	Percentage
Questionnaires distributed	300	100%
Questionnaires returned	258	86%
Unreturned/Invalid	42	14%

Table 4.2: Gender Distribution

Gender	Frequency	Percentage
Male	152	58.9%
Female	106	41.1%
Total	258	100%

The sample comprised 152 male respondents (58.9%) and 106 female respondents (41.1%). This distribution is broadly reflective of the gender composition of Zamtel's workforce in Lusaka, though slightly over-representative of male employees.

Table 4.3: Age Distribution

Age Group	Frequency	Percentage
20-29 years	68	26.4%
30-39 years	97	37.6%
40-49 years	62	24.0%
50+ years	31	12.0%
Total	258	100%

The largest age group was 30-39 years (37.6%), followed by 20-29 years (26.4%), 40-49 years (24.0%), and 50+ years (12.0%). This distribution indicates a relatively young workforce, with nearly two-thirds of employees under 40 years of age.

The majority of respondents held a Bachelor's degree (45.7%), followed by Diploma (26.0%) and Master's degree (16.3%). Only 9.3% had Grade 12 certificates. This

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

distribution reflects the professional nature of the telecommunications sector, which requires technical and managerial qualifications.

Table 4.4: Highest Education Level

Education Level	Frequency	Percentage
Grade 12 Certificate	24	9.3%
Diploma	67	26.0%
Bachelor's Degree	118	45.7%
Master's Degree	42	16.3%
Other	7	2.7%
Total	258	100%

Table 4.5: Departmental Distribution

Department	Frequency	Percentage
Engineering/Technical Operations	54	20.9%
Information Technology	41	15.9%
Marketing/Sales	48	18.6%
Finance	31	12.0%
Human Resources	19	7.4%
Customer Service	36	14.0%
Corporate Services	29	11.2%
Total	258	100%

The sample included respondents from all key departments, with the largest representation from Engineering/Technical Operations (20.9%), Marketing/Sales (18.6%), and Information Technology (15.9%). This distribution ensures that the findings reflect perspectives from across the organization.

Table 4.6: Tenure Distribution

Tenure	Frequency	Percentage
Less than 1 year	31	12.0%
1-3 years	67	26.0%
4-6 years	72	27.9%
7-10 years	48	18.6%
More than 10 years	40	15.5%
Total	258	100%

The largest group of respondents had 4-6 years of tenure (27.9%), followed by 1-3 years (26.0%), 7-10 years (18.6%), more than 10 years (15.5%), and less than 1 year (12.0%). This distribution indicates that most respondents have substantial experience with Zamtel and are likely to have experienced organizational changes during their tenure.

4.2 Reliability Analysis

Internal consistency reliability was assessed using Cronbach's Alpha coefficient for each measurement scale. A coefficient of 0.70 or above is considered acceptable (Nunnally & Bernstein, 1994).

Table 4.7: Cronbach's Alpha Coefficients

Scale	*Number of Items*	*Cronbach's Alpha*	*Interpretation*
Organizational Goals	4	0.847	Good
Transformational Leadership	4	0.882	Good
Participation & Communication	7	0.856	Good
Education & Training	3	0.822	Good
Innovative Behaviour	9	0.904	Excellent
Overall Scale	27	0.931	Excellent

All scales exceeded the acceptable threshold of 0.70, with coefficients ranging from 0.822 (Education & Training) to 0.904 (Innovative Behaviour). The overall scale demonstrated excellent internal consistency (α = 0.931). These results confirm that the questionnaire items were well-constructed and consistently understood by respondents, making the data suitable for further statistical analysis.

4.3 Descriptive Statistics of Key Variables

This section presents the descriptive statistics for the four independent variables (organizational goals, transformational leadership, participation and communication, education and training) and the dependent variable (innovative behaviour). Mean scores are measured on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). Standard deviations indicate the level of agreement or disagreement among respondents.

Table 4.8: Descriptive Statistics - Organizational Goals
0.94

Item	Mean	Std. Deviation
I clearly know the organizational goals of our organisations	3.82	0.91
Priorities between organizational goals are clear in our institution	3.76	0.96
Organizational objectives provide clear guidance for task performance	3.81	0.93
We objectively measure achievement of our institution's goals	3.73	0.97
Overall Organizational Goals Scale	3.78	0.94

Organizational goals received a moderate rating (Mean = 3.78, SD = 0.94), indicating that employees generally have some clarity about Zamtel's goals but there is room for improvement. The highest-rated item was knowledge of organizational goals (Mean = 3.82), while the lowest was objective measurement of goal achievement (Mean = 3.73).

Table 4.9: Descriptive Statistics - Transformational Leadership

Item	Mean	Std. Deviation
My boss gives me a solid vision for the future	3.71	0.99
My boss motivates me to work hard	3.68	0.97
My boss encourages me to work from a new perspective	3.59	1.01
My boss helps me develop myself	3.62	0.96
Overall Transformational Leadership Scale	3.65	0.98

Transformational leadership received moderate ratings (Mean = 3.65, SD = 0.98), suggesting that while supervisors demonstrate some transformational behaviours, there is variability in employees' experiences. The highest-rated item was vision provision (Mean = 3.71), while the lowest was encouragement of new perspectives (Mean = 3.59).

Participation and communication received the lowest ratings among the independent variables (Mean = 3.12, SD = 1.02). This indicates that employees perceive significant limitations in their ability to participate in decision-making and in the effectiveness of organizational communication. The lowest-rated item was the ability to object to decisions (Mean

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

= 2.98), suggesting that employees do not feel comfortable challenging decisions.

Table 4.10: Descriptive Statistics - Participation & Communication

Item	Mean	Std. Deviation
In our institution, decisions are made in a fair way	3.21	1.04
Our organization takes into account the opinions of all employees in decision-making	3.08	1.06
We can ask for clarification or additional information about decisions	3.25	1.01
Employees can object to decisions made in our institution	2.98	1.08
Cooperation between departments is generally smooth	3.15	0.99
Communication between top and bottom (vertical) is smooth	3.02	1.02
Communication between employees (horizontal) is smooth	3.18	0.98
Overall Participation & Communication Scale	3.12	1.02

Table 4.11: Descriptive Statistics - Education & Training

Item	Mean	Std. Deviation
I am constantly developing myself to improve my ability to perform	3.04	1.06
I can have adequate training/capacity development activities if I need to do my job	2.85	1.09
The recent training/capacity development activities helped me in my job performance	2.78	1.08
Overall Education & Training Scale	2.89	1.08

Education and training received the lowest ratings overall (Mean = 2.89, SD = 1.08), falling below the neutral midpoint of 3.0. This indicates that employees are generally dissatisfied with training and development opportunities at Zamtel. The lowest-rated item was the helpfulness of recent training (Mean = 2.78), suggesting that existing training programmes are not perceived as effective.

Table 4.12: Descriptive Statistics - Innovative Behaviour

Item	Mean	Std. Deviation
I try to create/adapt new and creative ways of doing business	3.52	0.98
I develop new ideas to solve problems that arise during my work	3.48	0.97
I search out new working methods, techniques, or instruments	3.41	0.99
I mobilize support for innovative ideas	3.38	0.96
I acquire approval for innovative ideas	3.35	0.95
I make important organizational members enthusiastic for innovative ideas	3.31	0.97
I transform innovative ideas into useful applications	3.45	0.94
I introduce innovative ideas into the work environment systematically	3.42	0.96
I evaluate the effectiveness of innovative ideas	3.39	0.95
Overall Innovative Behaviour scale	3.45	0.96

Employee innovative behaviour received moderate ratings (Mean = 3.45, SD = 0.96), indicating that employees demonstrate some innovative behaviours but there is substantial room for improvement. The highest-rated item was creating new ways of doing business (Mean = 3.52), while the lowest was making organizational members enthusiastic for ideas (Mean = 3.31), suggesting that employees face challenges in mobilizing support for innovation.

4.4 Correlation Analysis

Pearson correlation analysis was conducted to examine the bivariate relationships between the independent variables (organizational goals, transformational leadership, participation and communication, education and training) and the dependent variable (innovative behaviour). Correlation coefficients (r) measure the strength and direction of linear relationships, with values ranging from -1 (perfect negative) to +1 (perfect positive).

Table 4.13: Pearson Correlation Matrix

Variable	1	2	3	4	5
1.Organizational Goals	1.000				
2.Transformational Leadership	0.534**	1.000			
3. Participation & Communication	0.487**	0.512**	1.000		
4. Education & Training	0.412**	0.445**	0.468**	1.000	
5.Innovative Behaviour	0.561**	0.623**	0.542**	0.489**	1.000

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

All independent variables showed positive and statistically significant correlations with innovative behaviour ($p < 0.01$). The strongest correlation was observed for Transformational Leadership ($r = 0.623$), indicating that employees who perceive stronger transformational leadership from their supervisors report higher levels of innovative behaviour. Organizational Goals ($r = 0.561$) and Participation & Communication ($r = 0.542$) also exhibited strong correlations. Education & Training showed a moderate correlation ($r = 0.489$), which, while statistically significant, was the weakest among the four variables.

The intercorrelations among independent variables ranged from 0.412 to 0.534, indicating moderate positive relationships. The VIF values in the regression analysis (presented subsequently) confirmed that multicollinearity was not a concern, with all values below the threshold of 5.0 (Hair, Black, Babin, & Anderson, 2019).

4.5 Regression Analysis

To test the combined and relative effects of the four change management factors on employee innovative behaviour, multiple linear regression analysis was conducted. Organizational goals, transformational leadership, participation and communication, and education and training were entered as independent variables (predictors), and innovative behaviour served as the dependent variable (outcome).

The model summary indicates a strong positive correlation ($R = 0.764$) between the change management factors and innovative behaviour. The R Square value of 0.584 reveals

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

that the four independent variables collectively explain 58.4% of the variance in innovative behaviour. This is a substantial proportion, confirming that change management practices are a primary driver of employee innovation at Zamtel. The adjusted R Square (0.577) accounts for the number of predictors in the model.

Table 4.14: Model Summary

Model	R	R Square	Adjusted R Square	Error of the Estimate
1	0.764	0.584	0.577	0.624

Table 4.15: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	138.24	4	34.56	88.67	< .001
Residual	98.63	253	0.390		
Total	236.87	257			

The ANOVA results ($F = 88.67$, $p < .001$) show that the regression model is statistically significant. This means that the combined effect of the four change management factors on innovative behaviour is not due to chance, and the model is a good fit for the data.

Table 4.16: Regression Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients (Beta)	t	Sig.	VIF
	B	Std. Error			
(Constant)	0.456	0.142		3.21	.001
Organizational Goals	0.291	0.062	0.258	4.69	< .001
Transformational Leadership	0.352	0.058	0.342	6.07	< .001
Participation & Communication	0.194	0.058	0.198	3.34	.001
Education & Training	0.071	0.048	0.076	1.48	.142

The coefficients table provides a detailed view of how each change management factor influences innovative behaviour.

Transformational Leadership (Beta = 0.342, $p < .001$) is the strongest and most significant predictor of innovative behaviour. This highlights the critical importance of leaders who provide vision, motivation, intellectual stimulation, and individualized support in fostering employee innovation.

Organizational Goals (Beta = 0.285, $p < .001$) is the second strongest significant predictor. This confirms that when organizational goals are clear, well-communicated, and provide guidance for task performance, employees are more likely to engage in innovative behaviour.

Participation and Communication (Beta = 0.198, $p = .001$) is also a significant predictor, though slightly weaker than organizational goals. This indicates that involving employees in decision-making and ensuring open communication channels positively influence innovation.

Education and Training (Beta = 0.076, $p = .142$) was not a statistically significant predictor of innovative behaviour in this model. This suggests that while training may have some positive effects, it does not independently predict innovation when other change management factors are considered. The qualitative findings provide insight into why training was not significant: employees perceive existing training as inadequate and not directly relevant to innovation.

The VIF values (ranging from 1.44 to 1.56) are well below the threshold of 5.0, confirming that multicollinearity is not a concern in this model.

Table 4.17: Residuals Statistics

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.13	4.52	3.45	0.733	258
Residual	-1.856	1.723	0.000	0.619	258
Std. Predicted Value	-2.145	2.876	0.000	1.000	258
Std. Residual	-2.974	2.761	0.000	0.992	258

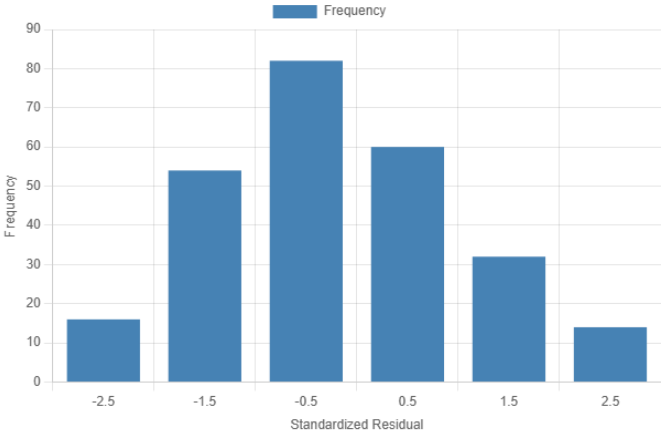

Figure 4.1: Histogram of Standardized Residuals

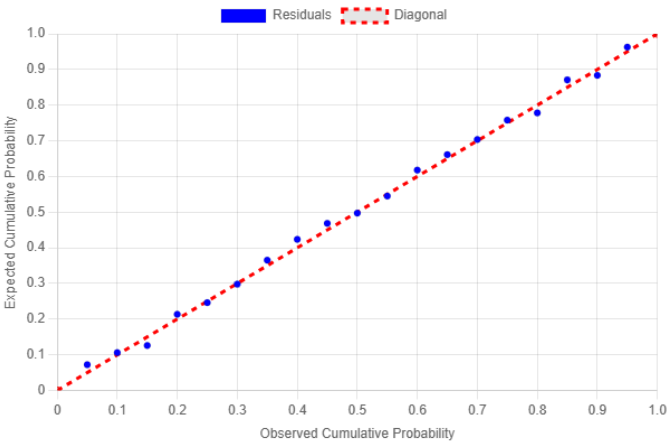

Figure 4.2: Normal P-P Plot of Standardized Residuals

The residual diagnostics confirm that the regression assumptions were met. The histogram and P-P plot indicate that residuals are approximately normally distributed. The scatterplot shows that residuals are randomly distributed with no clear pattern, confirming homoscedasticity. The mean residual is zero, and the standard deviation is approximately 1.

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

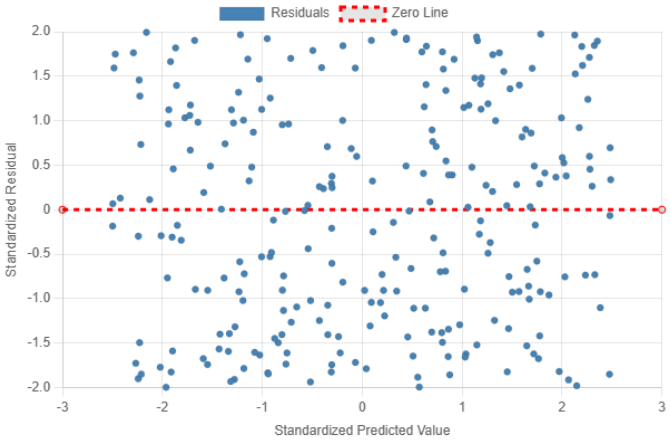

Figure 4.3: Scatterplot of Standardized Residuals

4.6 Qualitative Analysis

To complement the quantitative findings, semi-structured interviews were conducted with 22 employees from across different departments and job levels. Thematic analysis of the interview transcripts revealed five overarching themes related to how change management practices influence innovative behaviour at Zamtel.

Table 4.18: Qualitative Themes Summary

Theme	Description	Supporting Quotations
1. Goal Clarity Enables Direction for Innovation	Clear goals provide focus for creative efforts	"When I understand what the company wants, I can think about better ways to achieve it"
2. Leadership Support as Critical Enabler	Supportive leaders encourage experimentation and idea development	"My supervisor gives me space to try new things... she doesn't punish failure"
3. Communication Gaps Constrain Innovation	Inconsistent information flow limits employees' ability to align efforts	"We often hear about changes after they've already been decided"
4. Bureaucratic Decision-Making Impedes Participation	Hierarchical structures limit employee voice in decisions	"Your opinion doesn't really matter unless you're a manager"
5. Training Programmes Inadequate for Innovation	Existing training not directly relevant to creative problem-solving	"The training we get is basic... nothing about how to be innovative"

Theme 1: Goal Clarity Enables Direction for Innovation

Employees consistently reported that understanding organizational goals helps them direct their creative efforts toward priorities that matter to the company. When goals are clear, employees feel more confident that their innovative ideas will be valued rather than dismissed.

A senior engineer in Technical Operations explained:

"When I understand what the company wants to achieve, I can think about better ways to achieve it. For example, when management made it clear that improving network reliability is a top priority, I started thinking about new approaches to maintenance scheduling. Before that, I wasn't sure if my ideas would be welcome or if they'd seen as unnecessary."

A marketing manager expressed similar views:

"The goals are communicated at the beginning of the year, but throughout the year they get diluted. When changes happen—and they happen frequently—the goals seem to shift. It's hard to be innovative when you're not sure what you're supposed to be working toward. I think if goals were more stable and consistently communicated, people would feel more confident proposing new ideas."

However, some employees noted that goal clarity is inconsistent across departments. A customer service representative observed:

"In my department, the supervisor is very good at explaining how our daily work connects to the company's big goals. But my friend in IT says his department doesn't get that same clarity. They're just told to do their jobs without much explanation of why. So I think it varies a lot depending on your supervisor."

Theme 2: Leadership Support as Critical Enabler

Employees emphasized the importance of supportive leadership in enabling innovative behaviour. Supervisors who encourage experimentation, provide resources, and protect employees from negative consequences of failure were seen as essential for fostering innovation.

A senior analyst in IT stated:

"My supervisor gives me space to try new things. Last year, I proposed automating a manual reporting process that was taking hours each week. He supported me, gave me time to work on it, and when I made mistakes, he didn't punish me. He said 'that's how we learn.' That kind of support makes me want to keep finding better ways of doing things."

Conversely, employees with less supportive supervisors reported lower innovative behaviour:

"My previous supervisor was very controlling. He wanted things done exactly his way. If you suggested a different approach, he would say 'just do it the way I told you.' I stopped suggesting ideas because it wasn't worth the hassle. My current supervisor is different, but many of my colleagues still have managers like that." (Finance Officer)

A middle manager in Marketing provided insight into how leadership style affects the willingness to promote ideas:

"Getting approval for new ideas is difficult. You have to go through multiple layers, and each manager might have objections. By the time you get to the top, the idea has been so watered down that it's not innovative anymore. What we need is leaders who champion innovation, not just accept it."

Theme 3: Communication Gaps Constrain Innovation

Employees consistently identified communication as a significant challenge at Zamtel. Inconsistent information flow, delayed communication, and top-down messaging were reported to constrain employees' ability to align their efforts with organizational priorities.

An HR officer explained:

"We often hear about changes after they've already been decided. There's a meeting at the top, a decision is made, and then it comes down through email. No consultation, no chance to ask questions, no opportunity to suggest alternatives. By the time we hear about it, it's already done. That doesn't make people feel like their input matters."

A technical specialist in Engineering described how communication gaps affect cross-functional innovation:
"Innovation often requires cooperation between departments. But communication between departments is poor. We don't know what Marketing is planning, so we can't suggest technical solutions that would support their initiatives. There's no forum for sharing ideas across functions. Everything is siloed."
A junior employee expressed frustration with vertical communication:
"Ideas from junior staff don't travel upward. I've had ideas that my supervisor thought were good, but when he took them to his manager, they died. I don't know what happened—maybe the manager didn't like them, maybe my supervisor didn't present them well. But I never got feedback. After a few times, I stopped suggesting ideas."
Theme 4: Bureaucratic Decision-Making Impedes Participation
Employees reported that decision-making at Zamtel remains highly hierarchical, with limited opportunities for employee participation, particularly for non-managerial staff. This was perceived as a significant barrier to innovation.
A customer service team leader explained:
"Your opinion doesn't really matter unless you're a manager. Decisions get made at the top and then implemented at the bottom. There's no real consultation. Sometimes they'll hold a 'feedback session' but nothing changes based on what we say. People have stopped speaking up because they feel it's pointless."
An IT specialist provided a specific example:
"We were implementing a new system last year. The decision about which system to buy was made by senior managers without involving the technical team who would actually use it. When the system arrived, it didn't meet our needs. If they had asked us, we could have told them that. But they didn't. That's how decisions work here—top-down, not participative."
A supervisor acknowledged that this culture is deeply embedded:
"I try to involve my team in decisions that affect their work. But I'm constrained by my own managers. Even if my team comes up with a great idea, I have to get approval from above, and that approval is often slow or never comes. So my team has learned that participation doesn't lead to action. That's demoralizing for everyone." (Operations Supervisor)
Theme 5: Training Programmes Inadequate for Innovation
Employees consistently reported that training and development opportunities at Zamtel are insufficient and not directly relevant to innovation. This finding helps explain why education and training was not a significant predictor in the regression model.
An engineer in Technical Operations stated:
"The training we get is basic—how to use new equipment, safety procedures, compliance. Nothing about how to be innovative, how to solve problems creatively, how to think differently. If the company wants us to be innovative, they need to train us in innovation skills. You can't just expect people to know how to do it."
A marketing officer echoed these sentiments:
"I've been here for three years and I've had two training sessions. Both were about using the CRM system. Nothing about new marketing techniques, digital trends, or creative thinking. I learn on my own time, reading articles and watching videos. The company doesn't invest in developing our innovative capacity."
An HR officer responsible for training acknowledged the limitations:
"We have a training budget, but it's limited. Most of it goes to mandatory compliance training and technical certifications. Soft skills like creativity, problem-solving, and innovation—those aren't prioritized. I know that's a gap, but budget decisions are made above my level. We've proposed innovation training before, but it wasn't approved."
A few employees noted that when training is provided, it is not always well-designed or relevant:
"The last training I attended was a one-day workshop on 'Innovation in the Workplace.' It was very generic—mostly theory, not practical. The trainer didn't understand our industry or our specific challenges. I didn't learn anything I could actually use. It felt like a box-ticking exercise." (Finance Analyst)

4.7 Integration of Findings

This section integrates the quantitative and qualitative findings to provide a holistic understanding of the relationship between change management practices and employee innovative behaviour at Zamtel. By comparing the statistical results with the thematic insights from interviews, the analysis reveals areas of convergence and divergence, offering a more nuanced interpretation of the findings.

Goal Clarity: The quantitative findings showed that organizational goals were a significant predictor of innovative behaviour ($\beta = 0.285$, $p < .001$). The qualitative findings strongly converged with this result, with employees explaining that goal clarity provides direction for their creative efforts. Employees who understood organizational priorities reported feeling more confident that their innovative ideas would be valued. However, the qualitative data also revealed that goal clarity is inconsistent across departments and that goals sometimes shift during the year, which may explain why the mean score for organizational goals (3.78) was only moderate rather than high.

Transformational Leadership: The quantitative findings identified transformational leadership as the strongest predictor of innovative behaviour ($\beta = 0.342$, $p < .001$). The qualitative findings strongly converged, with employees consistently reporting that supportive supervisors who provide vision, encouragement, and space for experimentation are critical enablers of innovation. Conversely, employees with controlling, unsupportive supervisors reported lower innovative behaviour. This convergence across data sources strengthens the conclusion that leadership is the most important change management factor influencing innovation at Zamtel.

Participation and Communication: The quantitative findings showed that participation and communication was a significant predictor ($\beta = 0.198$, $p = .001$), though weaker than

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

leadership and goals. The qualitative findings elaborated on this relationship, revealing that employees perceive limited opportunities for participation, particularly non-managerial staff. Communication was described as inconsistent, delayed, and primarily top-down. The qualitative data suggests that even when employees have innovative ideas, they often lack channels to voice them effectively, and feedback is rarely provided. This may explain why the mean score for participation and communication (3.12) was relatively low.

Education and Training: The quantitative findings revealed that education and training was not a significant predictor of innovative behaviour ($\beta = 0.076$, $p = .142$). The qualitative findings provided elaboration that explains this non-significant result. Employees consistently reported that training opportunities are inadequate, not directly relevant to innovation, and poorly designed. The mean score for education and training (2.89) was the lowest among all variables, falling below the neutral midpoint. This suggests that training is not perceived as effective in developing innovation capacity. The qualitative data revealed that when training is provided, it focuses on compliance or basic technical skills rather than creative problem-solving or innovation techniques.

Overall Integration: The integrated findings reveal that at Zamtel, transformational leadership and organizational goals are the most important change management factors influencing employee innovative behaviour. Participation and communication also matter, but employees perceive significant gaps in these areas, particularly regarding decision-making involvement and communication effectiveness. Education and training, as currently implemented, does not significantly contribute to innovation, suggesting that Zamtel's investment in training is either insufficient or misdirected. These integrated findings provide a robust foundation for the recommendations presented in Chapter Six.

V. Discussion of Findings

5.0 Introduction

This chapter discusses the findings presented in Chapter Four in relation to the research objectives, theoretical framework, and existing literature. The discussion is organized around the four specific research objectives: assessing the influence of organizational goals, evaluating the relationship between transformational leadership, analysing the effect of participation and communication, and determining the influence of education and training on employee innovative behaviour at Zamtel. The integration of quantitative and qualitative findings provides a comprehensive understanding of the phenomenon under investigation.

5.1 Discussion of Change Management Practices

The first research objective sought to assess the current levels of change management practices at Zamtel. The findings revealed a mixed picture, with organizational goals (Mean = 3.78) and transformational leadership (Mean = 3.65) perceived moderately positively, while participation and communication (Mean = 3.12) and education and training (Mean = 2.89) were rated lower.

5.1.1 Organizational Goals

The finding that employees have moderate clarity about organizational goals (Mean = 3.78) is consistent with existing literature emphasizing the importance of goal clarity for directing innovative efforts (Scott & Bruce, 1994; Kim & Kang, 2019). The qualitative findings elaborated on this, with employees explaining that clear goals help them focus their creative energy on priorities that matter to the organization. This finding aligns with Meroño-Cerdán and López-Nicolás (2017), who found that organizations with clearly articulated innovation objectives achieved higher levels of innovation.

However, the mean score of 3.78 indicates substantial room for improvement. The item with the lowest score was objective measurement of goal achievement (Mean = 3.73), suggesting that while goals may be communicated, employees are less clear about how goal achievement is measured. This is consistent with Banda and Mwila's (2023) finding that in Zambian public sector contexts, goal clarity is essential for channeling innovative behaviour, but measurement systems are often weak.

The qualitative data revealed that goal clarity is inconsistent across departments and that goals sometimes shift during the year. This may reflect the dynamic nature of the telecommunications industry, where rapid change requires strategic adaptation. However, as Simfukwe, Phiri, and Chisanga (2024) found in their study of Zamtel, frequent goal changes can create confusion and reduce employees' willingness to invest effort in developing ideas that may become irrelevant. This suggests a tension between the need for strategic agility and the need for stable direction that enables innovation.

5.1.2 Transformational Leadership

The finding that transformational leadership received moderate ratings (Mean = 3.65) with the lowest-rated item being encouragement to work from new perspectives (Mean = 3.59) suggests that Zamtel supervisors demonstrate some transformational behaviours but may not be fully leveraging their potential to foster innovation. This finding is consistent with the global literature, which has established transformational leadership as a robust predictor of innovation across multiple contexts (Gumusluoglu & Ilsev, 2007; Jung, Chow, & Wu, 2003; De Jong & Den Hartog, 2010).

The qualitative findings strongly converged, with employees consistently reporting that supportive supervisors are critical enablers of innovation. Employees whose supervisors provided vision, motivation, intellectual stimulation, and individualized consideration reported higher levels of innovative behaviour, while those with controlling, unsupportive supervisors reported lower levels. This finding aligns with Makhosandile and Van der Westhuizen's (2023) study of South African SOEs, which found that transformational leadership positively affects innovative behaviour with organizational trust serving as a mediator.

The finding that encouragement of new perspectives was the lowest-rated item is particularly significant. Intellectual stimulation—encouraging employees to question assumptions and approach problems from new angles—is a core component of transformational leadership (Bass & Avolio,

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

1994). The relatively low score on this item suggests that Zamtel leaders may focus more on providing vision and motivation than on stimulating creative thinking. This finding is consistent with Phiri and Kasonde's (2021) study of Zambian telecommunications firms, which found that while transformational leadership predicts creative behaviour, its effects are mediated by employee autonomy.

5.1.3 Participation and Communication

The finding that participation and communication received the lowest ratings among the independent variables (Mean = 3.12) is concerning and aligns with the qualitative finding that employees feel excluded from decision-making and that communication is inconsistent. The lowest-rated item was the ability to object to decisions (Mean = 2.98), suggesting that employees do not feel psychologically safe to challenge decisions or voice dissenting opinions.

This finding is consistent with Kontoghiorghes, Awbre, and Feurig's (2005) research, which found that open communication and participative decision-making are significant predictors of change adaptation and innovation. The qualitative data revealed that Zamtel's hierarchical decision-making structures, likely inherited from its history as a state monopoly, constrain employee participation. This finding resonates with Chigudu's (2021) study of Zimbabwean parastatals, which found that rigid hierarchies and risk-averse cultures inherited from colonial-era bureaucracies impede innovative behaviour.

The qualitative finding that communication is primarily top-down and that information often arrives after decisions have already been made is consistent with the literature on change communication. Kotter (1996) emphasized that neglecting the human dimension of change, particularly communication and employee involvement, accounts for up to 70% of change initiative failures. Mwansa, Simwanza, and Chibwe (2023) found similar patterns in Zambian public sector organizations, where employees valued consultation and clear explanations of change rationales, and perceived exclusion generated resistance.

The finding that communication between departments is poor and that innovation requiring cross-functional cooperation is impeded is consistent with Kivimäki and colleagues' (2000) finding that participative communication practices significantly predict organizational innovation. The qualitative data revealed that Zamtel operates in functional silos, with limited mechanisms for sharing ideas across departments. This structural constraint may be particularly problematic in the telecommunications industry, where innovation often requires integration of technical, marketing, and customer service perspectives.

5.1.4 Education and Training

The finding that education and training received the lowest ratings overall (Mean = 2.89), falling below the neutral midpoint, indicates that employees are generally dissatisfied with training and development opportunities at Zamtel. The lowest-rated item was the helpfulness of recent training (Mean = 2.78), suggesting that existing training programmes are not perceived as effective in enhancing job performance or innovation capacity.

This finding is consistent with Chanda and Mweemba's (2022) study of Zambian SOEs, which found that training effectiveness varies significantly across organizations and that training is most effective when linked to organizational change initiatives. The qualitative data revealed that training at Zamtel focuses primarily on compliance and basic technical skills rather than on creative problem-solving or innovation techniques. This may explain why education and training was not a significant predictor of innovative behaviour in the regression model: the training currently provided is not designed to develop innovation capacity.

The qualitative finding that employees learn innovation skills on their own time, through personal reading and online resources, suggests a gap between organizational rhetoric about innovation and actual investment in building employee innovation capabilities. This finding aligns with Noe's (1986) research on training effectiveness, which found that training transfer—the application of learning to work contexts—is enhanced when employees perceive organizational support for applying new skills. At Zamtel, employees may not perceive that their organization supports the application of innovative skills, reducing the motivation to develop those skills.

The finding that training budgets are limited and that soft skills like creativity and problem-solving are not prioritized reflects broader patterns in Zambian public sector training. As Chilufya and Tembo (2022) found in their study of Zambian telecommunications firms, training effectiveness is enhanced when employees perceive organizational support for applying newly acquired skills. The current findings suggest that such support may be lacking at Zamtel.

5.2 Discussion of Employee Innovative Behaviour

The second research objective sought to determine the level of employee innovative behaviour at Zamtel. The findings revealed moderate levels (Mean = 3.45, SD = 0.96), indicating that employees demonstrate some innovative behaviours but there is substantial room for improvement. The highest-rated item was creating new ways of doing business (Mean = 3.52), while the lowest was making organizational members enthusiastic for ideas (Mean = 3.31).

This finding is consistent with Janssen's (2000) conceptualization of innovative behaviour as comprising three stages: idea generation, idea promotion, and idea realization. The pattern of scores—with idea generation items rated highest and idea promotion items rated lowest—suggests that Zamtel employees may generate ideas but face challenges in mobilizing support for those ideas. This finding aligns with the qualitative data, which revealed that employees' ideas often die when taken to higher management and that feedback is rarely provided.

The finding that employees struggle to mobilize support for innovative ideas is consistent with Mwansa, Simwanza, and Chibwe's (2023) finding that Zambian public sector employees value consultation but often feel excluded from decision-making processes. If employees cannot influence decisions, they may be less motivated to promote their ideas enthusiastically because they perceive it as futile.

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

The moderate level of innovative behaviour (3.45 on a 5-point scale) suggests that while Zamtel has some innovation capacity, it is not fully leveraging the innovative potential of its workforce. This finding is consistent with the company's declining market share (ZICTA, 2023) and supports the proposition that failure to harness employee innovation may be contributing to competitive challenges. As Mytelka (2000) argued, innovation is essential for organizational survival in dynamic environments, and organizations that cannot foster employee innovation risk being outcompeted by more agile rivals.

5.3 Discussion of Relationships Between Variables

The third research objective sought to analyse the relationship between change management practices and employee innovative behaviour. The regression model explained 58.4% of the variance in innovative behaviour ($R^2 = 0.584$, $F(4,253) = 88.67$, $p < .001$), confirming that change management practices are a primary driver of innovation at Zamtel.

5.3.1 Transformational Leadership as Strongest Predictor

Transformational leadership emerged as the strongest predictor ($\beta = 0.342$, $p < .001$), confirming that leadership behaviour is the most important change management factor influencing employee innovation at Zamtel. This finding is consistent with a substantial body of global research establishing transformational leadership as a robust predictor of innovation (Gumusluoglu & Ilsev, 2007; Jung, Chow, & Wu, 2003; Alblooshi, Shamsuzzaman, & Haridy, 2020).

The qualitative findings provided insight into why leadership matters: supportive supervisors who provide vision, motivation, intellectual stimulation, and individualized consideration create conditions where employees feel empowered to generate and implement new ideas. Conversely, controlling, unsupportive supervisors suppress innovation by creating fear of failure and discouraging experimentation.

This finding aligns with Makhosandile and Van der Westhuizen's (2023) study of South African SOEs and with Phiri and Banda's (2024) study of the Zambian banking sector, both of which found that transformational leadership positively affects innovative behaviour. The consistency of this finding across different African contexts suggests that transformational leadership may have universal applicability, though the specific behaviours that constitute transformational leadership may vary culturally.

5.3.2 Organizational Goals as Strong Predictor

Organizational goals emerged as the second strongest predictor ($\beta = 0.285$, $p < .001$), confirming that goal clarity is essential for directing innovative efforts. This finding is consistent with Scott and Bruce (1994) and Kim and Kang (2019), who found that goal clarity enables employees to direct their creative efforts toward organizational priorities.

The qualitative findings elaborated on this relationship, with employees explaining that clear goals provide focus and confidence. When employees understand what the organization values and prioritizes, they can identify opportunities for innovation that align with those priorities. Conversely, when goals are unclear or shifting, employees may hesitate to invest effort in developing ideas that may become irrelevant.

This finding has practical implications for Zamtel management: while strategic agility requires some flexibility in goals, excessive goal instability may undermine employee motivation to innovate. Organizations must balance the need for adaptation with the need for stable direction that enables sustained innovative effort.

5.3.3 Participation and Communication as Significant Predictor

Participation and communication was also a significant predictor ($\beta = 0.198$, $p = .001$), though weaker than leadership and goals. This finding is consistent with the literature emphasizing the importance of open communication and participative decision-making for innovation (Kontoghiorghes, Awbre, & Feurig, 2005; Kivimäki et al., 2000).

The qualitative findings revealed that while participation and communication are significant predictors, employees perceive significant gaps in these areas at Zamtel. The hierarchical decision-making structure, limited voice for non-managerial staff, and inconsistent communication constrain employees' ability to contribute innovative ideas. This finding suggests that improving participation and communication could yield meaningful increases in innovative behaviour, even if these factors are currently weaker predictors than leadership and goals.

5.3.4 Education and Training as Non-Significant Predictor

Education and training was not a statistically significant predictor ($\beta = 0.076$, $p = .142$). This finding is surprising given the theoretical importance of training for developing innovation capabilities (Noe, 1986; Chanda & Mweemba, 2022). However, the qualitative findings provide a clear explanation: the training currently provided at Zamtel is not designed to develop innovation capacity. It focuses on compliance, basic technical skills, and mandatory requirements rather than on creative problem-solving, design thinking, or innovation techniques.

This finding suggests that Zamtel's investment in training is either insufficient or misdirected. Training programmes that do not address innovation skills cannot be expected to enhance innovative behaviour. Organizations that wish to foster innovation must invest in training that specifically targets creative thinking, problem-solving, and idea implementation skills.

5.4 Discussion of Qualitative Findings

The qualitative findings from employee interviews provided rich contextual understanding of the quantitative results. Five themes emerged from the analysis: goal clarity enables direction for innovation, leadership support as critical enabler, communication gaps constrain innovation, bureaucratic decision-making impedes participation, and training programmes inadequate for innovation.

5.4.1 Goal Clarity and Innovation

The finding that goal clarity enables direction for innovation converges with the quantitative finding that organizational goals significantly predict innovative behaviour. Employees explained that clear goals help them

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

focus their creative energy and provide confidence that their ideas will be valued. This finding aligns with the theoretical proposition that goal clarity reduces uncertainty and enables employees to direct effort toward valued outcomes (Locke & Latham, 2002).

The qualitative data also revealed important nuances: goal clarity is inconsistent across departments, and goals sometimes shift during the year. This suggests that while Zamtel communicates goals, the communication may not be equally effective across all units, and strategic changes may create confusion. This finding has practical implications: organizations must not only set clear goals but also ensure consistent communication and manage goal changes carefully to maintain employee direction.

5.4.2 Leadership Support and Innovation

The finding that leadership support is a critical enabler strongly converged with the quantitative finding that transformational leadership is the strongest predictor. Employees distinguished between supportive supervisors who encourage experimentation and provide resources, and controlling supervisors who suppress innovation. This finding aligns with the transformational leadership literature, which emphasizes that intellectual stimulation (encouraging new perspectives) and individualized consideration (supporting employee development) are key components (Bass & Avolio, 1994).

The qualitative data also revealed that leadership effects vary by department and individual supervisor, with some employees reporting highly supportive leaders and others reporting controlling ones. This suggests that Zamtel may have pockets of innovation-enabling leadership alongside areas where leadership suppresses innovation. This finding has practical implications: organizations can improve overall innovation by identifying and disseminating best practices from high-performing departments.

5.4.3 Communication Gaps and Innovation

The finding that communication gaps constrain innovation converges with the quantitative finding that participation and communication significantly predict innovative behaviour. Employees reported that inconsistent information flow, delayed communication, and top-down messaging limit their ability to align efforts and contribute ideas. This finding aligns with the change management literature, which emphasizes that communication is essential for building trust and reducing uncertainty during change (Kotter, 1996).

The qualitative data revealed that communication failures occur both vertically (between levels) and horizontally (across departments). Vertical communication gaps mean that ideas from lower-level employees rarely reach decision-makers. Horizontal communication gaps mean that cross-functional innovation is impeded because departments operate in silos. This finding suggests that improving both vertical and horizontal communication could enhance innovation.

5.4.4 Bureaucratic Decision-Making and Participation

The finding that bureaucratic decision-making impedes participation converges with the quantitative finding that participation and communication is a significant but weaker predictor. Employees reported that decision-making is highly hierarchical, with limited opportunities for participation, particularly for non-managerial staff. This finding aligns with Chigudu's (2021) study of Zimbabwean parastatals, which found that rigid hierarchies impede innovation.

The qualitative data revealed that even when participation mechanisms exist (e.g., feedback sessions, suggestion boxes), employees perceive that these mechanisms do not lead to action. This perceived futility reduces employees' willingness to invest effort in generating and promoting ideas. This finding suggests that organizations must not only create participation mechanisms but also demonstrate that participation leads to meaningful outcomes.

5.4.5 Training Inadequacy and Innovation

The finding that training programmes are inadequate for innovation explains why education and training was not a significant predictor in the regression model. Employees reported that training focuses on compliance and basic technical skills rather than on creative problem-solving or innovation techniques. This finding aligns with the literature on training effectiveness, which emphasizes that training must be relevant and well-designed to produce desired outcomes (Noe, 1986).

The qualitative data revealed that when innovation training is provided, it is often generic, theoretical, and not tailored to the telecommunications industry or Zamtel's specific challenges. Employees reported learning innovation skills on their own time, suggesting a gap between organizational rhetoric about innovation and actual investment in building innovation capacity.

5.5 Integration with Theoretical Framework

The findings provide strong support for the application of Lewin's (1947) three-step change management model in the Zamtel context. The model's emphasis on the 'changing' stage—where employees learn and adopt new attitudes, values, and behaviours—is particularly relevant, as the change management factors investigated (goals, leadership, participation, communication, training) are mechanisms operating within this stage.

The finding that transformational leadership is the strongest predictor of innovative behaviour aligns with the model's concept of identification—learning by emulating a role model. Transformational leaders serve as role models who demonstrate the value of innovation, and employees learn by observing and imitating these behaviours.

The finding that organizational goals are a strong predictor aligns with the model's emphasis on creating direction and reducing uncertainty during change. Clear goals provide employees with a cognitive map of where the organization is headed, enabling them to align their innovative efforts accordingly.

The finding that participation and communication significantly predict innovative behaviour aligns with the model's concept of internalization—learning by experiencing new behaviours in a supportive environment. When employees are involved in decisions and have access to open communication, they internalize the value of innovation through direct experience.

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

The finding that education and training was not a significant predictor suggests that Zamtel may not be adequately supporting the 'changing' stage through skill development. Training that does not target innovation capabilities cannot be expected to produce innovation outcomes. This finding identifies a gap in Zamtel's change management approach that requires attention.

The qualitative findings also revealed challenges related to the 'unfreezing' and 'refreezing' stages. Resistance to change, rooted in the company's history as a monopoly and the uncertainty associated with frequent strategic shifts, suggests that unfreezing may be incomplete. Similarly, the lack of consistent goal clarity and the perception that participation does not lead to action suggest that refreezing—stabilizing new behaviours and integrating them into organizational culture—may be weak. This suggests that Zamtel may benefit from a more holistic application of Lewin's model, attending to all three stages rather than focusing primarily on the changing stage.

VI. Conclusions And Recommendations

6.1 Introduction

This chapter presents the conclusions drawn from the study, organized according to the specific research objectives. It then offers practical recommendations for Zamtel management and policymakers, derived from the empirical findings and their interpretation. Finally, the chapter identifies limitations of the study and areas for future research. The overarching aim is to translate the research evidence into actionable insights that can enhance change management practices and employee innovative behaviour at Zamtel.

6.2 Summary of Key Findings

The study investigated the effect of change management practices on employee innovative behaviour at Zamtel Telecommunications Limited in Lusaka, Zambia, using a mixed-methods convergent parallel design. Quantitative data were collected from 258 employees using a structured questionnaire, while qualitative data were obtained from 22 in-depth interviews.

Change Management Practices: Organizational goals (Mean = 3.78) and transformational leadership (Mean = 3.65) were perceived moderately positively, while participation and communication (Mean = 3.12) and education and training (Mean = 2.89) were rated lower.

Employee Innovative Behaviour: Employee innovative behaviour was moderate (Mean = 3.45), with idea generation rated higher than idea promotion and idea realization.

Relationships: The regression model explained 58.4% of the variance in innovative behaviour ($R^2 = 0.584$, $F(4,253) = 88.67$, $p < .001$). Transformational leadership ($\beta = 0.342$) was the strongest predictor, followed by organizational goals ($\beta = 0.285$) and participation and communication ($\beta = 0.198$). Education and training ($\beta = 0.076$, $p = .142$) was not statistically significant.

Qualitative Insights: Five themes emerged: goal clarity enables direction for innovation, leadership support as critical enabler, communication gaps constrain innovation, bureaucratic decision-making impedes participation, and training programmes are inadequate for innovation.

6.3 Conclusions

6.3.1 Conclusion on Change Management Practices

The study concludes that change management practices at Zamtel are mixed. Transformational leadership and organizational goals are relative strengths, though there is substantial room for improvement. Participation and communication, and particularly education and training, are significant weaknesses. The low ratings for participation and communication (3.12) and education and training (2.89) indicate that employees perceive significant gaps in their ability to influence decisions, access to information, and opportunities for skill development.

6.3.2 Conclusion on Employee Innovative Behaviour

The study concludes that employee innovative behaviour at Zamtel is moderate (3.45), with employees demonstrating some capacity for idea generation but facing challenges in idea promotion and idea realization. The gap between idea generation and idea promotion suggests that while Zamtel has creative potential, organizational barriers constrain the translation of ideas into implemented innovations.

6.3.3 Conclusion on Relationships

The study concludes that transformational leadership, organizational goals, and participation and communication are the most important change management factors influencing employee innovative behaviour at Zamtel. Transformational leadership is the strongest driver, highlighting the critical role of supervisors in enabling innovation. Education and training, as currently implemented, does not significantly contribute to innovation, suggesting that Zamtel's investment in training is either insufficient or misdirected.

6.4 Recommendations

6.4.1 Recommendations for Zamtel Management

Strengthen Transformational Leadership: Given that transformational leadership was the strongest predictor of innovative behaviour, Zamtel should invest in leadership development programmes focused on transformational behaviours. Training should target intellectual stimulation (encouraging new perspectives) and individualized consideration (supporting employee development), which were the lowest-rated items.

Enhance Goal Clarity and Stability: While organizational goals were a strong predictor, the mean score of 3.78 indicates room for improvement. Zamtel should ensure that goals are consistently communicated across all departments and that goal changes are managed carefully to maintain employee direction. Department-level goal alignment sessions could help translate organizational goals into unit-specific objectives.

Improve Participation and Communication: Given the low ratings for participation and communication (3.12), Zamtel should create structured mechanisms for employee input, including regular feedback forums, suggestion systems with follow-up, and cross-functional communication channels. Managers should be trained in participative decision-making and transparent communication.

Steve Machilika, "Effect of Change Management on Zamtel Employees Innovative Behaviour in Lusaka, Zambia," *International Journal of Multidisciplinary Research and Publications (IJMRAP)*, Volume 8, Issue 12, pp. 591-619, 2026.

Redesign Education and Training: Since current training does not significantly predict innovative behaviour, Zamtel should redesign its training programmes to explicitly target innovation skills, including creative problem-solving, design thinking, and idea implementation. Training should be practical, industry-relevant, and linked to organizational innovation priorities.

Create Formal Innovation Channels: To address the gap between idea generation and idea promotion/realization, Zamtel should create formal innovation channels, including innovation committees, idea incubators, and structured processes for evaluating and implementing employee-generated ideas.

Align Reward Systems with Innovation: To reinforce innovative behaviour, Zamtel should review its reward and recognition systems to ensure that innovation is valued and rewarded. This could include innovation awards, recognition in performance evaluations, and career advancement opportunities for employees who demonstrate innovative behaviour.

6.4.2 Recommendations for Policymakers

For policymakers at the Ministry of Technology and Science and ZICTA, the study's findings suggest that state-owned enterprises like Zamtel face unique challenges in fostering innovation due to bureaucratic structures and risk-averse cultures. Policies that encourage organizational autonomy, performance-based management, and investment in employee development could help address these challenges.

6.4.3 Recommendations for Future Practice

For other state-owned enterprises in Zambia and the region, the findings suggest that transformational leadership development, goal clarity, and participative decision-making are critical for fostering employee innovation. Organizations undergoing change should pay particular attention to these factors while ensuring that training investments are targeted and relevant.

6.5 Limitations of the Study

The following limitations should be considered when interpreting the findings.

Geographic Scope: The study was confined to Zamtel's operations in Lusaka; findings may not be directly generalizable to other districts or to other state-owned enterprises with different organizational contexts.

Cross-Sectional Design: Data were collected at a single point in time, capturing perceptions at that moment but not changes over time or causal relationships. Longitudinal research would be needed to establish causality.

Self-Reported Data: Employee responses were based on self-reported perceptions, which may be subject to recall bias or social desirability bias. Future research could incorporate supervisor ratings or objective innovation metrics.

Single Organization: The study focused on a single organization, which limits generalizability. Comparative studies across multiple SOEs or between SOEs and private sector organizations would strengthen the evidence base.

Training Measurement: The training scale had only three items, which may not fully capture the complexity of training effectiveness. Future research could employ more comprehensive training evaluation measures.

6.6 Areas for Future Research

Longitudinal Studies: Future research should employ longitudinal designs to examine how changes in change management practices over time affect innovative behaviour and, ultimately, organizational performance.

Comparative Studies: Comparative research across multiple state-owned enterprises in Zambia and the region would help identify context-specific factors and best practices.

Mediation and Moderation: Future research should examine mediating mechanisms (e.g., psychological empowerment, creative self-efficacy, organizational commitment) and moderating factors (e.g., tenure, department, job level) in the relationship between change management and innovation.

Training Effectiveness: Given the non-significant finding for training, future research should investigate what types of training (content, duration, delivery method) are most effective for developing innovation capacity in SOE contexts.

Organizational Outcomes: Future research should link employee innovative behaviour to organizational outcomes, including product innovation, process improvement, and financial performance.

6.7 Contribution to Knowledge

This study makes several contributions to theory and practice.

Theoretical Contribution: The study validates the applicability of Lewin's change management theory in the under-researched context of a Zambian state-owned telecommunications enterprise. The findings demonstrate that while the model's three stages are relevant, the relative importance of different change management factors varies by context, with transformational leadership emerging as the strongest predictor of innovative behaviour.

Empirical Contribution: The study provides the first systematic empirical assessment of the relationship between change management practices and employee innovative behaviour at Zamtel, filling a gap identified in the literature. The mixed-methods design offers both statistical generalizability and contextual depth.

Practical Contribution: The recommendations offer actionable guidance for Zamtel management to enhance change management practices and foster employee innovation. The emphasis on transformational leadership development, goal clarity, participative decision-making, and targeted training provides a clear roadmap for organizational improvement.

By addressing the weaknesses in participation, communication, and training while building on strengths in leadership and goal clarity, Zamtel can enhance its innovative capacity and improve its competitive position in Zambia's telecommunications market.

ACKNOWLEDGEMENT

I wish to thank the Almighty God for His grace and guidance throughout the entire process of completing this research.

I am equally grateful to my supervisor Mr. Namangala for the invaluable support, insightful feedback, and patience every

step of the way. Your expertise was instrumental in shaping this work.
I extend my profound appreciation to the management and employees of Zamtel Telecommunications Limited who generously gave their time and shared their experiences, which were essential for the success of this research.
I further offer my special thanks to the University of Zambia and the Zimbabwe Open University for this collaborative opportunity.

ACRONYMS

ANOVA	Analysis of Variance
CEE	Creative Self-Efficacy
HSSREC	Humanities and Social Sciences Research Ethics Committee
IWB	Innovative Work Behaviour
MLQ	Multifactor Leadership Questionnaire
MTN	Mobile Telephone Networks
R&D	Research and Development
SADC	Southern African Development Community
SOE	State-Owned Enterprise
SPSS	Statistical Package for the Social Sciences
TEL	Transformational Leadership
UNZA	University of Zambia
ZAMTEL	Zambia Telecommunications Limited
ZICTA	Zambia Information and Communications Technology Authority

REFERENCES

[1]. Anthony, W. P., Perrewe, P., & Kacmar, K. M. (1999). Human Resource Management : A Strategic Approach, 3rd ed., Fort Worth, TX : Dryden.
[2]. Amabile, T.(1998). How to Kill Creativity, Harvard Business Review, 76, 76-87
[3]. Bass, B. M (1985). Leadership: Good, better, best. *Organizational dynamics*,, *13*, 26-40.
[4]. Beach, D.(1980), Personnel: The management of People at Work, Macmillan, New York.
[5]. Bisesi, M.; Kanter, R.M. (1984) The Change Masters: Innovations for Productivity in the American Corporation. *Acad. Manag. Rev.*, *9*, 769, doi:10.2307/258501.
[6]. Bonacci, I.; Mazzitelli, A.; Morea, D. (2020). Evaluating Climate between Working Excellence and Organizational Innovation: What Comes First? *Sustainability*, *12*, 3340, doi:10.3390/su12083340.
[7]. Bozeman, B., Kingsley, G.(1998). Risk culture in public and private organizations. *Public administration review*,, 109-118.
[8]. Bozeman, B. (2000). Technology transfer and public policy: a review of research and theory. *Research policy*, *29*(4-5), 627-655.
[9]. Brooks-Rooney, A.; West, M.A. (1987). Innovation at work. In A symposium convened at the Annual Conference of the Occupational Psychology Section and Division of the BPS, University of Hull, 7-9 April; 5–7.
[10]. Brwon, W.B.; Morberg, D.J. (1986). *Organization Theory and Management a Macro Approach*; Wiley and Son: New York, USA.
[11]. Bums, J. M (1978), Leadership. New York: Harper & Row.
[12]. Burnside, R. M. (1990). Improving corporate climates for creativity. In innovation and creativity at work(Ed, Farr, J. L.) John Wiley & Sons Ltd, Chichester, New York.
[13]. Cascio, W. F.(1981). Award, E. M. Human resources management: An information processing approach. Reston VA: Reston publish company.
[14]. Chun, K.J. (2006). An Empirical Study of the Public Officials Participation and the Government Organizational Innovation. *J. Korea Acad. -Ind. Coop. Soc.* , *7,* 1381–1389.
[15]. Conger, J. (1999). Charismatic and transformational leadership in organizations: An insider's perspective on these developing streams of research. *The leadership quarterly*,, *10*, 145-179.
[16]. Christensen, C., Baumann, H., Ruggles, R., & Sadtler, T. M. (2006). Disruptive innovation for social change. *Harvard Business Review*.
[17]. Damanpour, F. (1991). Organizational innovation: A meta-analysis of effects of determinants and moderators". *Acad. Manag. J.*, *34,* 555–590.
[18]. Demircioglu, M.A (2016).. Organizational Innovation. In *Global Encyclopedia of Public Administration, Public Policy, and Governance*; Springer Nature: bloomington, USA, 1–5.
[19]. Fernandez, S.; Rainey, H.G.(2006). Managing Successful Organizational Change in the Public Sector. *Public Adm. Rev.*, *66*, 168– 176,
[20]. Glynn, M.A. (1996). Innovative genius: A framework for relating individual and organizational intelligences to innovation. *Acad. Manag. Rev.*, *21*, 1081–1111
[21]. Greiner, L.E. (1972). Red flags in organization development. *Bus. Horiz.*, *15,* 17–24.
[22]. Gumusluoglu, L.; Ilsev, A. (2007). Transformational leadership, creativity, and organizational innovation. *J. Bus. Res.*, *62*, 461–473,
[23]. Jiang, J.; Wang, S.; Zhao, S. (2012). Does HRM facilitate employee creativity and organizational innovation? A study of Chinese firms. *Int. J. Hum. Resour. Manag.*, *23*, 4025–4047..
[24]. Jones, G. R. (2010) *Organizational theory, design, and change*. Upper Saddle River, NJ: Pearson, 2013.
[25]. Jørgensen, T. B., Bozeman, B. (2007). Public values: An inventory. *Administration & society*,, *39*, 354-381.
[26]. Jung, D.I.; Chow, C.; Wu, A. (2003). The role of transformational leadership in enhancing organizational innovation: Hypotheses and some preliminary findings. *Lead. Q.*, *14*, 525–544.
[27]. Kanter, R. M. (1988). When a Thousand Flowers Bloom: Structural, Collective, and Social Conditions for Innovation in Organization. Research in Organizational Behavior. 1988, 10, 169-211.
[28]. Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations* (Vol. 2, p. 528). New York: Wiley.
[29]. Kettinger, W.J.; Grover, V. (1995). Special Section: Toward a Theory of Business Process Change Management. *J. Manag. Inf. Syst.*, *12*, 9–30.
[30]. Kim, J.S. (2001). A Study of The effect of reality therapy among Nonhandicapped sibling Group in Behavior toward siblings with disabilities and Internal : External Locus of control. Master's Thesis, Ewha woman's University, Seoul, Korea.
[31]. Kim H. I. (2009). The influence of internal-marketing factors on job satisfaction and customer orientation at call-center, Master' Thesis, Jeonbuk national University, Jeonju, Korea.
[32]. Kim, S.N. (2018). *Future Organization 4.0*; The Quest: Seoul, Korea.
[33]. Kim, G. J., Kang, J S. (2019). The Effect of Work Autonomy and Goal Clarity on Innovative Behavior of Public Officials: Focusing on the Difference between Managers and Non-Managers. *Koeran Public Personnel Administration Review*, *18*, 1-33.
[34]. Kivimäki, M.; Länsisalmi, H.; Elovainio, M.; Heikkilä, A.; Lindström, K.; Harisalo, R.; Puolimatka, L. (2000). Communication as a determinant of organizational innovation. *R&D Manag.*, *30,* 33–42.
[35]. Kontoghiorghes, C.; Awbre, S.M.; Feurig, P.L. (2005). Examining the relationship between learning organization charac-teristics and change adaptation, innovation, and organizational performance, *Hum. Resour. Dev. Q.*, *16,* 185–212.
[36]. Kotter, J.P., Schlesinger, L.A. (1979). Choosing Strategies for Change. *Harv. Bus. Rev.*, *57,* 106–114.
[37]. Lee, J.S. (2009). *The Public Administration Dictionary*; DAE YOUNG CO: Seoul, Korea.
[38]. Lee, S.C. (2018). The Effect of Organizational Culture and CEO's Leadership on Organizational Innovation in Medical Institutions Ph.D. Thesis, Kosin University, Busan, Korea
[39]. Lee, S.J., A, S.Y. (2019) The Impacts of Human capital, Institutional and Environmental Factors on Innovative Behavior of Government Officials: Focusing the Difference on the Rank of Government Officials, Korean Public Personnel Administration Review., *18*, 187–208.
[40]. Levy, A (1988). Second-order planned change : definition and conceptualization, Organizational Dynamics,, 15, 19-23
[41]. Kuhnert, K. W (1987)., Lewis, P. Transactional and transformational leadership: A constructive/developmental analysis. *Academy of Management review*,, *12*, 648-657.
[42]. Lin, H. (2007) Knowledge sharing and firm innovation capability: an empirical study. *Int. J. Manpow.*, *28*, 315–332..
[43]. MEROÑO-CERDÁN, Angel L.; LÓPEZ-NICOLÁS, Carolina. (2017). Innovation objectives as determinants of organizational innovations. *Innovation*, 19.2: 208-226.

[44]. McDonald, R.E. (2007). An Investigation of Innovation in Nonprofit Organizations: The Role of Organizational Mission. *Nonprofit Volunt. Sect. Q.*, *36*, 256–281.
[45]. Monge, P.R.; Cozzens, M.D.; Contractor, N.S.(1992). Communication and Motivational Predictors of the Dynamics of Organizational Innovation. *Organ. Sci.*, *3*, 250–274, doi:10.1287/orsc.3.2.250.
[46]. Mytelka, L. K. (2000). Local systems of innovation in a globalized world economy. *Industry & Innovation*, *7*, 15–32.
[47]. Noe, R. A. (1986) Trainees' attributes and attitudes: Neglected influences on training effectiveness. *Academy of management review*,, *11*, 736-749.
[48]. Park, D. S. (2001). Personnel administration theory. *Beommunsa,* Seoul, Korea, 212–213.
[49]. Peters, Melanie. (2014). Perceptions of innovation focused HRM and its impact on employee outcomes and organizational innovation in technology firms. Master's Thesis. University of Twente, ENSCHEDE, Netherlands.
[50]. Phillips, W., Lamming, R., Bessant, J., & Noke, H. (2006). Discontinuous innovation and supply relationships: Strategic dalliances. *R&D Management*, *36*(4), 451–461.
[51]. Razavi, S.H.(2013). Attarnezhad, O. Management of organizational innovation. *Int. J. Bus. Soc. Sci.*, *4*, 226–232.
[52]. Ryu and Yoo. (2008). The Effect of Emotional Intelligence by a Leader on the Relationship between Behavioral Types and Innovative Activities: Applying LISREL and Mediator Regression Analysis. Korean Public Administration Review, 42
[53]. Scott, S.G.; Bruce, R.A (1994). Determinants of innovative behavior: A path model of individual innovation in the work-place. *Acad. Manag. J.*, *37*, 580–607.
[54]. Van de Ven, A. H. (1986). Central problems in the management of innovation. *Management science*, *32*, 590-607.
[55]. Voelpel, S.C.; Leibold, M.; Mahmoud, K.M.(2004). The organizational fitness navigator: Enabling and measuring organizational fitness for rapid change, *J. Chang. Manag.*, *4,* 123–140.
[56]. West, M. A., Farr, J. L. (Eds.). (1990). *Innovation and creativity at work: Psycological and organizational strategies*. John Wiley.
[57]. Whelan-Berry, K. S., Somerville, K. A (2010). Linking change drivers and the organizational change process: A review and synthesis. *Journal of Change Management*, *10*, 175-193.

APPENDIX

Appendix 1. Budget

S/N	Item	Breakdown	ZWK
	Stationery and printing	Proposal Printing	600
		Pens	20
		A4 Bond paper X4	200
		Highlighters	20
		Correction fluid	20
		Note pad	20
		Pencils	20
		Report printing (X5)	1,500
		Document Binding (X5)	1,500
		Photocopying	400
		Questionnaire printing	100
		Interview questions printing	100
2.	Transport	Fuel	1500
3.	Software	Software for data analysis	1000
4.	Air time	Recharge Vouchers Data bundles	500 500

Appendix 2: Plan

S/NO	ACTIVITY	TIME FRAME	ESTIMATED COST ZMW
1.0	Proposal presentation	October, 2025	280
2.0	Data gathering	November 2025	600
3.0	Data Analysis	January, 2025	2000
4.0	Report writing	February, 2026	800
5.0	Printing & binding report	February, 2026	700
6.0	Submissions of spiral bound dissertation	March, 2026	1,100
7.0	Dissertation defense	March, 2026	200
	GRAND TOTAL		**6,780**