Study on Employee Involvement on the Effectiveness of Organizational Change in Côte d'Ivoire

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Abstract. Change is critical for any organization in this day and age. New technologies, external/internal business environments, crises, and health pandemics can occur at any time. Running a business has become difficult. Employee involvement has been studied by researchers in recent decades and identified as a key outcome for achieving organizational change. Employee involvement was defined by the researchers in three ways. Employee participation is the process by which employees actively participate in decision-making and problem-solving on a daily basis. Empowerment primarily refers to the autonomy and delegation of power to make the right decisions about their work, resulting in employee responsibility and, ultimately, their outcome. Teamwork is defined as two or more people working together to achieve a goal. Because of the uncertainty that can bring about change, teamwork is known to have significant value. Organizational Change refers to an organization's ability to change its business structures, strategies, and habits. These variables may thus have a negative or positive impact on the success of change. To address this research, data was collected from telecommunications companies using a questionnaire, and Smart PLS and structural equation modeling were used to analyze the data. This paper includes conclusions, limitations, and recommendations for future research.

Keywords: Employee involvement; organizational change; teamwork; empowerment.

1. Introduction

Leaders are the primary drivers of organizational performance. Their vision, strategic thinking, enthusiasm, skill set, attitude, and behavior have a significant impact on how people work under them to achieve organizational goals. As previously stated by researchers, employees have faced significant challenges in recent years and have been under pressure to perform significantly better. Leading research firms' studies and surveys have confirmed that one of the major concerns expressed by business leaders is the development of the next generation of business leaders. According to the researcher's research paper, there is a strong link between employee involvement and organizational change[1, 2]. Many studies have linked the success of the change process to the leadership style, company culture, and employees' ability to deal with change[3, 4, 5]. In general, performance is one of the key indicators of any enterprise; the business owner develops strategies and structures to achieve organizational goals. Even if the performance goal has been met, the company's leaders must be aware of several factors that can reduce profits or disrupt the work environment. Change has become unavoidable for the business survivor as a result of globalization and rapid transformation of business units. Researchers have identified many variables that can affect the success of the change process globally, and managers should consider them.

Employee participation [6], corporate culture [7], and leadership style [3] are three of these variables. Kurt Lewin pioneered the concept of organizational change; his work was based on social psychology and human behaviors when a company attempts to improve his work manners or introduce new ways, culture, and ideas. For him, change is a process desired by the leader for the needs of the business[8]. An organization that does not change will not last long, let alone thrive, in an unpredictable world. Several factors, such as new market competition or customer demands, may

necessitate an organizational change. When change is well planned and implemented, it produces numerous tangible benefits, such as increased competitiveness and employee satisfaction. Mullins [9] stated that the change is not for personal gain, but to strengthen and better equip the organization for the future. In general, employee involvement implies that certain desirable outcomes can be achieved when employees play an active decision-making role in their organization. Employee involvement is a participative process that encompasses the entire work process in order to encourage employee commitment to organizational success. According to research, it is critical for employees to actively participate in discussions and debates about organizational changes. Employees who play an active role in organizational change efforts, in particular, have positive feelings about the change [10] . Leaders who encourage employees to provide assistance or suggestions during the change process typically benefit from high employee task commitment and perceptions of leader effectiveness[11].

The goal is to look into factors that predict organizational change. Understanding this question and providing the correct answer will help the study achieve the following goals:

To look into the need for organizational change.

To investigate the impact of employee participation on organizational change.

To identify the barriers that impede organizational change implementation.

To make recommendations on how to implement change with minimal risk.

This research takes a step forward in evaluating the impact of employee involvement on the effectiveness of organizational change.

2. Literature review

An examination of the literature in the fields of employee involvement and organizational change revealed a link. Some studies have looked into the relationships between employee participation, empowerment, and organizational change [4, 6, 10, 11] . The majority of teamwork studies have been linked to organizational performance [12, 13, 14] . This paper, on the other hand, discusses these factors concurrently in an attempt to fill gaps in the literature. Furthermore, no other study has used employee participation, empowerment, and teamwork as dimensions of employee involvement in relation to change within the same study. As a result, this study could be a stepping stone toward closing the gap.

Employee involvement is a way to examine the operation of democratization in enterprises, which not only reduces the obstacles to system operation, but also a way to gather common consensus and pursue the benefits of the majority of the people. The degree of employee involvement affects the organization's achievements, and it is also the extended demand while enterprises pursue additional values because employees' active participation in the decision-making process will increase their centripetal force in the organization as well as improve their working satisfaction.

Basu [17] concluded from a questionnaire survey of information system planners in 105 companies that organizational commitment, involvement of middle-level managers, and group involvement all had a significant impact on the achievement of the goal of strategic information system planning. The greater the level of commitment and involvement, the more likely it is that the strategic goal will be met. [18] integrated cognition and expectation theories and further stated that employee involvement improved employees' working objectives, identification with the organization, and advancement of work achievements. Furthermore, the level of employee involvement referred to the extent to which employees participated in decision-making with people in managerial positions.

Employee involvement (EI) has been defined in a variety of ways. In terms of democratic conception in the enterprise, the enterprise's goal was to respond to an increasingly competitive environment. Employee involvement, according to [19] , "seeks to increase members' input into decisions that affect organizational performance and employee well-being." This can be broken

down into four elements that promote worker or employee involvement (power, information, knowledge and skill, and rewards).

Lawler [16, 17] has also investigated the issue of employee involvement through four organizational elements, which are as follows: Power refers to the distribution of the organization's decisive rights, which is analogous to democratization in the enterprise. Information refers to communication issues such as employee rights and responsibilities or knowledge transfer. Employees' skills, capacity, and professional knowledge are referred to as knowledge. Reward is a significant factor that influences the effectiveness of employee involvement. It is also the means by which employees gain power, information, and knowledge.

Researchers asserted that command and control managerial strategy is no longer appropriate for today's organizations. When employees are allowed to participate in the formulation and implementation of decisions that directly affect them, even if through delegation of authority, they see such decisions as their own because they were involved from the start, and they also work to ensure the success of such decisions and their goal. In his research, fredericks acknowledge the importance of employee involvement in change implementation. Changes will be successful if they are agreed upon by all participants in the organization who support the cooperative culture. Employees' constant cooperative learning, while exchanging and sharing gained personal experiences and learning from one another, determines its added value and creates preconditions for sustainable organizational development in the context of continuous change [22] . Employee participation, empowerment, and teamwork were identified as dimensions of employee involvement by [23].

Employee participation is a management initiative in which employees are given the opportunity to participate in work-related decisions or to discuss issues in order to influence managerial decisions. It is the process by which influence is shared among individuals who are otherwise hierarchically unequal, according to [24, 25] define participation as a course of action that allows employees to exert some control over their work and the conditions under which they work. Employee participation in organizations is determined by factors such as the individual's or group's experience and the nature of the task to be completed.

Allowing employees more freedom, autonomy, and self-control over their work is referred to as empowerment. It is the decision-making authority [26] . According to [27] , empowerment causes employees to develop and feel a high level of responsibility and authority in decision making and problem solving at their appropriate operating levels. Employee empowerment implies that employees have the authority to make decisions in the course of their work. Organizations that have not empowered their employees, according[28], should not expect much from them. Employees do their best to justify the authority bestowed upon them when they know they have the authority to act and make decisions. Delegation, training and development, and feedback are key indicators of empowerment[29].

Employees and organizations both benefit from empowerment. It gives employees a sense of ownership and boosts their confidence in their work. Empowerment also improves personal development and job satisfaction, which leads to increased motivation and willingness to take on additional work responsibilities. Employee empowerment also increases their creativity and loyalty to their organizations.

Teamwork A team is a group of people who work together to solve problems or complete specific tasks. To achieve success and improve performance, the team is dependent on the performance of individual members. Individual member effort and collective work efforts thus determine team performance. Teamwork is frequently defined as the physical joining of two people or a group to complete a specific task. Teamwork enables employees to take on additional responsibility for a task without direct supervision, to have control over work method and time, to multi-skill, and to recruit team members. According to [30] , organizations frequently rely on teamwork to improve their products and services, as well as all other organizational functions.

For the purposes of this study, we chose to delve deeper into the literature on employee participation, empowerment, and teamwork as independent variables and demonstrate their impact on organizational change management.

2.1 Organizational change

Change management is the process of managing the employee side of a change in order to achieve the desired business outcome. Change management entails the use of organizational tools to assist individuals in making successful personal transactions that result in the adoption and realization of change. [31] defines organizational change as an organization's adoption of innovative ideas or behavior in response to external and internal pressures.

Organizational change is all about improving an organization's performance standards, which can happen due to the ability of the organization's management to be proactive or reactive to environmental changes or the presence of a crisis. Whatever the case may be, the organization will always require a highly talented and capable management team to initiate and sustain any change. [32] made some important contributions to the causes. They proposed that theories such as the life-cycle theory, the dialectical theory, and the teleological theory can best explain organizational change. The dialectical theory proposed that an organization, like a culturally diverse society, develops new organizational values as a result of one force dominating the other, and a goal is then established, resulting in organizational change. Increased comprehensiveness of more planners with more resources would thus result in better planning teams, better environment analysis, better options for new systems, better selection of such systems, and better implementation plans, all of which would eventually lead to improved performance.

Organizational change can also be defined as the process of improving organizational effectiveness and facilitating personal and organizational change through interventions based on social and behavioral science research. Another definition of organizational change is a planned process of changing the culture of an organization using behavioral science technology, research, and theory [33] . According to [34] , organizational change entails organizational transformation. Rapid changes, on the other hand, occur in many organizations as a result of the highly competitive environments in which they must operate, leading to increased competition, sales, revenue, and organizational expansion. From a broad perspective, organizational change can refer to a broad transformation of an organization that may include aspects such as changes in the organization's missions, culture, mode of operation, partnership agreements, merger decisions, and much more. [35] made significant research contributions by pointing out that, to a large extent, employee obligation and commitment are required if the organization is to achieve its growth and prosperity objectives. The life-cycle theory, on the other hand, asserts that every organization is its own entity with its own internal and external environment, with cycles of birth, growth, maturity, and declination. Furthermore, the teleological theorist believes that any change in an organization is the result of an attempt to achieve an ideal state through continuous processes that begin with goal setting, progress to execution, evaluation, and finally restructuring.

2.2 Organizational Change Level

Depending on who you ask, the type of organizational change a company needs or is undergoing varies. A technology manager may perceive change in terms of systems, tools, software, hardware, etc., whereas the CEO will invariably perceive change in terms of structure and strategy, and an operations manager will primarily perceive change in terms of processes, etc. In most cases, the

change is so complex and intricate that no one can fully define it from a specific perspective. Some of the most common types of organizational change are listed below [31] .Mission strategy, structure, personnel, policies and legal agreements, culture, processes, knowledge and technologies.

2.3 Types of organizational change

Change can be classified using a few different criteria. It can be classified based on the scale of change attempted, which can range from the modification of a single business process to the transformation of an entire organization. Furthermore, change can be either central or peripheral. To assess the ease and likelihood of achieving the change, [36]classified change based on the intended outcome (transformational vs. small change) and the change process (rapid vs. incremental). According to the matrix below, change can be classified as evolution (large scale change that occurs over a long period of time), revolution (large scale change that occurs in a very short period of time, usually as a result of externally imposed changes), adaptation (a small-scale change that occurs gradually), and finally reconstruction (a small-scale change rapidly carried out). [37] classified organizational change similarly, as organic, systematic, and dramatic.

Based on the review, we can conclude that there is a link between employee involvement and organizational performance. Change has been linked to organizational performance for several years because the success of the change can also predict employee performance. This assertion is supported by [38] study. According to their findings, there is a positive correlation between change aspects such as the quality of change communication, participation, top management attitude and readiness to change, leadership style, and organizational performance. However, if many papers address change and performance, it will be fascinating to investigate the factors that can influence organizational change [39]. Given these facts, achieving organizational change has become a daily challenge for managers. Many studies have been conducted in various countries, but in Cote d'Ivoire, we face a lack of research; investigating it and sharing some recommendations is thus our small contribution to reducing this missing data. Nowadays, A positive work environment with high levels of employee involvement, commitment, and engagement can improve business outcomes while also contributing to employee well-being. Employee involvement in a change process can be viewed as all of their actions putting any change implementation at risk. Employee participation (EP), empowerment (EMP), and teamwork (TW) are the main independent variables in this paper. This research has five (05) hypotheses defined by these variables:

H1: employee participation directly impacts empowerment

H2: employee participation has a positive relationship with teamwork

H3: employee participation positively influences organizational change

H4: empowerment has a positive relationship with organizational change

H5: teamwork significantly predicts organizational change

Figure 1. Conceptual Model
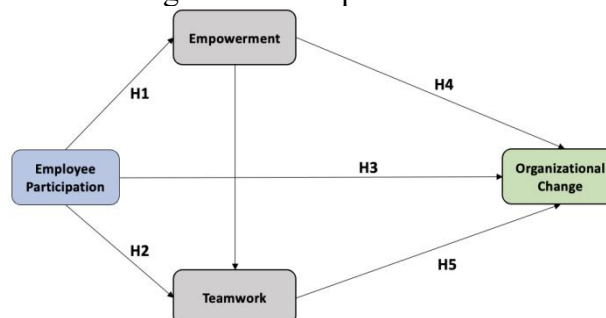
3. Data and Methodology

According [40] , research approaches are classified into two types: deductive and inductive. Deep diagnoses, analysis, and clear data presentation are primarily required to achieve the study's proposed goal. To complete the task, the deductive approach will be more useful because it has been proven in discovering and uncovering facts in accordance with the Phenomenology philosophy[41]. The deductive approach involves testing theories and thoroughly examining them by testing the hypothesis (expressing the causal relationship between two variables) based on the literature review, and drawing conclusions about the case, theory, and so on.

From the above explanations, the approach that will be used in this research is the deductive, since the researcher is testing the impact and relationship between employee participation, teamwork and empowerment (independents variables) and organizational change (dependent variable). According to [42], research methodology focuses on the research process as well as the tools and techniques to be used. The population for the study was firms operating in Côte d'Ivoire.

3.1 Research strategy

The situation, nature of data (whether descriptive or numerical), and information, data collection and analysis tools, methods, and so on all influence research strategy. A survey is the most commonly used research strategy in management or business research because it allows for the collection of a large amount of data from the population in an economical manner and is simple to use and understand by the respondents [40] . However, in order to obtain reliable data and information, a combination of research strategies such as surveys and open interviews was used.

3.2 Data collection

The SurveyMonkey data collection system was used to collect data. Populations were contacted using a variety of methods, including sending the URL address via emails, professional and social networks (WhatsApp, LinkedIn,) in Côte d'Ivoire.

The questionnaire approach was chosen for this study for several reasons. For starters, a large amount of data can be collected, standardized, and compared[40]. Furthermore, it is appropriate for research that has a limited time frame and budget [43] . However, there are some drawbacks that should be considered. The questionnaire should not have too many questions because the respondent may become fatigued, increasing the risk of missing data [43].

Online questionnaires are perceived as more interesting and enjoyable than paper-based questionnaires, and they have lower costs and faster responses.

Based on the preceding discussion, online questionnaires are an appropriate method for gathering primary data in this study. At the start of the questionnaire, an introduction to the research purpose was drawn, emphasizing the significance of the results. Respondents were not required to identify themselves or their institutions in the questionnaire, but the business sector was. We have limited data access to protect each participant's privacy. Approximately 350 questionnaires were distributed over the course of eight (8) weeks.

3.3 Data analysis

Only 286 items were useful after preliminary analysis to ensure that all of the items were filled. The qualitative data collected is codified into quantitative data using the Likert five scale, where the higher the value, the more positive the respondent's attitude toward the subject's response to the question is. We codified the data obtained using Microsoft Excel 2021. Smart PLS 4 imports the codified data. The theoretical model, which is the translation of the hypothesis in the scheme, was then drawn, and the path coefficient and model fit of this study were calculated. We discovered the Average Variance Extracted (AVE), Composite Reliability (CR), and Alpha after running the PLS Algorithm. In structural equation modeling, these variables are the relevant indicators for the

measurement model (SEM). We also perform outer loadings to assess the item's quality. The hypothesis was validated using a two-tailed test and bootstrapping. The outcome included the P value, T-test, and significance level, which determined whether or not our hypotheses were supported.

4. Results

In this study, Smart PLS and Microsoft Excel were used. PLS-SEM was used for data analysis because it has better predictive power than factor-based SEM and can estimate relationships between several independent and dependent variables in a structural model as well as multiple latent observed or unobserved variables.

Furthermore, PLS is thought to be a preferable approach for decision-making and management-oriented problems, as well as when the study focuses on prediction.

Internal consistency reliability was established using composite reliability (CR), which has been recommended by scholars as a more representative measure of reliability than previous practices that used Cronbach's alpha.

The outer loading analysis shows that all items selected for this study are equal or above 0.70. Keeping in mind that a minimum level of 0.40 is considered acceptable for item loading. Table 1 shows that the values ranged from 0.751 to 0.982, indicating adequate reliability.

Table 1. Item Loadings

Constructs	ITEMS	LOADINGS			
		EMP	EP	OC	TW
Empowerment (EMP)	EMP1	0.946			
	EMP2	0.982			
	EMP3	0.944			
	EMP4	0.897			
	EMP5	0.965			
	EMP6	0.956			
Employee Participation (EP)	EP1		0.913		
	EP2		0.917		
	EP3		0.958		
	EP4		0.846		
	EP5		0.958		
	EP6		0.803		
Organizational Change (OC)	OC1			0.849	
	OC2			0.930	
	OC3			0.928	
	OC4			0.943	
	OC5			0.919	
	OC6			0.905	
Teamwork (TW)	TW1				0.886
	TW2				0.919
	TW3				0.784
	TW4				0.878
	TW5				0.821
	TW6				0.751

The acceptable value of average variance extracted was set at 0.5 or higher to assess construct validity by examining both convergent and discriminant validity (AVE). Table 2 shows that the AVE values for all constructs were greater than 0.5 and ranged between 0.709 and 0.9, confirming convergent validity. The discriminant validity Fornell-Larcker criterion was evaluated.

Table 2. Reliability and Convergent Validity

|	Cronbach's Alpha	Rho_A	C.R	AVE
EMP	0.978	0.978	0.982	0.900
EP	0.953	0.962	0.963	0.812
OC	0.960	0.962	0.968	0.834
TW	0.918	0.936	0.936	0.709

The Fornell-Larcker test revealed that all variables had acceptable discriminant validity, as shown in table 3.

Table 3. Discriminant Validity Fornell-Larcker criterion

	EMP	EP	OC	TW
EMP	0.949			
EP	0.823	0.901		
OC	0.884	0.832	0.913	
TW	0.740	0.736	0.759	0.842

The author used a three-stage approach to evaluate the structural model. First, the R2 value for each latent variable was calculated. Second, to determine the quality of predictive relevance, a redundancy check of Q2 was calculated using a blindfolding function. Third, the bootstrap function was used to determine whether or not the structural model's path coefficients are significant.

Figure 2. Results of the Model
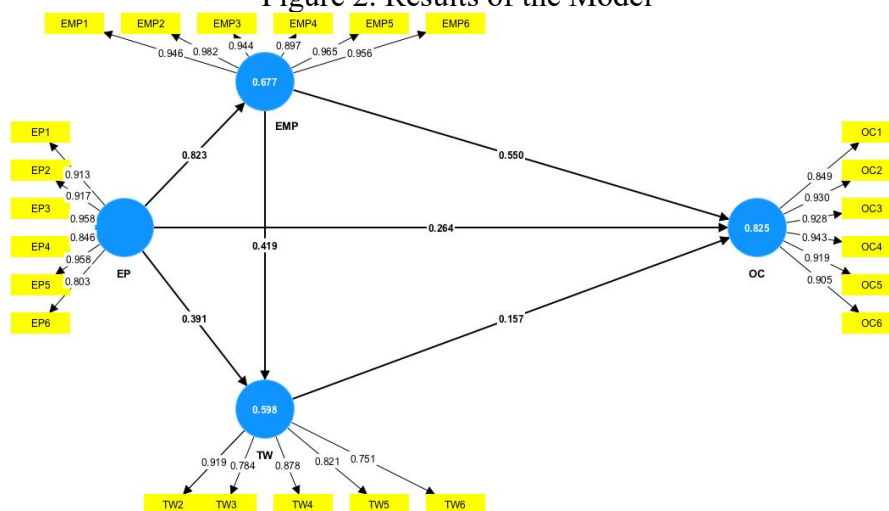
Scholars recommend that f2 values of 0.02, 0.15, and 0.35 indicate that the interaction term on the criterion variable is low, medium, or large, respectively. A Q2 value greater than zero indicates that the model is predictively relevant. Table 4 displays the model results obtained using the PLS Algorithm function of the smart PLS 4 software.

Table 5 shows the f2 values derived from the measurement model results and the Q2 values derived from the blindfolding function. The figure clearly shows that the relationship paths between teamwork and organizational change (f2 = 0.057) have a low interaction because   f2 < 0.15. Employee participation in organizational change, employee participation in teamwork, and empowerment in teamwork have a medium interaction (f2 = 0.115, f2 = 0.123, f2 = 0.141). Furthermore, the empowerment to organizational change path was sufficiently strong, with a f2

value of 0.491. With a huge f2 value of 2.096, the strongest interaction term was between employee participation and empowerment.

Table 4. Result of the Model – Mean, STDEV, T-values, P-values

Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
EMP -> OC	0.550	0.550	0.050	10.956	0.000	Supported
EMP -> TW	0.419	0.421	0.076	5.477	0.000	Supported
EP -> EMP	0.823	0.823	0.021	38.670	0.000	Supported
EP -> OC	0.264	0.264	0.045	5.845	0.000	Supported
EP -> TW	0.391	0.389	0.075	5.203	0.000	Supported
TW -> OC	0.157	0.157	0.042	3.762	0.000	Supported

Table 5. Model Strength and Quality

F Square				R Square	Q Square		
	EMP	EP	OC	TW		SSO	SSE	Q^2 (=1-SSE/SSO)
EMP			0.491	0.141	0.677	1716.000	679.772	0.604
EP	2.096		0.115	0.123		1716.000	1716.000	0.000
OC					0.825	1716.000	544.346	0.683
TW			0.057		0.598	1716.000	1009.535	0.412

Conclusion

The study aim was to analyze the employee involvement on the effectiveness of organizational change. Based on the literature review, we have pointed out three variables. After data collection and analysis through Smart PLS, the five hypotheses of this research were supported. If in the literature, there is a strong relationship between three of them. From this research, it will be evident that employee participation, empowerment and teamwork can bring benefits to organizations. Succeed a change process means to facilitate communication with all stakeholders, train the employee directly involved, explain the change goals and share the same vision about it to reduce the employee resilience. EI can work by strengthening and increasing the communications, trusts between organizations and their employees. To reap the required objectives from EI there is a need to implement them according to the change strategies. Change success in mainly focus on employee because they are the first affected by these actions. Manage the implementation of change effectively means to meet the employee needs and the desired state wished by the organization.

Discuss about this topic required to have a huge population which needs a long period of work. Therefore, the limited population of the research is our first limitation. Secondly, this study has been done in English but due to the population's location, it has been translated in French for the respondents. The communication bias can affect the quality of question and answer. Thirdly, the study was only based on private telecommunications companies. Some scholars introduce the concept of servant leadership [44], corporate culture [45], humble leadership [46] and its role on organizational change. Future research can be focus on the mediate role of humble leadership in the change implementation and also determine the suitable corporate culture for change needs. And it will also help in developing effective communication channels and systems so that the information needs of employees are met.

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