



RESEARCH PAPER

Transforming Resistance into Resilience: Exploring the Influence of Change Management on Employee Engagement in Hyderabad's Restaurant Industry through the Kurt Lewin Model

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ABSTRACT

This research examines the impact of change management on employee engagement in the Restaurant Industry of Hyderabad, Pakistan, using Kurt Lewin's Model. Factors influencing engagement, such as self-efficacy, work-life balance, and internal communication, are investigated. The study highlights the importance of change management in fostering employee engagement and provides guidance for organizations in the sector. To enhance change management in the Restaurant industry, involve employees, establish effective communication, align tasks and workload, conduct motivational sessions, and foster belief in capabilities. These actions lead to smoother transitions and improved performance. The findings contribute to a better understanding of the relationship between change management and employee engagement in this specific industry, enabling organizations to devise strategies for enhancing engagement during periods of change.

Keywords: Change Management, Employee Engagement, Kurt Lewin Model of Change, Employee Commitment

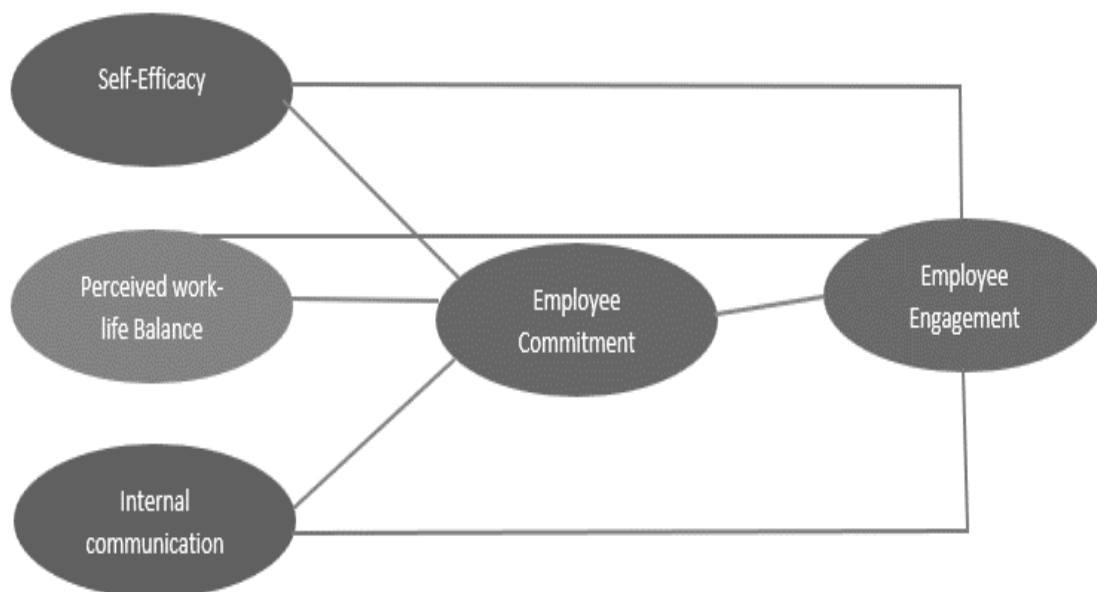
Introduction

Organizations today face the challenge of constantly adapting to changes in the environment, social factors, cultures, technology, consumer preferences, and increasing competition. To maintain their competitive edge, companies must bring change to their strategies, policies, and environments. However, due to organizational change, employees may show resistance and hinder the work process in the firm (Dent, 1999). Human resources are a critical element of a company's success, and employee engagement (EE) participates a crucial role in the growth and progress of an organization. (Bedarkar, 2014). Previous analyses show that changes in the work environment are an essential tool that significantly affects employee involvement and engagement in an organization. Change is radical, and for an organization to adopt change to achieve its mission, it must be prepared to face a decline in employee engagement levels (Burnes, 2004). Employee reluctance to embrace change stands as a key factor leading to diminished engagement, consequently impacting an organization's level of performance. Resistance may stem from emotional or cognitive reasons. Most employees resist change due to inadequate guidance and communication from top-level management, where the flow of information is improper, and employees fail to understand new policies and roles within the company. Furthermore, employees may resist change due to fear of missing out. In such situations, individuals experience work-related stress and struggle to establish a harmonious equilibrium between their professional and personal lives. This fear causes health issues and negatively impacts performance (By, 2005). Therefore, communication is essential between employees and management during a period of change. This enlightening research brings attention to the

crucial facet of EE by employing the well-known Kurt Lewin three-stage model. The model outlines the essential steps required to adopt organizational change effectively and elaborates on the concept of EE. As per the model, in the transition period, it is of utmost importance for every employee to unfreeze their current behaviors and wholeheartedly embrace new ones in order to effectively address the changing needs of the organization. (Carter, 2018). This stage requires significant attention to change the patterns demonstrated by employees during change. The second step involves transitioning from current to required employee behaviors. This requires leaders to provide appropriate and to-the-point information to motivate and inspire employees to remain committed to their work during the change. It is imperative that leaders are good communicators and pacifiers for employees in the organization. Failure to accommodate emotional and cognitive issues can lead to employee resistance to change at this point. The third and final stage involves refreezing the attitudes learned and required during the process of change, leading to the adoption of new, efficient behaviors necessary for the organization to work seamlessly (Burnes, 2004). In conclusion, This study emphasizes the significance of employee engagement (EE) during organizational change and offers valuable insights into the implementation of the Kurt Lewin three-stage model, which serves as a framework for attaining successful change management.

The existing literature on organizational change has a significant void that this research aims to fill. While certain studies have explored related subjects, there is a dearth of research conducted in the bustling market of Hyderabad. The study faced limitations due to time constraints, resulting in a smaller sample size of interviewees that may impact the generalizability of the survey results. Nevertheless, the research provides valuable insights and ideas for future exploration in this field, serving as a starting point for further academic investigation. The findings can be utilized to examine models in organizations experiencing diverse changes, creating opportunities for future researchers to expand upon this study and propel the field of organizational change to unprecedented advancements. (Parent, 2018).

Conceptual Framework:



Literature Review

Building a solid foundation is crucial for any thriving company, with employee engagement playing a pivotal role in organizational success. This article explores the impact of organizational change on employee engagement and highlights the importance of effective change management strategies. It also discusses the resistance employees often

exhibit towards change and the renowned Kurt Lewin Model of Change. Furthermore, the concept of employee engagement is examined, emphasizing its significance in achieving organizational goals.

Impact of Organizational Change (OC)

OC is an essential aspect affecting all aspects of an organization. It revolutionizes operational and strategic methods, ultimately shaping the overall strategies (Burnes, 2004). Properly implemented change, such as technological advancements, can enhance productivity and foster stronger relationships with customers and partners (Done, 2016). However, organizations must consider the impact of change on employees, as personal changes are often intertwined with organizational change (Bovey, 2001). Failing to address employees' concerns during change can lead to withdrawal, increased demands, distrust, and damaged relations, ultimately affecting employee engagement (Cartwright, 2006).

Resistance of Employees towards Change

Employees commonly exhibit resistance to change, which must be addressed by leaders to align their teams with organizational objectives. Resistance is a natural defence mechanism individuals employ to protect themselves from the effects of change (Dent, 1999). Recognizing resistance as a potential advantage rather than a problem can lead to positive outcomes (Fleming, 2003). By focusing on employees' mental processes and understanding their rational and emotional components, organizations can overcome resistance and enhance employee engagement (Saks, 2006).

Change Management (CM)

One of the crucial obligations and roles of leadership is to institute transformative changes that yield advantageous outcomes for the organization (Qassas & Areiqat, 2021). Effective CM requires addressing human factors and implementing strategies to navigate necessary changes. It involves ongoing revitalization of direction, structure, and capabilities to meet evolving needs (Moran, 2001). Change management is crucial in today's dynamic environment, and organizations must consider organizational structure and change as intertwined elements (Burnes, 2004). Successful organizations embrace consistent and incremental changes to foster resilience, adaptability, and growth (Whittington, 2008).

Kurt Lewin Model of Change

One of the iconic principles in orchestrating transformation is Kurt Lewin's Theory, widely recognized as the Lewin Model (Pertwi & Atmaja, 2021). Kurt Lewin's three-step model, including unfreezing, change, and refreezing, is widely recognized and serves as a central model for implementing change (Lewin, 1947). Employee involvement and knowledge sharing contribute to successful change implementation (Vroom, 1973). Leadership plays a vital role in change management, with transactional leaders focusing on rewards and punishment to motivate employees (Hussain, 2018). The refreezing stage stabilizes changes, integrating them into the organization's culture (Lewin, 1947).

Employee Engagement (EE)

EE has gained significant attention in research and management. It refers to employees' emotional attachment to work and their perception of competence in managing work demands (Bakker, 2008). Work-life integration policies serve as a fundamental catalyst for enhancing employee engagement, ultimately resulting in heightened organizational effectiveness as a natural consequence. Engaged employees contribute to organizational success through high-performance outcomes, innovation, and fostering meaningful relationships (Bryman, 2013). Low engagement carries a substantial cost to the

economy, emphasizing the importance of improving employee engagement (Moreland, 2013).

Importance of Employee Engagement (EE)

EE is a crucial factor that impacts organizational success. EE demonstrate a comprehensive understanding of the organization's mission and possess a constructive attitude towards work (Al Shehri, 2017). Disengaged employees prioritize wrongly and are more likely to leave the company (Soliman, 2019). Achieving work-life balance and considering employee welfare are crucial for maintaining engagement (Susi, 2011). Job satisfaction, involvement, organizational support, and mental liberation are key components of employee engagement (Macey, 2008).

Self-Efficacy (SE) and Employee Engagement

SE beliefs, which refer to individuals' confidence in their abilities, have been found to positively influence EE (Carter, 2018). There is a practical overlap between SE and EE, supported by high correlations found in meta-analytic studies. However, it is important to note that employee commitment and self-efficacy are distinct constructs. Employee engagement, as an affective motivational state, focuses on individuals' cognitive beliefs regarding organizational goals, while commitment pertains to their perception of being valued, energized, or disconnected at work (Carter, 2018). Individuals who possess a strong sense of self-efficacy are inclined to exhibit a greater propensity for demonstrating innovative work behaviour (Mustafa et al., 2022). The Utrecht Work Engagement Scale (UWES) is a comprehensive measurement tool that captures both affective and cognitive elements of employee engagement, emphasizing aspects such as vigor, dedication, and absorption (Gayathiri, 2013).

H1: Self-efficacy is positively associated with employee engagement.

Perceived Work-Life Balance and Employee Engagement

Achieving a balance between work and personal life poses challenges for organizations and individuals. Work-life balance refers to a state in which individuals can effectively dedicate themselves to both work and family commitments while also taking responsibility for non-work-related activities (Ninaus et al., 2021). Research has shown that authoritarian management is linked to higher levels of work-life conflict, while autonomy has been associated with a better balance between work and leisure activities. Autonomy in the workplace allows employees the freedom to regulate their work, enhancing motivation, productivity, and work-life balance (Morgeson, 2005). Greater decision latitude and autonomy provide employees with the flexibility to choose the best way to work, resulting in reduced work-life conflict and higher levels of work-life balance (Mas-Machuca, 2016).

H2: Perceived work-life balance is positively associated with employee engagement.

Internal Communication (IC) and Employee Engagement:

EE, characterized by vigour, dedication, and absorption, is influenced by effective internal communication (Schaufeli, 2008). IC plays a crucial role in engaging employees, contributing to organizational effectiveness and competitiveness (Ruck, 2017). While employee satisfaction has been extensively studied, it is crucial to continuously monitor the influence of different communication methods on employees' job satisfaction (Tankovic et al., 2022). Transparent and consistent communication, along with an innovative culture and reputation for integrity, fosters employee engagement (Jiang, 2015). Good IC has been recognized as a key factor in engaging employees, as it establishes a sense of connection, involvement, and future-oriented benefits (Meng, 2012).

H3: Internal communication is positively associated with employee engagement.

Employee Commitment (EC)

EC, encompassing emotional and enduring allegiance, exerts a powerful influence that binds individuals to the objectives of the organization (Meyer & Allen, 2001). Emotional dedication represents a profound sentimental bond with the organization, while job contentment centers on specific aspects related to work (Riketta, 2005). Conversely, employee engagement encompasses attitudes towards conditions and attributes connected to work (Wiener, 1982). Dedication implies a stronger affiliation with the organization as a whole, transcending specific tasks or work environments (Riketta, 2005). Consequently, dedication is expected to exhibit greater stability over time compared to job satisfaction. As argued by Riketta (2005), "although daily occurrences in the workplace may impact an employee's level of job satisfaction, such temporary events should not fundamentally challenge their profound attachment to the overall organization." Feinstein (1998) conducted an investigation examining the interplay between job satisfaction and organizational dedication among restaurant employees. The findings illuminated several influential factors, including store location, level of training, compensation, working conditions, and opportunities for advancement, significantly impacting job satisfaction and organizational dedication. Notably, satisfaction with policies and compensation exhibited a significant association with organizational dedication. These discoveries underscore the importance of comprehending the factors that contribute to job satisfaction and dedication among employees within organizations.

H4: Employee commitment mediates the relationship between independent variables i.e. self-efficiency, perceived work-life balance, internal communication and dependent variable i.e. employee engagement.

Material and Methods

This research utilizes primary data and a quantitative approach. Employees' commitment is the dependent variable being studied, the independent variables include Self efficiency, perceived work life balance, internal communication whereas Employees commitment is taken as mediator. These factors are being tested to Exploring the Influence of Change Management on Employee Engagement in Hyderabad's Restaurant Industry through the Kurt Lewin Model"

Population, Sample, Sample Size and Data Collection

To explore a fascinating study on the impact of change management on employee engagement using the Kurt Lewin model of change. In order to ensure the precision of our findings, we employed a simple random sampling technique to select participants from the employees within the restaurant industry of Hyderabad, Pakistan. Our choice of sample size was guided by the recommendations put forth by Roscoe et al. (1975), who propose that sample sizes ranging from 30 to 500 are appropriate for most research endeavors. Additionally, it is advised that the sample size should be at least 30% of the total population. In line with Cohen's (2013) suggestion of a minimum sample size of 373 when utilizing a 95 percent confidence interval, we have opted for a sample population of 400 individuals.

Survey instrument and Procedure

The heart of this study lies in the data gathered from the employees of the Restaurant industry in Hyderabad, Pakistan. To gauge the impact of organizational change on employee engagement, a seven-point Likert scale was employed. Ranging from Strongly Agree to Strongly Disagree, this scale allowed us to capture the nuanced degrees of influence that changes have on employees. In total, six questions were developed, each consisting of five

items. This comprehensive approach ensured that all facets of employee engagement were thoroughly examined. To gather this valuable data, the researcher personally visited the restaurants and explained the questions to the employees to eliminate any ambiguity. This hands-on approach allowed for a more personal and insightful data collection experience.

Results and Discussion

The first step was to present the data, including the profile of the respondents and a descriptive analysis. Normality and reliability (Cronbach's alpha) tests were then applied to evaluate the data quality and reliability. Finally, multiple regression analysis was performed.

Table 1
Demographic information of respondent's

Demographic variable (n=400)		Frequency	Percentage
Gender	Male	376	94%
	Female	24	6%
	Total	400	100%
Age	less than 25	53	13.25%
	25 to 35	157	39.25%
	35 to 45	130	32.50%
	More than 45	60	15.00%
	Total	400	100%
Qualification	Less than Graduate	109	27.25%
	Graduate	259	64.75%
	Post Graduate & greater	32	8.00%
	Total	400	100%

Respondent's Profile

Table 1 displayed the demographics of the participants in the study. It was found that 376 males (94.00%) and 24 females (6.00%) took part. The largest age group was 25 to 35 years old with 157 participants (39.25%), followed by 35 to 45 years old with 130 participants (32.50%). The majority of respondents were graduates, accounting for 259 (64.75%), followed by less than graduate at 109 (27.25%) and those with Post Graduate & greater are at 32 (8.00%).

Table 2
Reliability

Variable	Cronbach's Alpha	N of items
EE	.722	5
SE	.895	5
PWLB	.921	5
IC	.866	5
EC	.791	5
Overall	.818	25

Test of Reliability

Reliability, the cornerstone of any robust assessment, entails the consistency between two measurements of the same entity. Its significance lies in gauging the stability of items within a questionnaire. A reliable questionnaire is one that yields consistent scores upon repeated measurements. As the bond between items strengthens, so does the level of reliability (Sekaran, 2003). Sekaran (2003) suggests that a reliability coefficient above 0.80 is considered good, falling between 0.70 and 0.80 is acceptable, while anything below 0.60 is deemed poor. The closer the reliability coefficient approaches 1.0, the higher the questionnaire's reliability. Let's take a closer look at the data. The table presents us with various measures and their corresponding Cronbach's Alpha values. For instance, the measure of EE demonstrates a commendable Cronbach's Alpha of .722, derived from a set of five items. Similarly, the measure of SE achieves a remarkable Cronbach's Alpha of .895, also based on five items. These results signify good-to-excellent reliability (Cronbach's Alpha values above .70 are deemed acceptable, while those above .80 are considered good). Moving forward, the measure of "Overall," consisting of 25 items, exhibits a noteworthy Cronbach's Alpha of .818. Considering the range mentioned earlier, this value would be classified as good. To summarize, the measure of EE earns an acceptable reliability score of .722, while EC achieves a slightly higher score of .791, also considered acceptable. On the other hand, SE, PWLB and IC showcase excellent reliability with scores of .895, .921, and .866, respectively. These findings demonstrate the strength and consistency of the measures used, establishing their credibility and affirming the reliability of the questionnaire.

Table 3
Descriptive Statistics

	N	Mean	Standard Deviation
SE	400	6.1156	.76759
PWLB	400	5.7922	.60042
IC	400	5.3212	.63472
EC	400	5.0928	.72122

Table 3 presents the descriptive statistics for the key variables examined in our study, providing a concise summary of the findings. When it comes to SE, we found that the average score reported by the 400 participants was 6.1156, with a standard deviation of .76759. This indicates that employees generally have a high level of confidence in their abilities, highlighting their belief in successfully accomplishing tasks and achieving desired outcomes. In terms of PWLB, the average score obtained was 5.7922, with a standard deviation of .60042. These results suggest that employees, on average, perceive a moderate level of balance between their work responsibilities and personal life. This finding emphasizes the importance of considering strategies and interventions that support employees in achieving a healthier work-life equilibrium. Analyzing IC, we found that participants reported an average score of 5.3212, with a standard deviation of .63472. This implies that there is room for improvement in the communication channels within the organizations surveyed. Enhancing internal communication can foster collaboration, knowledge sharing, and overall organizational effectiveness. Lastly, EC, as measured by our study, exhibited an average score of 5.0928, with a standard deviation of .72122. These results indicate a moderate level of commitment among the participants. Understanding the factors that influence EC can guide organizations in implementing strategies to further enhance loyalty and dedication among their workforce.

Table 4
KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.521
Bartlett's Test of Sphericity	Approx. Chi-Square	2321.112
	df	300

sig

0.00

KMO and Bartlett's Test

The presented table illustrates the Kaiser-Meyer-Olkin (KMO) and Bartlett's Test, which gauges the appropriateness of the sample for factor analysis. These tests assess the degree to which the data conforms to the prerequisites of factor analysis, encompassing both the individual variables utilized in the model and the overall framework. Within the table, the KMO and Bartlett's value is recorded as 0.521, surpassing the threshold of 0.5. This indicates that the data is valid and can be further processed for factor analysis. Furthermore, the significance value displayed above stands at 0.000, falling below the accepted threshold of 0.05. This signifies that the data is indeed well-suited for exploring the factors at hand.

Table 5
Total Variance Explained

Comp onent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulati ve %
1	2.346	11.728	11.728	2.446	11.728	11.728	2.254	11.268	11.268
2	2.041	10.204	21.932	2.041	10.204	21.932	1.817	9.086	20.354
3	1.867	9.336	31.268	1.867	9.336	31.268	1.711	8.553	28.907
4	1.641	8.204	39.472	1.641	8.204	39.472	1.645	8.224	37.131
5	1.481	7.405	46.877	1.481	7.405	46.877	1.595	7.975	45.106
6	1.235	6.174	53.052	1.235	6.174	53.052	1.337	6.685	51.790
7	1.113	5.564	58.616	1.113	5.564	58.616	1.264	6.320	58.111
8	1.049	5.246	63.862	1.049	5.246	63.862	1.150	5.751	64.885
9	.991	4.955	68.817						
10	.932	4.661	73.478						
11	.878	4.392	77.870						
12	.772	3.859	81.729						
13	.692	3.460	85.188						
14	.665	3.325	88.513						
15	.547	2.737	91.250						
16	.517	2.585	93.836						
17	.397	1.987	95.823						
18	.342	1.708	97.531						
19	.280	1.401	98.932						
20	.214	1.068	100.000						

Extraction Method: Principal Component Analysis.

Total Variance

Eight factors are loaded which displays the Eigen value greater than 1 and the cumulative variance illustrated by this component is 64.885% which shows the 64.885% change in the Employee Engagement by these components. Component 1 displays initial Eigen value 2.346 that is above 1, means that the factor is significant and is to be loaded. This component explains that 11.728% variance is displayed by this factor. Component 2 displays initial Eigen value 2.041 that is above 1, means that the factor is significant and is to be loaded. This component explains that 10.204% variance is displayed by this factor. Component 3 displays initial Eigen value 1.867 that is above 1, means that the factor is significant and is to be loaded. This component explains that 9.336% variance is displayed by this factor. Component 4 displays initial Eigen value 1.641 that is above 1, means that the factor is significant and is to be loaded. This component explains that 8.204% variance is displayed by this factor. Component 5 displays initial Eigen value 1.481 that is above 1, means that the factor is significant and is to be loaded. This component explains that 7.405% variance is displayed by this factor. Component 6 displays initial Eigen value 1.235 that is above 1, means that the factor is significant and is to be loaded. This component explains that 6.174% variance is displayed by this factor. Component 7 displays initial Eigen value

1.113 that is above 1, means that the factor is significant and is to be loaded. This component explains that 5.564% variance is displayed by this factor. Component 8 displays initial Eigen value 1.049 that is above 1, means that the factor is significant and is to be loaded. This component explains that 5.245% variance is displayed by this factor.

Table 6
Correlation Analysis

		Correlations				
		Employee Engagement	Self-Efficacy	Perceived Work-life Balance	Internal Communication	Employee Commitment
Employee Engagement	Pearson Correlation	1	.930**	.920**	.797**	.929**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	400	400	400	400	400
Self-Efficacy	Pearson Correlation	.930**	1	.712**	.963**	.932**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	400	400	400	400	400
Perceived Work-life Balance	Pearson Correlation	.920**	.712**	1	.496**	.782**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	400	400	400	400	400
Internal Communication	Pearson Correlation	.797**	.963**	.496**	1	.851**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	400	400	400	400	400
Employee Commitment	Pearson Correlation	.929**	.932**	.782**	.851**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	400	400	400	400	400

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

Correlation Analysis:

The correlation table reveals significant relationships among the variables. EE and SE are strongly and positively correlated at 93.0%, EE and PWLB at 92.0%, EE and IC at 79.9%, and EE and EC at 92.9%. SE also positively correlates with PWLB at 71.2%, IC at 96.3%, and EC at 93.2%. Notably, PWLB demonstrates a weak positive correlation with IC at 49.6%, while it is positively and significantly correlated with EC at 78.2%. IC exhibits a strong and positive correlation with EC at 85.1%. These findings emphasize the interconnectedness and importance of these variables within the studied context.

Table 7
Linear Regression

		Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	-.021	.016		-1.325	.186	-.053	.010
	SE	.939	.017	.937	54.418	.000	.905	.973
	PWLB	.054	.016	.051	3.357	.001	.022	.086
	IC	.011	.006	.012	2.016	.044	.000	.022

a. Dependent Variable: EE

Linear Regression

The regression table unveils the individual impact of independent variables on the dependent variable. The beta coefficient for self-efficacy is 0.937, revealing a significant

positive association ($p < 0.05$) with EE. Consequently, H1 is supported. PWLB exhibits a beta coefficient of 0.51, signifying a noteworthy positive relationship ($p < 0.05$) with EE. Thus, H2 is confirmed. IC demonstrates a beta coefficient of 0.12, indicating a positive correlation ($p < 0.05$) with EE. Therefore, H3 is validated. These findings underscore the significance of SE, PWLB, and IC concerning EE.

Table 8
Model summary

R Square	Adjusted R Square	Std. Error of the Estimate
.903	.901	.12323

Model Summary

The model summary presents a captivating overview of a linear regression analysis, showcasing key measures of the model's effectiveness. The Adjusted R Square reveals a remarkable 90.3% of the dependent variable's (Y) variability being accounted for by the predictors (Xs), affirming a robust and influential relationship. Meanwhile, the Standard Error of the Estimate gauges the average deviation between observed and predicted Y values, with a lower value symbolizing a superior fit. These indicators illuminate the significant impact of the predictors on the dependent variable and underscore the model's precision in capturing patterns and trends. Ultimately, the impressive Adjusted R Square of 0.903 and the diminished Standard Error of the Estimate together validate the model's impeccable fit and accuracy.

Table 9
Linear Regression of Mediating Variable with Dependent Variable

Model	Unstandardized Coefficients		Std Coefficients	t	Sig.	95.0% Confidence Interval for B		
	B	Std. Error	Beta			Lower Bound	Upper Bound	
	1	(Constant)	1.516			.198	7.643	.000
	EC	.788	.031	.787	25.178	.000	.726	.850

a. Dependent Variable: EE

Linear Regression of Mediating Variable with Dependent Variable:

In table given above individual value of mediating variable is calculated in relation with dependent variable. Beta value of EC is 0.787 that is positive with significant value of 0.04 which is less than 0.05. It indicates EC mediated the relationship between independent variable and EE. Therefore, H4 should be accepted.

Hypothesis Assessment Summary

No	Hypotheses	Significant/Non Significant	Accepted/Rejected
H1	Self-Efficacy is positively associated with employee Engagement.	Significant	Accepted
H2	Perceived work-life balance is positively associated with employee Engagement.	Significant	Accepted
H3	Internal communication is positively associated with employee Engagement.	Significant	Accepted

H4	Employee commitment mediates the relationship between independent variable and employee engagement.	Significant	Accepted
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Conclusion

The study focused on the impact of change management on employee engagement in Restaurant Industry of the Hyderabad region, using Kurt Lewin's change model. Three key factors were analyzed: self-efficacy, perceived work-life balance, and internal communication. The analysis revealed that self-efficacy, reflecting an individual's belief in their abilities, significantly influenced employee engagement. A high level of self-efficacy motivated employees to perform well and achieve their goals, positively impacting their engagement during organizational change. Perceived work-life balance was another crucial factor affecting engagement. When employees failed to balance their work and personal lives, their motivation and engagement declined. A positive association was found between perceived work-life balance and employee engagement, emphasizing the importance of supporting a healthy work-life balance. Internal communication played a vital role in maintaining employee motivation and engagement. Effective communication channels, social support, and managerial and organizational support were crucial for keeping employees connected during times of change. Insufficient or ineffective communication led to decreased motivation and engagement levels. Employee commitment acted as a mediator between the independent variables (self-efficacy, perceived work-life balance, and internal communication) and employee engagement. Commitment, consisting of affective and continuance components, facilitated a strong relationship between these factors and employee engagement. In conclusion, the study highlighted the significance of self-efficacy, perceived work-life balance, internal communication, and employee commitment in shaping employee engagement during organizational change. By recognizing and addressing these factors, organizations can enhance employee engagement, ultimately fostering a smoother transition during periods of change.

Recommendations

The research study on the impact of change management using Kurt Lewin's Model in the Restaurant industry of Hyderabad Region yielded several noteworthy recommendations. Encourage active employee involvement and engagement by integrating them into the development of new strategies and change implementation processes, fostering a sense of ownership and commitment. Establish a robust and efficient communication channel to ensure clear and consistent messaging throughout the organization. Effective communication prevents misunderstandings, maintains motivation, and facilitates successful task execution. Consider employees' individual capabilities and assign tasks accordingly after implementing change management. Aligning tasks with employees' skills and abilities promotes motivation and enhances performance. Avoid overburdening employees with excessive workload, as this can lead to decreased motivation and work-life balance. Strive for task assignments that are manageable and reasonable to maintain optimal employee engagement. Conduct motivational sessions and maintain regular communication to keep employees inspired and engaged. Cultivate a belief in their own capabilities, as self-efficacy is vital. Employees who lack confidence in their abilities may experience decreased engagement and hinder organizational performance. Implementing these recommendations in the Restaurant industry can promote employee engagement during change management processes, resulting in smoother transitions and improved overall performance.

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