

APPLICATION FOR ETHICAL APPROVAL

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of **research activity**: "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications". As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the "principal researcher".

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity. Please see Checklist for details of process for different categories of application.

Delete the Guidance Notes at the end of the form BEFORE submitting your application

SECTION A: About You (Principal Researcher)

1	Full Name:	Chan Shuk Yan Gloria			
2	Tick all boxes which apply:	Member of staff:	☐	Honorary research fellow:	☐
3	Undergraduate Student	☐	Taught Postgraduate Student	☒	Postgraduate Research Student
4	Institute/Academic Discipline/Centre:	MBAMBA-HK			
5	Campus:	Hong Kong			
6	E-mail address:	gloriacy@gmail.com			
7	Contact Telephone Number:	+85292518906			
For students:					
8	Student Number:	1921901			
9	Programme of Study:	MBAMBA-HK			
10	Director of Studies/Supervisor:	Dr. Poon Che Cheong			

SECTION B: Approval for Research Activity

1	Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)	YES	☒	NO	☐
					Date
2	If Yes, please indicate source of approval (and date where known): Approval in principle must be obtained from the relevant source prior to seeking ethical approval	Research Degrees Committee	☒		
3		Institute Research Committee	☐		
4		Other (write in)	☐		

SECTION C: Internal and External Ethical Guidance Materials

Please list the core ethical guidance documents that have been referred to during the completion of this form (including any discipline-specific codes of research ethics, and also any specific ethical guidance relating to the proposed methodology). Please tick to confirm that your research proposal adheres to these codes and guidelines.	
1	UWTSD Research Ethics & Integrity Code of Practice ☒
2	UWTSD Research Data Management Policy ☒
3	☐

SECTION D: External Collaborative Research Activity

1	Does the research activity involve collaborators outside of the University?	YES	☐	NO	☒	
2	If Yes, please provide the name of the external organisation and name and contact details for the main contact person and confirmation this person has consented to their personal data being shared as part of this collaboration.					
3	Institution					
4	Contact person name					
5	Contact person e-mail address					
6	Has this individual consented to sharing their details on this form?	YES	☐	NO	☐	
7	Are you in receipt of a KESS scholarship?	YES	☐	NO	☐	
8	Is your research externally funded	YES	☐	NO	☐	
9	Are you specifically employed to undertake this research in either a paid or voluntary capacity?	Voluntary	YES	☐	NO	☐
10		Employed	YES	☐	NO	☐
11	Is the research being undertaken within an existing UWTSD Athrofa Professional Learning Partnership (APLP)	If YES then the permission question below does not need to be answered.	YES	☐	NO	☐
12	Permission to undertake the research has been provided by the partner organisation	(If YES attach copy) If NO the application cannot continue	YES	☐	NO	☐

Where research activity is carried out in collaboration with an external organisation

13	Does this organisation have its own ethics approval system?	YES	☐	NO	☒
14	If Yes, please attach a copy of any final approval (or interim approval) from the organisation				

SECTION E: Details of Research Activity

1	Indicative title:	Impacts of change management on the business performance of the jewellery industry of Hong Kong: A case study of Continental Holdings Limited.		
2	Proposed start date of your research (not your course start date):	1 st April 2021	Proposed end date:	15 th October 2021
3	Introduction to the Research (maximum 300 words) Ensure that you write for a <u>Non-Specialist Audience</u> when outlining your response to the three points below: • Purpose of Research Activity • Proposed Research Question • Aims of Research Activity • Objectives of Research Activity Demonstrate, briefly, how <u>Existing Research</u> has informed the proposed activity and explain • What the research activity will add to the body of knowledge • How it addresses an area of importance.			
4	Purpose of Research Activity To collect the point of view in Impacts of change management on the business performance of the jewellery industry of Hong Kong. (this box should expand as you type)			
5	Research Question QUESTIONNAIRE Section A: Background Information and Bio Data 1. Gender a) Male ☐ b) Female ☐ 2. How many employees are there in your company? a) Less than 500 ☐ b) 501–999 ☐ c) Above 1000 ☐			



3. Ownership structure of the Company?

- a) Privately owned ☐
- b) Government Owned ☐
- c) Both Government and privately owned ☐

4. What level of management are you?

- a) Top Level ☐
- b) Middle level ☐
- c) Supervisory Level ☐
- d) Account Manager ☐
- e) Others (Specify)

5. Highest level of Education?

- a) College ☐
- b) University- Undergraduate ☐
- c) University-Post graduate and above ☐

Section B

Please indicate the extent to which you concur with the following statements concerning various change management practices. Using the following ratings; 5-Very great extent, 4 - Great extent, 3 - Moderate extent, 2 - Little extent, 1 - No extent.

6. Technological change

	Statement	5	4	3	2	1
a	The organization continuously builds on its existing IT systems in response to the market demands					
b	The introduction of new technology is aimed at also reducing the workload of employees					

c	The organization has a combined data processing and communication system that enables it to react fast to changes in the operating environment					
d	The introduction of new technology in the organization is gradual					
e	Employees are prepared well before introduction of a particular system					

7. Leadership change

Statement	5	4	3	2	1
a The organization leadership is tasked and implement the employee motivation process					
b The leadership are competent in their respective fields					
c The organization leadership uphold ethical work practices					
d The leadership continuously stimulate subordinates to challenge their value system					
e The organization leadership endeavors to promote creativity and innovation					
f The organization leadership reward ethical conduct by employees					

8. Transformational Change

Statement	5	4	3	2	1
a We have developed policies and procedures on how to deal with change					
b Our company has transformational leaders					
c We have embraced teamwork					

d	Our employee have embraced transformational strategic change practices					
e	There exists little uncertainty on the roles of each employee whenever an unplanned event occurs					

Section C

9. Organization Performance

Below are some of the organizations' performance positions. Please indicate how the company change management has affected the performance. Using the following rating; 5 = to a very large extent, 4 = Large extent, 3 = Moderate extent, 2 = Small extent, 1 = Very small extent

Statement	5	4	3	2	1
a The firm product range has increased in the last five years as a result of change management process initiated					
b The company has been able to access low cost labor through automation in comparison the traditional service mode					
c The organization cost of service delivery has reduced as a result of the change process					
d The organization quality of products has improved in comparison with the earlier period					
e The company profitability level as improved as a result of the changes initiated					
f The company's market share has improved due to the change management process initiated					

Thank you very much for taking your valuable time to complete this questionnaire!

6	Aims of Research Activity The study aims to identify the effect of change management on business performance. Using the Continental Holdings Limited as a case study, the specific objectives include: 1. Identify technological change effects on the business performance. 2. Identify change management strategies' impact on business performance. 3. Identify the leadership change effect on business performance.
7	Objectives of Research Activity To identify the effect of change management on business performance. Using the Continental Holdings Limited as a case study.
8	Proposed methods (maximum 600 words) Provide a brief summary of all the methods that may be used in the research activity, making it clear what specific techniques may be used. If methods other than those listed in this section are deemed appropriate later, additional ethical approval for those methods will be needed.
9	Activity: Survey & Interview Sampling methods: Stratified Sampling Sample size: Target 500 Total number of questions: 28 Scale: 1-5 Way to analysis the result: SPSS a. Interview Test b. Pilot Test c. Reliability test d. Correlation analysis e. Regression analysis The questionnaire will be distributed by email for participant to fill in. All the data will be deleted after the result of the discretion.
10	Location of research activity Identify all locations where research activity will take place.
11	Hong Kong
12	Research activity outside of the UK If research activity will take place overseas, you are responsible for ensuring that local ethical considerations are complied with and that the relevant permissions are sought. Specify any local guidelines (e.g. from local professional associations/learned societies/universities) that exist and whether these involve any ethical stipulations beyond those usual in the UK (provide details of any licenses or permissions required). Also specify whether there are any specific ethical issues raised by the local context in which the research activity is taking place, for example, particular cultural and/or legal sensitivities or vulnerabilities of participants.

13	The research will be performed in Hong Kong <i>(this box should expand as you type)</i>		
14	Use of documentation not in the public domain: Are any documents NOT publicly available?	NO	☒
		YES	☐
15	If Yes, please provide details here of how you will gain access to specific documentation that is not in the public domain and that this is in accordance with prevailing data protection law of the country in question and England and Wales. <i>(this box should expand as you type)</i>		

SECTION F: Scope of Research Activity

1	Will the research activity include:	YES	NO
2	Use of a questionnaire or similar research instrument?	☒	☐
3	Use of interviews?	☒	☐
4	Use of diaries?	☐	☒
5	Participant observation with their knowledge?	☐	☒
6	Participant observation without their knowledge?	☐	☒
7	Use of video or audio recording?	☐	☒
8	Access to personal or confidential information without the participants' specific consent?	☐	☒
9	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive?	☐	☒
10	Performance of any acts which may cause embarrassment or affect self-esteem?	☐	☒
11	Investigation of participants involved in illegal activities?	☐	☒
12	Use of procedures that involve deception?	☐	☒
13	Administration of any substance, agent or placebo?	☐	☒
14	Working with live vertebrate animals?	☐	☒
15	Other primary data collection methods, please explain in this box For example, 'focus groups'. Please indicate the type of data collection method(s) in this box and tick the accompany box.	☐	☒
16	Details of any other primary data collection method: <i>(this box should expand as you type)</i>		

If NO to every question, then the research activity is (ethically) low risk and **may** be exempt from **some** of the following sections (please refer to Guidance Notes).

If YES to any question, then no research activity should be undertaken until full ethical approval has been obtained.

SECTION G: Intended Participants

1	Who are the intended participants:	YES	NO
2	Students or staff at the University?	☐	☒
3	Adults (over the age of 18 and competent to give consent)?	☒	☐
4	Vulnerable adults?	☐	☒
5	Children and Young People under the age of 18? (Consent from Parent, Carer or Guardian will be required)	☐	☒
6	Prisoners?	☐	☒
7	Young offenders?	☐	☒
8	Those who could be considered to have a particularly dependent relationship with the investigator or a gatekeeper?	☐	☒
9	People engaged in illegal activities?	☐	☒
10	Others (please identify specifically any group who may be unable to give consent) please indicate here and tick the appropriate box.		
11	Other – please indicate here: (this box should expand as you type)	☐	☒

12	Participant numbers and source Provide an estimate of the expected number of participants. How will you identify participants and how will they be recruited?	
13	How many participants are expected?	More than 120 number of participants.
14	Who will the participants be?	Top-level, middle-level, and lower-level management from Continental Holdings Limited
15	How will you identify the participants?	N/A (this box should expand as you type)

16	Information for participants:	YES	NO	N/A
17	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	☒	☐	☐
18	Will you tell participants that their participation is voluntary?	☒	☐	☐
19	Will you obtain written consent for participation?	☐	☐	☒
20	Will you explain to participants that refusal to participate in the research will not affect their treatment or education (if relevant)?	☐	☐	☒
21	If the research is observational, will you ask participants for their consent to being observed?	☐	☐	☒
22	Will you tell participants that they may withdraw from the research at any time and for any reason?	☒	☐	☐
23	With questionnaires, will you give participants the option of omitting questions they do not want to answer?	☐	☒	☐
24	Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs?	☒	☐	☐
25	Will you debrief participants at the end of their participation, in a way appropriate to the type of research undertaken?	☐	☒	☐
26	If NO to any of above questions, please give an explanation			
27	The main survey is a electronic format, the participant may leave it blank without any notification. Therefore the answer will be No for questions 23 and 25.			
(this box should expand as you type)				

28	Information for participants:	YES	NO	N/A
29	Will participants be paid?	☐	☒	☐
30	Is specialist electrical or other equipment to be used with participants?	☐	☒	☐
31	Are there any financial or other interests to the investigator or University arising from this study?	☐	☒	☐
32	Will the research activity involve deliberately misleading participants in any way, or the partial or full concealment of the specific study aims?	☐	☒	☐
33	If YES to any question, please provide full details			
34	(this box should expand as you type)			

SECTION H: Anticipated Risks

1	Outline any anticipated risks that may adversely affect any of the participants, the researchers and/or the University, and the steps that will be taken to address them. If you have completed a full risk assessment (for example as required by a laboratory, or external research collaborator) you may append that to this form.					
2	Full risk assessment completed and appended?	<table border="1"> <tr> <td>Yes</td> <td>☐</td> </tr> <tr> <td>No</td> <td>☒</td> </tr> </table>	Yes	☐	No	☒
Yes	☐					
No	☒					
3	Risks to participants For example: emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive organisational information					
4	Risk to Participant:	How will you mitigate the Risk to Participant				

	(this box should expand as you type)	(this box should expand as you type)		
5	If research activity may include sensitive, embarrassing or upsetting topics (e.g. sexual activity, drug use) or issues likely to disclose information requiring further action (e.g. criminal activity), give details of the procedures to deal with these issues, including any support/advice (e.g. helpline numbers) to be offered to participants. Note that where applicable, consent procedures should make it clear that if something potentially or actually illegal is discovered in the course of a project, it may need to be disclosed to the proper authorities			
	N/A (this box should expand as you type)			
6	Risks to investigator For example: personal safety, physical harm, emotional distress, risk of accusation of harm/impropriety, conflict of interest			
	Risk to Investigator: N/A (this box should expand as you type)	How will you mitigate the Risk to Investigator: (this box should expand as you type)		
7	University/institutional risks For example: adverse publicity, financial loss, data protection			
	Risk to University: N/A (this box should expand as you type)	How will you mitigate the Risk to University: (this box should expand as you type)		
8	Disclosure and Barring Service			
9	If the research activity involves children or vulnerable adults, a Disclosure and Barring Service (DBS) certificate must be obtained before any contact with such participants.	YES	NO	N/A
10	Does your research require you to hold a current DBS Certificate?	☐	☐	☒

SECTION I: Feedback, Consent and Confidentiality

1	Feedback What de-briefing and feedback will be provided to participants, how will this be done and when?
	N/A (this box should expand as you type)
2	Informed consent Describe the arrangements to inform potential participants, before providing consent, of what is involved in participating. Describe the arrangements for participants to provide full consent before data collection begins. If gaining consent in this way is inappropriate, explain how consent will be obtained and recorded in accordance with prevailing data protection legislation.
	N/A (this box should expand as you type)
3	Confidentiality / Anonymity Set out how anonymity of participants and confidentiality will be ensured in any outputs. If anonymity is not being offered, explain why this is the case.
	All name of participants is anonymous. (this box should expand as you type)

SECTION J: Data Protection and Storage

In completing this section refer to the University's Research Data Management Policy and the extensive resources on the University's Research Data Management web pages (<http://uwtsd.ac.uk/library/research-data-management/>).

1	Does the research activity involve personal data (as defined by the General Data Protection Regulation 2016 "GDPR" and the Data Protection Act 2018 "DPA")?	YES	NO
	<i>"Personal data" means any information relating to an identified or identifiable natural person ('data subject'). An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person.</i>	☐	☒
2	If YES, provide a description of the data and explain why this data needs to be collected:		
	<i>(this box should expand as you type)</i>		
3	Does it involve special category data (as defined by the GDPR)?	YES	NO
	<i>"Special category data" means sensitive personal data consisting of information as to the data subjects' – (a) racial or ethnic origin, (b) political opinions, (c) religious beliefs or other beliefs of a similar nature, (d) membership of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992), (e) physical or mental health or condition, (f) sexual life, (g) genetics, (h) biometric data (as used for ID purposes),</i>	☐	☒
4	If YES, provide a description of the special category data and explain why this data needs to be collected:		
	<i>(this box should expand as you type)</i>		
5	Will the research activity involve storing personal data and/or special category data on one of the following:	YES	NO
6	Manual files (i.e. in paper form)?	☒	☐
7	University computers?	☐	☐
8	Private company computers?	☐	☒
9	Home or other personal computers?	☒	☐
10	Laptop computers/ CDs/ Portable disk-drives/ memory sticks?	☐	☒
11	"Cloud" storage or websites?	☒	☐
12	Other – specify:	☐	☒
13	For all stored data, explain the measures in place to ensure the security of the data collected, data confidentiality, including details of password protection, encryption, anonymisation and pseudonymisation:		

	All file are stored in a strong password protected storage, the personal computer had install suitable protection software, the cloud storage will also be password protected and will not share to any third party <i>(this box should expand as you type)</i>		
14	All Data Storage		
15	Will the research activity involve any of the following activities:	YES	NO
16	Electronic transfer of data in any form?	☐	☒
17	Sharing of data with others at the University?	☐	☒
18	Sharing of data with other organisations?	☐	☒
19	Export of data outside the European Union or importing of data from outside the UK?	☐	☒
20	Use of personal addresses, postcodes, faxes, emails or telephone numbers?	☐	☒
21	Publication of data that might allow identification of individuals?	☐	☒
22	Use of data management system?	☐	☒
23	Data archiving?	☐	☒
24	If YES to any question, please provide full details, explaining how this will be conducted in accordance with the GDPR and DPA (and/or any international equivalent): <i>(this box should expand as you type)</i>		
25	List all who will have access to the data generated by the research activity: All name of participants is anonymous. The data will only be present in summarised format. The university, researcher and markers may have the access of the above information. <i>(this box should expand as you type)</i>		
26	List who will have control of, and act as custodian(s) for, data generated by the research activity: All name of participants is anonymous. The data will only be present in summarised format. The university, researcher and markers may have the custody of the above information. <i>(this box should expand as you type)</i>		
27	Give details of data storage arrangements, including security measures in place to protect the data, where data will be stored, how long for, and in what form. Will data be archived – if so how and if not why not. The data collect will store in password protected drive, the data will deleted after the final confirmation on the research had been approved. <i>(this box should expand as you type)</i>		
28	Please indicate if your data will be stored in the UWTSD Research Data Repository (see https://researchdata.uwtsd.ac.uk/). If so please explain. <i>(Most relevant to academic staff)</i> No <i>(this box should expand as you type)</i>		
29	Confirm that you have read the UWTSD guidance on data management (see https://www.uwtsd.ac.uk/library/research-data-management/)	YES	☒
		NO	☐



30	Confirm that you are aware that you need to keep all data until after your research has completed or the end of your funding	YES	☒
		NO	☐

SECTION K: Declaration

31	The information which I have provided is correct and complete to the best of my knowledge. I have attempted to identify any risks and issues related to the research activity and acknowledge my obligations and the rights of the participants. In submitting this application I hereby confirm that I undertake to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice which is published on the website: https://www.uwtsd.ac.uk/research/research-ethics/		
	Signature of applicant:	<i>Glória Chan</i>	Date: <i>5 June 2021</i>

For STUDENT Submissions:

32	Director of Studies/Supervisor:	<i>Dr. POON Che Cheong</i>	Date: <i>5 June 2021</i>
33	Signature:	<i>CC Poon</i>	

For STAFF Submissions:

34	Academic Director/ Assistant Dean:		Date:
35	Signature:		

Checklist: Please complete the checklist below to ensure that you have completed the form according to the guidelines and attached any required documentation:

☐	I have read the guidance notes supplied before completing the form.
☐	I have completed ALL RELEVANT sections of the form in full.
☐	I confirm that the research activity has received approval in principle
☐	I have attached a copy of final/interim approval from external organisation (where appropriate)
☐	I have attached a full risk assessment (and have NOT completed Section H of this form) (where appropriate) ONLY TICK IF YOU HAVE ATTACHED A FULL RISK ASSESSMENT
☐	I understand that it is my responsibility to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice.
☐	I understand that before commencing data collection all documents aimed at respondents (including information sheets, consent forms, questionnaires, interview schedules etc.) must be confirmed by the DoS/Supervisor, module tutor or Academic Director.
☐	I have deleted the guidance notes before submitting the PG2 for consideration

RESEARCH STUDENTS AND STAFF ONLY

All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk, with the title 'Ethical Approval' followed by your name. You will be informed of the outcome of your claim by email; therefore it is important that you check your University and personal email accounts regularly.

STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.

RESEARCH PROPOSAL

Student Details

Student name:	Chan Shuk Yan Gloria
Student Number:	1921901
UWTSD Programme:	Master of Business Administration
UWTSD Institute	HKMA

Proposed Research

Current Proposed Title:
Impacts of Change Management on Business Performance of the Jewellery Industry of Hong Kong: A case study of Continental Holdings Limited
In the current world change has become part of the inevitable business life and has turned out to be a regular feature of every business. Kuipers et al. (2014) argues that the competition rate is on the move on the frog leap basis due to technological change, services, and product changes, changes in customer taste, among many others. This has triggered the managers of change experts to emphasize the organizational establishments to embrace change (Hornstein, 2015). Therefore, this change management is a planned loom for the individuals' transition, organization, and group transition from the existing state to the required future shape. Thus, the change management process is as vital as the change itself (Hayes, 2018). Some scholars have argued that transformational leadership has been attributed to the positive impact on company employees' innovative work behaviour (Afsar, Badir & Saeed, 2014). Under the technology change and the challenge of the environmental dynamics in private and public organizations, adoption to change is vital and necessary. These organizations should also ensure that they promote innovation that improves their services and products. Raharjo, Nurjannah, Solimun and Fernandes, (2018) argue that various factors such as organizational factors, reward systems, job design, and supervision style are the factors that should be addressed in the effort to manage change. Some scholars also assert that organizations can use the pieces of training and extemporary leadership to effect change. Therefore, having various arguments about change management and its

effect on the firms' performance, there seems to be not enough literature that supports change management and its impact on the firm performance. This forms the basis for research for this dissertation. Further, it will seek to investigate the impact of the changes in the technology to the performance, determine how change management strategies employed by the Continental Holdings Limited have impacted the firm performance, and finally the role of leadership in the change management that has impacted the Continental Holdings Limited.

The organisations and businesses are embracing change management practice as a strategy of anticipating goal improvement (Kute & Upadhyay, 2014). Such an awareness has only highlighted the significance of change management of a business performance. Least has been done on the listed company in the past to establish the impact of change management on their performance in the market where their securities trade and their internal performance as well. Therefore, this study shall seek to establish the impact of change management on the business performance of the listed firms in Hong Kong, using a case study of Continental Holdings Limited.

Aims and Objectives:

The study aims to identify the effect of change management on business performance. Using the Continental Holdings Limited as a case study, the specific objectives include:

1. Identify technological change effects on the business performance.
2. Identify change management strategies' impact on business performance.
3. Identify the leadership change effect on business performance.

Research Hypothesis:

H₁ There is a significant relationship between technological change and business performance of the Continental Holdings Limited.

H₂ There is a significant relationship between change management strategies and business performance of the Continental Holdings Limited.

H₃ There is a significant relationship between leadership change and business performance of the Continental Holdings Limited.

Significance of the study

The study results will be of benefit to investigators and scholars since it will add the current knowledge on the impact of change management on the business performance of listed firms, which is the main subject in change management and organisational behaviour. The study will be beneficial through sharing of recommendations on the change management and organisational performance subjects that may require further research.

This paper having analysed how leadership change will bring about the balance in the change process it will bring in the knowledge to the required positions that are key to the change process in an organization. Also, this study will be significant in laying a foundation for the researchers, leaders, and managers of an organization to further examine how change management can influence the organization's failure or success by building a comparative advantage that is successful and goal achieving.

Proposed plan of work including timetable:

	March	April	May	June	July	August
1. Determination of research topic						
2. Identification of the major issues						
3. Definition of research objective						
4. Formulation of research framework						
5. Writing research proposal						
6. Literature review						
1. Design of questionnaire						
2. Finalizing questionnaire						
3. Administration of questionnaire to the respondent						
1. Data analysis						
2. Conclusion and recommendation						
3. Adjustment and /or amendments						

4. Process review						
5. Seeking opinions from supervisor						
Compiling all the work and working on supervisor's comments						
Proofreading						
Presentation of the final work						

Proposed methodology:

Research Design

Leedy (2001) defines research design as a complete process of attacking the central problem in research. This study will adopt a survey design that involves information collection through questionnaires that will be administered to the target population. A survey design is an approach that is considered to be systematic for information gathering from the target population. It allows the collection of quantitative data which is further quantitatively analysed using both inferential and descriptive statistics. Furthermore, data collected through a survey strategy are analysed to establish the possible relationships that exist between the variables and to construct models that are used to show the relationships (Thornhill, 2012). Jackson (2011) asserts that survey technique guarantees information accuracy since the primary data is easily analysed. The survey method is considered to be cheaper and faster compared to other methods of data collection such as observations, and experiments.

Analytical techniques

This study will use Pearson correlation coefficient and the t-test to test the relationship and the significance of the study (Muthén, Muthén & Asparouhov, 2017). Ogunsanmi, Oyediran, Adejimi, and (2010) established that a correlation coefficient with a magnitude of 0.3–0.5 entails a linear dependence that is medium among two variables while the result of 0.5-1.0 shows a strong linear dependence. The research will employ t-test model to measure the co relation that exists between

dependent and independent variables. The results and findings of the analysis were organized, summarized, and presented using tables. The formula that will be employed is given as:

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

The study used, 5% level of significance meaning that all tests done statistically were carried out and compared to the significance level of 5%.

Survey design

Target Population

The population that will be targeted is specific and about which information is desired. The population is defined as a set of people, elements, services, events, households, or groups well-defined and investigated. The population that was targeted constituted of the Top-level, middle-level, and lower-level management from Continental Holdings Limited, as shown in the table below:

Table 3.2 Population Size

Population category management	Target
Top-level management	10
Middle-level management	20
Lower-level management	100
Total	130

Source: (Research 2021)

Sample Design and Procedure

The study will use a sampling procedure known as stratified sampling in the sample selection representing the target population. Stratified sampling will be considered appropriate since it guarantees proper representation of every subgroup. It also provides a good population coverage since the researcher has no control over the strata when carrying out random selection from the subgroups or strata. The target population will be divided into three strata namely Top-level, middle-level, and lower-level management. In each stratum, 30% of the target population will be used as our sample population in each stratum who will be randomly picked. Sampling is a statistical practice concerned with the individual or observation selection that was intended to produce some knowledge concerning the concerned population, purposely for the statistical inferences (Mugenda

& Mugenda, 2012). The study used 30% of the target population to be an authentic and good sample representing the target population.

Population category management	Target	Sample Size (30%)
Top-level management	38	11
Middle-level management	77	23
Lower-level management	385	116
Total	500	150

Source: (Research, 2021)

Data Collection Instrument and Procedures

Primary data will be used in this research study. Hox and Boeije, (2005). defines preliminary data as data directly collected from the researcher's field to carry out an investigation. The data was collected using interviews and questionnaires. Researches were having structured questions and were administered. This enabled the study to access user data from the respondents directly.

The method was significant because it gave direct feedback. This further provided an opportunity of measuring respondents' willingness to participate and the interviewer was able to clarify the instructions in the questionnaires. These also gave an opportunity to further probe answers by asking for clarifications from the respondents. To explain further on the specific responses' that were not well answered or lacked clarity. Finally, the research team members supplemented the responses by recording their observations, for instance, time of the day, gender, and the interview place where it was carried out.

Data Analysis and Presentation

Analysis of data is the procedure of ensuring order, design, and significance to the collected information (Mugenda & Mugenda, 2012). The data quality has to be confirmed before accepting the data for the statistical analysis. Data will be analyzed through the inferential and descriptive statistics using statistical data analysis software called SPSS. Interpretation will be made consistently with the tests provisions that will be conducted in the study. Descriptive statistics such as the

means, and the SD (Standard Deviation) measures will be computed for each responded and for the study variables. The ANOVA table will be used to determine the F-ratio as generated by the analysis table which measures the probability chances, a departure from the line of best fit. The p- value from the F-ratio's is required to be less than 0.05 for the model to be considered significant statistically at a 0.05 significance level. If the value of P is less than 5%, then the relationship will be considered to be significant at a 0.05 significantly (Di Leo & Sardanelli, 2020).

Ethical Considerations

To ensure the study will follow the stipulated research standards for ethics, the collected information from the respondents will be treated with a high confidentially level, and the names of the respondents will be coded and conceal the identity; this was of help to maintain privacy. Personal integrity was also considered when researching by ensuring objectiveness and avoiding of the misrepresentation of the results. The respondents will be made also to understand the purpose of conducting the study.

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