MIDLANDS STATE UNIVERSITY

FACULTY OF COMMERCE

GRADUATE SCHOOL OF BUSINESS LEADERSHIP

MASTERS IN BUSINESS ADMINISTRATION DEGREE

THE IMPACT OF IMPLEMENTATION OF CHANGE MANAGEMENT PROCESSES ON STAFF TURNOVER: A CASE OF ZIMBABWE TELECOMMUNICATIONS INDUSTRY

By

GLADMORE MUTESVA
R116006T

A DISSERTAION SUBMITTED IN PARTIAL FULFILLMENT OF MASTERS IN BUSINESS ADMINISTRATION DEGREE

30 OCTOBER 2017

RELEASE FORM

NAME OF AUTHOR: GLADMORE MUTESVA

TITLE OF PROJECT: The impact of implementation change management

Processes on staff turnover: A case of Zimbabwe

telecommunications industry

PROGRAMME FOR WHICH   Masters in Business Administration

PROJECT WAS PRESENTED: (MBA)

YEAR GRANTED: 2017

SIGNED: ……………………………………………………………………………….

PERMANENT ADRESS: 9182 Manyame Park

Chitungwiza

DATE: 30 OCTOBER 2017

APPROVAL FORM

The undersigned certify that they have read and recommended to Midlands State University for acceptance, a dissertation entitled:

"The impact of implementation of change management processes on staff turnover: A case of Zimbabwe telecommunications industry".

Submitted by GLADMORE MUTESVA in partial fulfilment of the requirements for the degree for Masters in Business Administration (MBA).

SIGNED: …………………………………………………………………………………….

SUPERVISOR

SIGNED: …………………………………………………………………………………….

CHAIRPERSON

SIGNED: …………………………………………………………………………………….

LIBRARIAN

DATE: …………………………………………………………………………………

DEDICATION

This research is dedicated to my wonderful family: My loving wife Petronella and son Ryan.

ACKNOWLEDGEMENTS

For the successful completion of this dissertation, I really thank the almighty God who gave me wisdom, strength and determination to undertake the MBA program.   This research could not have been what it is today without the support and encouragement from my family to whom I am very grateful. Many thanks go to my MSU Change Management Lecturer, Mr R Munangwa for being my supervisor, his advice and guidance throughout this research work has been indeed invaluable. The wonderful support, encouragement, and help received from colleagues and friends is greatly appreciated. Last but not least, I want to sincerely thank all the respondents for their insightful contributions which led to the achievement of the main aim of this dissertation.

ABSTRACT

Telecommunications companies, over the last decade, have undergone major change in terms of the manner in which they do business. The objective of this study was to investigate the impact of change implementation on staff turnover in telecommunications industry by reviewing the following key issues, the effect of change implementation on staff turnover, the implementation of change within the industry, the communication of change initiatives by management in the industry, and the effect of change implementation on employee morale and retention.

The rationale of this study was to allow top executives to review their current implementation strategy of change management initiatives in the industry. Thereafter, it provided guidelines for improvements in change implementation for the leaders. Staff turnover can negatively impact service delivery and financial performance of a company, so these recommendations are aimed at improving change management initiatives. The study was descriptive and quantitative in nature, involving the application of a questionnaire, with a sample of staff from all departments in the industry. The questionnaire focused on assessing the impact of the implementation of change management processes on staff turnover in the telecommunications industry and was developed from the literature review. Data was analyzed using the Statistical Package for the Social Sciences (SPSS), Version 24 for both descriptive and inferential statistics. The findings show that a significant percentage of respondents were in disagreement with the way management had handled issues related to change implementation, turnover, communication, retention and morale. With this in mind, recommendations on ways to reduce the impact of the key issues on the organization were made. These included the recommendation of lean methodology in order to deal with the first three key issues, namely, communication, implementation, and turnover.

Finally, recommendations were made on ways to improve employee retention. The primary issue that has come to light is that although management is, to a certain extent, communicating change implementation, there is a noticeable lack of engagement with employees. The onus, therefore, lies with leadership to lift the levels of engagement with employees, thereby reducing the impact of change implementation on the organization by increasing the level of transparency in the organization. Improving communication would lead to improved trust, which would then result in improved employee morale, ultimately leading to a reduction in the staff turnover rate.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF CHARTS

<div align="center">

CHAPTER 1

INTRODUCTION

</div>

1.1 Introduction

This chapter discusses the background to the study, statement of the problem, objectives of the research, research questions, significance of the study, delimitations of the study, conceptual framework, research assumptions, limitations of the study, brief, definitions of key terms, and chapter summary.

1.2 Background to the study

The Telecommunications sector is becoming a rapidly developing industry in Zimbabwe as from the advent of the mobile systems. The technological developments in the world require businesses to use information systems more than they used to do. The uptake and use of information communication and technology (ICT) has greatly increased in recent years with the high uptake seeing the digital divide between urban and rural areas being reduced dramatically. This is evidenced by the high growth registered by Zimbabwe's ICT indicators with active mobile penetration reaching 95.4% and Internet penetration surpassing 45% (Mandiwanzira, 2015).

Table 1.1: Telecommunications industry structure

Type of Operator	Number of licensees
PSTN	1
Mobile Service Providers	3
Internet Access Providers	11
Public Data Networks	2
Internet Service Providers	18

Source: POTRAZ, 2010

18%

13%

69%
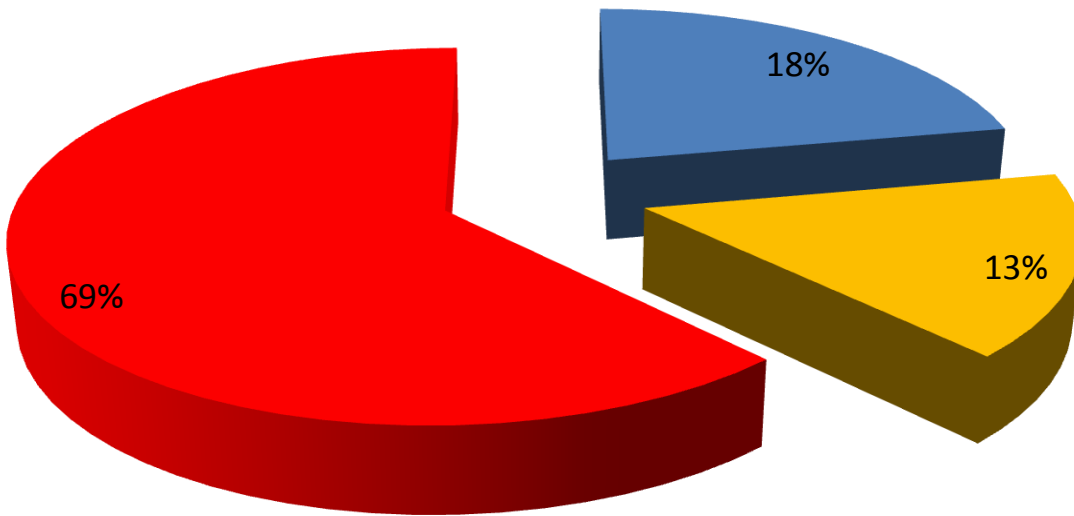
■Telecel■NetOne■Econet

Chart 1.1: Market Share for mobile companies

The goal of any organization is not only to survive, but also to sustain its existence by improving performance and growth. In order to meet the needs of the highly competitive markets, organizations must continually increase performance (Arslan and Staub, 2013). Prior literature suggests that the role of change management is critically important for achieving the performance of organizations (Boal and Hooijberg, 2015). Leading and managing change is indeed such a taxing task for many organizational leaders today. There are many aspects of it that need to be studied and reconciled. One of them is impact of change on employee turnover. According to Armstrong (2010), unhealthy and poor work environment lead to job dissatisfaction and eventually high turnover among staff.

Today's global economy has clearly had a big impact on the way organizations operate (Mapolisa, 2014). Although successful organizations are often marked by a modest, continuous level of change, the past few years have been marked by significant business and talent survival tactics in response to challenging economic conditions. Some organizations have sought to

transform their strategies ahead of, or in response to, changing economic conditions by restructuring. Regardless of how the change occurs, the associated loss of status, certainty, control and familiarity that comes with this change may be met with resistance from employees. Restructing situations in particular can cause many employees to feel confused or unsure about how they will fit in the combined organization. Uncertainty and role conflict may lead to increased turnover, new or additional job expectations, and delays in accomplishing goals while new decision processes and budgets are developed. Overall, during times of change it can be difficult for employees to simply keep their heads above water and stay productive.

Failure to manage staff loss, staff turnover, and brain drain is no longer confined to the third world's countries organizations. From a developed country's perspective, Sohail, Muneer, Tanveer and Tariq (2011), Boyne, John and Petrovsky (2011) and Scott (2012) in the United States (US) pointed out that estimates suggest that the cost of employee turnover often ranges from 50% to 200% of the employee's annual salary based on the type and level of job he/she holds. Similarly, two Asian studies, Sohail et al. (2011) in Pakistan and Rahman (2010) in Bangladesh concur that employee turnover is a major organizational menace. The research done by SHRI (2010), indicates that the U.S. Department of Labor estimates that it costs about 33 percent of a new recruit's salary to replace a lost employee. In other words, it could cost $11,000 in direct training expenses and lost productivity to replace an experienced employee making $33,000. The Private industry estimates for highly skilled jobs peg turnover losses at a much higher level, up to 150 percent of the position's annual salary."

Also, in the United Kingdom (UK), Jongbloed (2012) found out that in recent years there has been substantial improvement in telecommunications salaries and benefits. However, due to recent cuts in public funding, the continued affordability of the UK salaries and benefits has been called into question. In Africa, in Zambia, Mutume (2013) explored ways of reversing Africa's brain drain and observed the following staff retention challenges as a result of brain drain. The author found out that many African professionals are dissuaded from returning home by the economic and political crises that have bedeviled the continent over the last decades. Also, Mutume (2013) established that failing economies, high unemployment rates, human rights abuses, armed conflict and lack of adequate social services are some of these factors. In South Africa, many organizations highlight the dire skills shortage that has resulted from employees

with critical skills leaving organizations to find better opportunities beyond the borders of given countries (Van Dyk, Coetzee and Tebele, 2013).

Two studies from Zimbabwe underscore the above studies observations. First, the effectiveness of staff turnover strategies in retaining employees in Zimbabwe is being undermined by the unfavorable socio-political economic environment in the second half of the 21st Century's decade (Samuel and Chipunza, 2009). Second, Mupemhi and Mupemhi (2011, p. 40) concluded that although they believed that culture, business strategy, HR strategy and reward strategy are key factors in attracting motivating and retaining staff, the business strategy and HR strategy are not the driving forces of employee attraction, motivation and retention. Mupemhi and Mupemhi (2011) observed that the Midlands State University (MSU) business strategy was an ineffective staff retention strategy because it emerged that both academic and non-academic staff representatives were not aware of it. These highlighted findings from different countries' organizational experiences seem to point to a common fact that staff turnover challenges are here to stay with organizations regardless the level of development of their country of origin. Some of the papers were empirical reviews (for example, Mutume, 2013). The studies seem to concur that staff retention challenges experienced in the studied organizations are prone to socio-political and economic problems.

Change management is one of the biggest tasks in which a business may be involved. It is a deliberate approach in the bringing major changes for meeting people's expectations to move the business forward smoothly (Cameron and Green, 2014). When the need for change arises, organizations and businesses have no option, but to respond or else they will lose their competitiveness in the market. Burnes (2004) states that change management can support a range of change projects, including the implementation of new systems, new process, updated structures, or technology in the establishment of a new working culture or set of values in any particular area.

Organizations invest a lot on their employees in terms of induction and training, maintaining, developing, and retaining them in their organization.

Therefore, managers at all costs must minimize employee's turnover. Although, there is no standard framework for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover Kevin et al. (2014). Therefore,

there is need to develop a fuller understanding of staff turnover, more especially, the sources what determines employee turnover, effects and strategies that managers can put in place to minimize turnover. With globalization which is heightening competition, organizations must continue to develop tangible products and provide services which are based on strategies created by employees. These employees are extremely crucial to the organisation since their value to the organization is essentially intangible and not easily replicated Meaghan et al. (2012). Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment Abassi et al, (2016). The term turnover is defined by Price (2015) as the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period.

1.3 Problem Statement

There is high staff turnover in the telecommunications industry in Zimbabwe. This is due to the ever changing processes or technology advancement in the sector. According to a research study carried out by the Ministry of Information and Communication Technology in conjunction with the United Nation Development Program (Maxwell, 2010), statistics revealed that for the last 2 years, more than 35% of employees working for private sector organizations exited to other companies. The impact of change on the organisation has been noted that employees experience anxiety and this behaviour occurs in an environment where there is a lack of transparency in communicating change implementation to employees. The employees then experience unprecedented levels of stress, due to insecurities they start to experience. The effects of change implementation with specific reference to staff turnover, therefore, need to be reviewed.

1.4 Research Objectives
1) To investigate the impact analysis of change management processes on staff turnover.
2) To determine the effect of change implementation on employee morale and retention.
3) To assess the impact of employee's turnover on organizational efficiency.
4) To identify the tools to mitigate negative impact of change management on staff turnover.

1.5 Research Questions

The Study pursues the objectives by seeking answers to the following questions:

(i)   What is the impact analysis of change management processes on staff turnover?

(ii)   What is the effect of change implementation on employee morale and retention?

(iii)   What is the the impact of employee's turnover on organizational efficiency?

(iv)   What are the tools to mitigate negative impact of change management on staff turnover?

1.6 Significance of the Study

This study attempts to contribute to body of knowledge in the field of change management and labour relations.

1.6.1 To Theory

From the academic research perspective, this study adds to the body of knowledge in the area of change management and human resources. Consequently, this study serves as a base for further research especially in those aspects not covered by the scope of this study. Students pursuing business related courses at different levels would also find this study useful. Finally, it is also hoped that this study contributes to extant literature on change management and its influence on staff turnover.

1.6.2 To Practice

From the administrative and management point of view, the findings of this study will be of immense benefits to telecommunications industry. The finding of this study will also assist top management and policy makers with improved decision-making strategies. Besides, the findings of this study serves as a feedback mechanism to human resources and change management practitioners on how to improve and implement change processes in the organisation. The government also find this study meaningful since some of telecommunications companies are mainly controlled by the government.

1.7 Delimitation

1.7.1 Geographical Scope

The research takes place in Harare where the company head offices resides and where research and development for these organizations are at.

1.7.2 Target Population

The research targets both high level and low level workers in the telecommunications industry. These are TelOne, Econet, Telecel, Huawei, Powertel, and NetOne. At least 16 participants will be identified from each company to give a total of 100 respondents.

1.7.3 Time Scope

The study will cover a period from 2011 to 2016.

1.8 Conceptual Framework

The conceptual framework shows the relationship between variables that affect turnover at organisations.

```
┌─────────────────────────────────┐
│ Unequal salaries and benefits   │──────────┐
└─────────────────────────────────┘          │
                                             │
┌─────────────────────────────────┐          │
│ Unsatisfactory relationships at │──────┐   │
│ work                            │      │   │
└─────────────────────────────────┘      │   │      ┌──────────────────┐
                                         ├──────▶   │ Staff turnover    │
┌─────────────────────────────────┐      │          └──────────────────┘
│ Lack of opportunity for growth  │──────┤
└─────────────────────────────────┘      │
                                         │
┌─────────────────────────────────┐      │
│ Not knowing how one is doing for│──────┤
│ lack of feedback                │      │
└─────────────────────────────────┘      │
                                         │
┌─────────────────────────────────┐      │
│ Not feeling part of the company │──────┘
└─────────────────────────────────┘
```
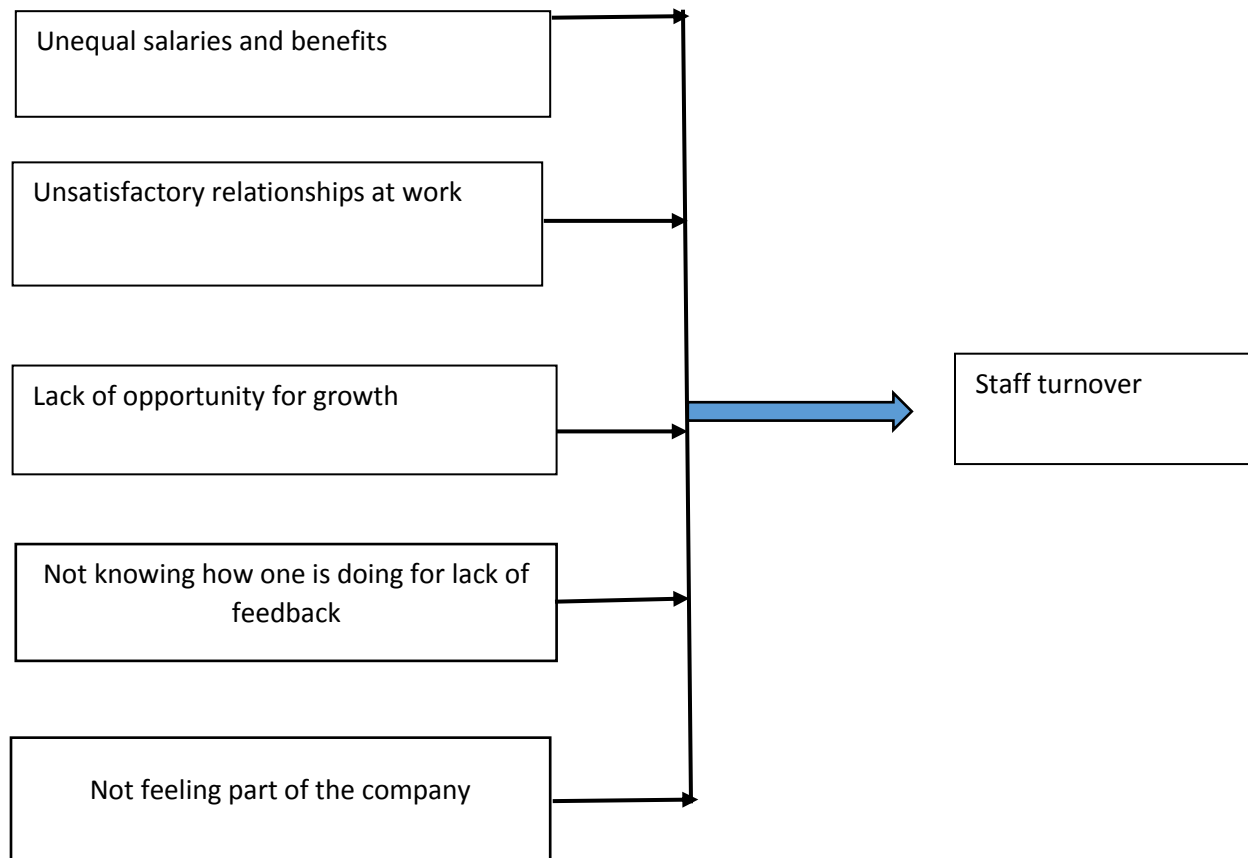
Figure 1.1**:** Conceptual Framework

1.9 Research Assumptions

The respondents provides accurate true factual response and information and will be co-operative. The sample size selected is a true reflection of the actual population concerned. Data was collected accurate and can be relied upon.

1.10 Limitations of the Study

1.10.1. Respondents Reluctance to Participate

Reluctance to participate by some respondents in the targeted population or they might not be at liberty to answer truthfully. The researcher mitigate by adhering to business research ethics and make use of triangulation technique.

1.11 Definition of key terms

1.11.1 Employee Retention

This is an effort put in by the employers in an attempt to keep employees in the organizations (Spencer, 2011).

1.11.2 Organizational Efficiency

The capacity of an organization, institution, or business to produce desired results with a minimum expenditure of energy, time, money, personnel, materiel (Mesh, 2012)

1.11.3 Employee Turnover

Employee turnover refers to the rate at which an employer gains and losses employees

(Armstrong, 2016).

1.11.4 Motivation

Motivation is defined as a psychological force that determines the direction of a person's behaviour in an organization, a person's level of effort and a person's level of persistence (Gareth, 2015).

1.12 Chapter Summary

The chapter gave the background of the study and how change management processes influence employee's turnover. It have also highlight the reasons why employee turnover should be of concern to the organizations and why measurers need to be put into place to curb this problem. To assist in unravelling this, the research questions have been stipulated with a clear focus on where the research is based.

CHAPTER 2
LITERATURE REVIEW

2.1 Introduction

This chapter deals with relevant literature that forms the basis of the study. It evaluates both empirical literature and theoretical literature on the impact of change management processes on staff turnover. The purpose of literature review is not to provide a summary of everything that has been written on the research topic, but to explain the most relevant and significant research on the topic (Saunders, 2011). Some of the purpose of carrying out a critical review of literature is to help you to refine research questions and objectives; to avoid simply repeating work that has been done already and to sample current opinions in newspapers, professional and trade journals, thereby gaining insights into the aspects of your research questions and objectives that are considered newsworthy (Borg, 2009). The fact that, knowledge does not exist in a vacuum has made the researcher to visit as much literature on the research problem.

Organizations are continually confronting challenges to remain competitive and successful, which compels organizations to regularly re-evaluate their strategies, structures, policies, operations, processes and culture (Niuguna, 2016). Managing change effectively is however a main challenge in the change management domain because of massive human involvement. However, there is little research specifically exploring the link between organizational change and turnover and therefore this research can suggest that this is a gap in the literature. No-one would seriously challenge the idea that mismanaging organizational change can result in people choosing to leave. Indeed, it may even result in the highest performing employees leaving (Jackofsky, Ferris and Breckenridge, 2015). However, explaining the mechanisms underlying how and why such change can result in differential rates of turnover is more open to question.

2.2 Definitions of change management

Korir et al., (2012) defined change management as the effective management of a business change such that executive leaders, managers and frontline employers work in concert to successfully implement the needed technology, process or organizational changes. Brighton and Moran (2011) defined change management as the process of continually renewing an organization structure, direction, and capabilities to serve the ever changing needs of internal and

external customers. Burnes (2004) like many others scholars asserted that change is an ever present feature of organizational life, both at the strategic and operational level. Due to its importance, change management is becoming imperative and needs appropriate strategy and managerial skills. For firm to survive, succeed and remain competitive in today's highly volatile, uncertainty, complex and ambiguous business environment, it must be able to successfully manage the change which is as a matter of fact a necessity.

This researcher believes that this is enough testimony that whether we like it or not, everyone is experiencing a strong turbulent in this global village, which according to Lagos (2010) the sooner one wakes up to realize this fact the better. The available technologies of this day and age have enabled such trade as illustrated in the analogy by Bloch and Whitely to be possible at a global level touching ordinary people's lives every day. The study however, seeks to highlight how change management implementation affects employee turnover.

2.2.1 Concept of Change Forms
2.2.1.1 Radical versus Incremental Change
Radical change according to Nadler and Tushman (2010), is a change that have an impact on the whole system of the organization and fundamentally redefine what the organization is, changing strategy, structure, people, processes and core values. Radical change is used to address more fundamental problems especially in some situations, such as unexpected rapid change in the environment or after a period of flux (Johnson and Scholes, 2017). Incremental change on the other side, is referred to as changes that happens all the time in organizations, and they need not to be small. Such things as changes the introduction of new technology, organization structure, and significant modifications of personnel practices are all large and significant changes, but usually occur within the existing definition and frame of reference of the organization. Johnson (2011) claims that the incremental change is more common and this type of change is commonly used to maximize short term performance. The logic behind the incremental view is that the environment is constantly changing and incremental change being a continuous process is the only way to secure the future of the company and improve organizational performance.

2.2.1.2 Reactive versus Proactive change

Reactive change is characterized as that change implemented in response to some external factor or serious internal operational and managerial problems. Bennis and Thomas (2012), sees reactive change as a change in the organizational procedures which is implemented in reaction to the occurrence of an event. This change is initiated due to pressures of external forces. Changes are made in response to a situational factor and primarily unplanned in nature. Management makes changes to deal with the problem in a fast manner since they do not have time to analyse the situation and prepare a well-conceived plan. The environmental factors, threats and opportunities are reacted to immediately.

Proactive change is that change where the company is not currently experiencing any serious problems but managers anticipate the need for change to put the company in a better position. Through this anticipatory approach to change is generally preferable, in practice most companies tend to take a reactive approach, usually as a consequence of the commonly held view that there is no need for change if current performance is satisfactory.

2.2.1.3 Developmental change

According to Costello, (2014) developmental change is an improvement in the old way of doing things, with the aim of doing better things. The instance of this is when an organization is updating its procedures, policies, and methods which have become irrelevant to its operations. Developmental activities include training to improve technical expertise, problem solving, enhancing communication and improving processes.

2.2.1.4 Convergent change

Kanter and Peter (2009), viewed convergent change as developmental change because it consists of series of incremental changes. According to them, convergent change focusses on incremental adjustments to environmental innovations and continuous improvement that optimizes an organizational fit in its environment. In essence, organizations that embraces convergent change are better equipped to maintain excellency in performance and overcome external challenges since it is planned and proactive in approach.

2.2.1.5 Transitional change

According to Costello (2014), transitional change occurs when a decision has been made to change what currently exists and to implement something new, it is an implementation of a known state such as rearranging or dismantling old operating methods. This type of change generally occurs over a set of period of time and requires patience on the part of all organizational members. Examples are cases of implementation of new product lines or computerization of the management information system, introduction of new technology among others.

2.3 Strategies for Managing Change

Change management strategies is referred to as the procedures adopted to effectively and efficiently manage change in an environment experiencing change dynamics so as to embrace change and direct it towards positive contribution of a given organization (Warrilow, 2010). Before any strategy is adopted, the organization must know their customer needs, its strength and weakness, and the nature of the environment in which they operate. A SWOT (strengths, weakness, opportunity and threats) analyses can be used to benchmark an organizations performance against a range of internal and external comparators (Camp, 2009).

This researcher notes and agrees with (Huff, 2013; Dhir, 2005) on the fact that being sensitive to other people's views and culture shows emotional intelligence. According to (Holmqvist, 2011; Maseko & Moyo, 2013) the issue of change is also an issue of political consideration. The study shows that failure to embrace some so called; "change processes" portray political insensitivity as there is more to change management than just restructuring.

The value of change is portrayed a great deal in numerous literatures from a linguistic point of view and also from an economic view point and now this researcher will analyze it from a business management approach since little research has been done on that perspective. The study will premise on the notion by (Bloch & Whitely, 2010) that highlighted the fact that change as a business language alone is not enough to use.

2.4 Empirical Literature

Balogun and Hailey (2014) report that the failure rate for all change programmes undertaken across most of the world's organisations stands at around seventy percent (70%). In support of the above Burnes (2004) argues that after a careful analysis of the current change initiatives and programmes, it is clearly evident that the poor success rate experienced across organisational change initiatives highlights the following two key issues for further research and consideration:

➢ The presence of a valid framework on how to implement and manage organisational change,

➢ The existence of a large proportion of current or available academic literature and research which is available proves to be contradictory, often with confusing theories and approaches on organisational change.

This researcher feels that due to the above two key issues arising from Burnes, it is critical to do a further research on the impact of change management processes. Guimaraes and Armstrong (2016) support Burnes (2004) argument and report that only personal and superficial analyses have been published in the area of change management. Doyle (2012) continues to argue that based on the current research evidence available, with the exception of some research material that existing practice and theory are mostly supported by unchallenged assumptions about the very nature or organisational change management. Edmonstone (2016) further supports the above observations and states that many of the change processes over the last twenty-five years have been subject to inherent faults that often prevent the successful management of organisational change. Todnem (2015) proceeds to argue that a lack of consensus concerning a framework for organisational change management has aided the change community in identifying two fundamental issues.

Todnem (2015) reports that although there is an ever increasing focus within the generic literature emphasizing the importance of change and suggestions on how to approach change that there is very little empirical evidence around to support the current theories and approaches. Todnem (2015) concludes that the lack of empirical research within Change Management, and the apparent lack of a valid framework for organisational change management within organisations can be observed through the poor success rates of many change management programmes in operation within the working environment.

All of the above is further supported by Senior (2017) who clarifies the comments of Jones, Palmer, Osterwel and Whitehead (1996) by providing an illustration of the current Organisational Change Landscape: "As we approach the 21st Century the pace and scale of change demanded by the organisations and those who work within them are enormous. Global competition and the advent of the information age, where knowledge is the key resource, have thrown the world of work into disarray. Just as we had to shed the processes, skills and systems of the agricultural era to meet the demands of the industrial era, so we are now having to shed ways of working honed for the industrial era to take advantage of the opportunities offered by the information age. Organisations are attempting to recreate themselves and move from the traditional structure to a dynamic new model where people can contribute their creativity, energy and foresight in return for being nurtured, developed and enthused."

From the above it can be argued that scholars are in agreement on the poor success rates of many change management programmes in operation within the working environment. Hence the current literature is of the view on the impact of implementation of change management processes and its impact on staff turnover.

Warrrilow, (2010) in his work stated that to effectively manage change in an environment experiencing change dynamics, there is a need to adopt strategies for managing such changes so that people can embrace change and direct it towards positive contribution of a given organization. He therefore suggested the strategies for managing change. He further stated that when opting for a strategy, we should take into account not only the circumstances we face, but also the preferred managerial style. However, in disagreement to the above scholars on change programs, Kotter and Schlensinger (2008) therefore offered six highly situational dependent ways of overcoming resistance to change as discussed under the conceptual review.

He concluded that the best tactics to be employed in order to overcome resistance to change is communication and participation. Lynn (2009) in agreement with the work of Kotter, he concluded that it is important to freely discuss changes as possible in order to avert grapevine and rumor. Miller and Friesen, (2010) have another view of change initiatives and concluded that employees tend to show resistance to change even when their environment threaten them with extinction. Many authors (Maurer, 2006; Strebel, 2004; Waddell and Sohal, 2008) stress that the reasons for the failure of many change initiatives can be found in resistance to change.

Resistance is a phenomenon that affects the change process, delaying or slowing down its beginning, obstructing or hindering its implementation, and increasing its costs and generally reducing organizational performance (Ansoff, 2013). On the other hand, resistance is any conduct that tries to keep the status quo, and thus avoid change (Maurer, 2006; Rumelt, 2005). Resistance has also been considered as a source of information; being useful in learning how to develop a more successful change process therefore it's not a negative concept as it could show change managers certain aspects that are not properly considered in the change process (Waddell & Sohal, 2008).

Robertson and Seneviratne (2015) further explained that changes in technology and physical setting to the ways change can be accomplished, which they group with organization arrangements and social factors into a category they label organizational work setting. Others involved in this discussion would emphasize that the intervention strategy needs to be driven by vision and strategy (Beckhard and Harris 2008), and that the arrows linking the components should be double headed, reflecting the interactive nature of the components in the change process. This is supported by the work of Kute and Upadhyay (2014) which argues that change management has become a strategic resource to gain sustainable competitive advantage in this age of globalization. Armstrong (2014) postulates that business change means the redesigning of business processes, the improvement of its products and services, organizational changes to organizational structure and culture. However, research done by Pugh (2007) dealt with change management based on human relations and found that workers do not understand very easily the need for change, they may not agree with the forces and actions taken behind the change.

This researcher feels that staff involvement in change programs is more important than implementation of change processes at a top management level. Change adoption must be natural and driven by a genuine intrinsically generated drive. (Munoz, 2010) also emphasises the fact that change learning must occur ideally at a natural setting and with lots of visual and practical exposure.

2.5 Resistance to change

Some research such as that conducted by (Bjorn, 2009) and Oreg and Berson (2011) have looked at resistance to change within organizations. Bjorn et al (2009) states that trust in management can support change agents. (Oreg and Berson, 2011) suggest that leadership

influences resistance. (Oreg and Berson, 2011) claim that staff members demonstrated more resistance to change when the heads of departments adopted less transformational leadership and were less receptive to change. (Maurer, 2005) concurs with these studies by stating that there can be better management of resistance by ensuring commitment throughout the changes. One author who takes a distinctively psychological approach to resistance to change is (Bovey, 2016). He looks at resistance to change as a behavioral and psychological issue rather than as an organizational issue. (Bovey, 2016) states most authors examining resistance do not look at the human elements, which have a major impact on the success or failure of a change programme.

The focus for most is on the technical and organisational management of change. (Bovey, 2016) examines the unconscious motivations for resistance and link resistance with anxiety levels. He states during organisational change anxiety levels increase. (Bovey, 2016) suggests two types of interventions by management may be able to assist resolving resistance to change. These include information based interventions and counselling interventions. Information based interventions according to (Bovey, 2016) provide staff with the information to deal with their feelings of anxiety and motivations for resisting. Counselling interventions allow for group or individual to deal with their own defence mechanisms to the change. Criticisms of this approach from Dent and Goldberg (2010) include the fact that this is essentially a psychological examination of resistance to change rather than being based on management theory. Equally, they suggest these solutions are not based upon experienced practitioners of change such as Kotter and Schlesinger (1979) or other change specialists.

 (Stanley, 2015) also contend that resistance to change is an important psychological factor during change. (Stanley, 2015) distinguishes between scepticism of change and other forms of cynicism and distrust of management. In this study of sixty-five companies undergoing change, it is stated that change specific cynicism increases resistance to change. Thus, this article focuses on resistance to change in relation to employee cynicism a particular psychological effect of change. (Stanley, 2015) therefore, argue that employees who believe that management is engaging in change for other reasons than those explained to them will be unwilling to change their behaviour. This study therefore examines the relationship between increasing resistance and the negative perceptions and cynicism of staff affected by the changes. This is particularly pertinent to this research. (Stanley, 2015) thus posed a question surveyed in one of the

questionnaires as to whether cynicism was a factor in influencing their resistance to change. The authors themselves acknowledge limitations in their approach as it relied heavily on self-reporting measures. There was also a further weakness as the link between different variables such as cynicism and resistance to change could not be established. This was essentially because causality was lacking. Equally, the methodology was lacking reliability, as it required further replication before the research could be relied upon fully. (Maurer, 2005) concurs with Bjorn et al (2009) and (Oreg and Berson, 2011) by stating that resistance can be managed better by ensuring commitment throughout the changes. Dent and Goldberg (2010) also challenge the view that resistance to change is an acceptable mental model in organizational change. They also criticize the view that it is always a management versus employee issue. The authors argue that if change managers were to let go of this idea of resistance to change it would be more useful in dealing with organizational change dynamics.

 (Dent and Goldberg's, 2010) main argument is that whilst other authors contend that employees resist change. They are of the opinion that they do not actually resist change per se. The reasoning they give for this they contend that staff do not resist change but actually, what needs to be applied is a different mental model where staff do not wish to fully embrace changes management wish to introduce. (Dent and Goldberg's, 2010) further argue that in their research there are a few examples of resistance to change in organizations. Thus, (Dent and Goldberg's, 2010) contend that resistance to change is outdated mental model. Piderit (2017) also contends that rather than pointing failure to the negative actions of individuals (i.e. resistance) what should be done is to assess the deficiencies in the change management. Thus, both authors argue that rather than analyzing resistance to change what should be examined is the issues surrounding implementation. This is in distinction to the thoughts and perceptions of aforementioned authors who think that resistance is the most important factor in the failure of change programmes.

 (Ford, 2008) state the story of resistance to change is decidedly one sided. This is because in their opinion (Ford, 2008) often change managers are seen as good and doing the right thing. Whilst those being affected by the change are seen as obstructive and creating barriers and being unreasonable. Hence (Ford, 2008) assert there is no consideration to the fact that change agents are biased, and they attribute this to those being affected by the changes. Also another argument by (Ford, 2008) is that actually the behaviours of those affected by the changes, might be due to

the change agents own mismanagement and inactions. (Maurer, 2005) states that resistance can be better managed through commitment and engagement. Kotter and Schlesinger (1979) provide a classic model of how best to manage resistance. In their crucial article, they propose six methods for dealing with resistance. These include education and commitment, participation and involvement, facilitation and support, negotiation and agreement, manipulation and finally explicit and implicit coercion. From the argument of the above researchers a question still remains to what causes resistance amongst employees. This is the gap which this research is going to cover in this study.

2.6 Change communication

(De Jager, 2010) states that good change, is due good communication. However , others such as (Palmer, 2009) and also Fox and Amichai- Hamburger (2011) assert that communication during change which does not contend with emotions is too rational and disregards this key factor in change at its peril. (Palmer, 2009) are critical of an emotional viewpoint, as it does not consider different motivational influences on staff and their diverse backgrounds.

(De Jager, 2010) highlights that the utilization of communication to force through change. Such as that it will be "this way or nothing" will infuriate employees. Thus, these issues surrounding communication, and whether they were sold to staff will influence the methodology. Issues pertaining to leadership will be correlated to establish whether communication could have been better and whether staff felt dictated or rather than them being involved and consulted. However, the (De Jager, 2010) does not consider the emotions involved in change. Fox and Amichai- Hamburger (2011) state that emotions can be a useful instrument, with which to establish commitment and a willingness to change. Fox and Amichai- Hamburger (2011) contend that emotional appeals can be used to "create urgency and powerful change coalitions can be established."

The researcher notes that on different studies done the question of change communication is not addressed, as rather motivation and exposure are the major factors that influence successful change implementation. Motivation according to Garner is "the combination of effort plus desire to achieve a goal of learning a language" (Gardner, 2007) Therefore given the appropriate exposure on change initiatives have an advantage.

A significant weakness in change agents according to (Palmer, 2009) is the ability to direct emotions and he also contend that in fact external issues on staff such as the impact of friends and family is neglected. Similarly, Palmer et al (2009) criticize the method adopted by Fox and Amichai- Hamburger (2011) because of an underlying assumption made by them regarding emotions and that all people respond in the same manner to emotional appeals. According to (Palmer, 2009), this is unsound as it disregards the fact that people have different motivational factors and also avoids issues of culture and that people from diverse backgrounds respond differently to change. (Russ, 2008) states most change programmes fail in the implementation stage. (Russ, 2008) examines two conceptual frameworks for change programmatic, which is focused on telling and selling. Secondly, Participatory methods empower and involve people.

Whilst, Programmatic change programmes often involve compliance of key stakeholders and the top down feeding of information. The communication methods used in Programmatic Change are controlled and highly centralized. Little power is given to front line employers many of whom have a great deal of expertise in the areas being affected by the changes. Communication during programmatic change can involve pamphlets, small informal meetings and larger meetings. (Russ, 2008) demonstrates that authors such as Nutt (2017) argue that programmatic change programmes are less effective than participatory ones. Equally, (Lewis, 2006) thinks they are considered less effective by stakeholders than participatory change programmes and communication methods. Another crucial limitation to Programmatic Communication methods according to Russ (2008) is the fact that it only considers a one-way method of communication whilst authors such as Richardson and Denton (2016) consider two-way communication to be an absolute imperative.

Russ (2008) also demonstrates that Programmatic Communication methods off load a vast amount of information on employees often which is difficult to absorb due to the quantity of it. As well as two-way communication, consultation is important. (Kavanagh and Ashkanasy, 2006) state that if consultation is not conducted in a meaningful way then staff will feel managers are just paying lip service to it. Participatory Change programmes according to Russ (2008), involve and consult with key stakeholders such as staff. Methods of communication include ad hoc committees, large formal meetings and smaller less formal ones.

The gap from the literature above is that they didn't take a holistic approach on change which is key in communication. There are different methods used by researchers on change communication within organizations. These methods are critically analyzed by different authors and it can be seen that there is no one size fits all method on communication. The scholars are in disagreement from the above literature, hence this research is going use both participatory and programmatic methods in fostering communication as an agent of change.

2.7 Effects of Technological Change on Employee Performance

Organizations have undergone a revolution in the adoption and application of complex information technology. In the hope of extracting the greatest value from innovations, organizations have adjusted their management structures, work processes and culture (Orlikowski 2011). Yet, swift technology enhancement unintentionally reduces the presumed lifespan of many Information Technology (IT) systems. Organizations build and rebuild their existing IT systems in response market changes. The results of these initiatives are often rather disappointing. The world has more technology than ever before with technological changes increasing at an accelerating pace.

The amalgamation of data processing, communications and the advances of software allows firms to gain a competitive advantage, improve performance and develop new businesses from various areas. Use of information technology is now shifting from a supportive role to a more strategically oriented role in organizations (Lucas & Turner, 2014). The year 2000 was marked by major breakthroughs in computing in organizations as organizations had undergone a revolution in the adoption and application of complex information technology. Nevertheless, swift technology enhancement unintentionally reduces the presumed lifespan of many IT systems. Organizations build and rebuild their existing IT systems in response to needs and market changes.

A study by Dauda and Akingbade (2011) examined how employee relation could be employed for technological change management. It also sought to determine effective method of using technological innovation for improved performance in the Nigerian manufacturing industry. Question based on the hypotheses were formulated and 1256 questionnaires were distributed to select 30 manufacturing industry in beverages, textile, steel, cement and chemical industry in

Nigeria. Findings revealed that employee relations do not have significant relationship with technological change.

An empirical study by Abbas, Muzaffar, Mahmood, Ramzan & Rizvi (2014) examined the effects of information technology on performance of Allied Bank employees in Pakistan. The data was gathered through unstructured interviews. It was figured out that technology greatly escalates the productivity of employees along with time saving. It greatly affects the workload on employees and ensures control over mistakes and frauds. Quick access to information and ease of use enables the bank employees to deliver quality service. The study recommended that organizations which implement new technology should provide proper training to its employees to increase their performance. Kute and Upadhyay (2014) examined the relationship between technological changes and its impact on employee performance in commercial printing industry. The study found that technological changes affect employee performance in various ways like redundancy, employee turnover and the level of motivation at work. It was noted that technological changes affected skills and performance of the employees in the commercial printing industry. The results from the studies above are in disagreement regarding effect of technology on labour turnover. This researcher has also noted it is worth studying whether technological changes affect employee turnover.

2.8 Effects of Organizational Leadership on Employee Performance

Mcswain (2010), of Lincoln University also defines leadership as a capacity, which implies that, the capacity of a leader is to listen and observe, and to use their expertise as a starting point to encourage dialogue between all levels of decision making, to establish processes and transparency in decision making, and to articulate their own values and visions clearly but not to impose them. Gary Yukl (2016) defines leadership as the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives. Peter Northouse (2010) defines leadership as a process whereby an individual influences a group of individuals to achieve a common goal.

Hurduzeu (2015) is of the view in his paper that effective leadership involves motivation, management, inspiration, remuneration and analytical skills. When all these are present, he emphasizes that organizations record increased employee satisfaction that positively influences

the productivity and profitability. In order to increase the employee performance, leadership in organizations need to have ability to promote creativity and innovation, stimulate the subordinates to challenge their own value systems and to improve their individual performance. Scholars and researchers also agree on the point that role of a leadership is very important while managing organizations or addressing the issue of organizational change (Asghar, 2010).

Numerous studies have reported positive relationships between organizational leadership and outcomes at the individual level and firm levels. Most recently, many empirical studies have reported that organizational leadership has a positive impact on follower performance and firm outcomes. A number of comparative studies have also reported that transformational leadership behaviors are more positively related to subordinate effectiveness in a variety of organizational settings than are transactional behaviors (Brockhaus, 2006). The researcher notes that majority of the studies done have a positive correlation between leadership and performance, hence it is the researcher view that effective leadership plays a vital role in the success of the organization.

However, Fenwick and Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance conclude that despite a hypothesized leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret. Scholars make further distinctions in leadership styles by elaborating on some of the components of Bass' taxonomy. Chu et al. (2009), for example, elaborate the concept of charismatic leadership. This is a value-based style that leads to emotional bonds between leaders and followers.

2.9 Effect of Organizational Culture on Employee Performance

Organizational culture is literally described by many researchers in diverse studies for various measures. Culture is defined as a mixture of values, sets, beliefs, communications and explanation of behaviour that provides guidance to people (Awadh & Saad, 2013). Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the rules of the game for decision-making, structure and power (Wambugu, 2014). She is of the view that culture is based on shared history and traditions of the organization combined with current leadership values. This researcher notes that as one person goes higher in an organization, the role he assumes become more political than managing. Not surprising to this researcher according to (Bennett, 2014) in his article a case study was done by the Harvard law review

institute on a young Barack Obama, who fortunately learnt to accept various cultures, due to his background. Obama was born to a Kenyan father, his mother was American, and grew up in Hawaii after having also lived in Indonesia upon the separation of his father and mother.

According to Nongo (2012) asserted that culture is critical to understanding any society or group, the researcher measured organizational culture in terms of involvement, consistency, adaptability, and mission and employee performance measured in profitability, productivity, and employee motivation. On other hand, Mehr (2012) stated that today cultural clashes in any international project organization have led to an increased emphasis on preparedness on possible conflicts existing in cross-cultural cooperation. Cultural differences often result in varying degrees of conflict and require careful consideration.

The relationship between organizational culture and performance has engaged the attention of researchers for many years (Zakari, Poku & Owusu-Ansah 2013). While many culture researchers have devoted numerous articles to the nature and definitions of culture, relatively fewer articles have contributed towards culture and performance research (Lee & Yu 2004). Majority of existing studies on organizational culture and performance have concentrated on developed countries (Zakari, Poku & Owusu-Ansah 2013) and very little has been done in developing countries (Davidson, 2003 as cited in Zakari, Poku & Owusu-Ansah 2013). Ojo (2009) emphasizes in his study that corporate culture is very important for every organization and that it has positive impact on employee job performance. The methodologies and findings of research show that culture and performance were considered interrelated (Lim 1995). However, the study above differs with, Rousseau in 1990 (as cited in Shahzad et al. 2012) who studied to overcome some of the limitations in measuring the culture of organization. At the end the result showed that there was no positive correlation between culture and employees performance.

However according to Lim (1995), he disagrees with the findings of Roussean and assumed that there is a link between culture and performance. In support of Lim findings, Aluko (2013) examined that there a significantly positive relationship between organizational culture and employee performance, and found that an organizations and its employees were not performing and working together very well because of weak culture. The organization weak culture may cause lack of involvement, consistency, adaptability, and mission. But as Ojo (2009) describes, while this topic is rich in studies, many researchers concur on the fact that there is no agreement

on the precise nature of the relationship between corporate culture and performance. Because of these contradictory results, the question of whether corporate culture improves or worsens employee's performance is still worthy of further research (Ojo 2009).

A study by Wambugu (2014) analyzed the influence of organization culture on employee's performance with a focus on Wartsila Limited, a private organization in Kenya. The study empirically tested the effect of the four elements of organization culture namely; organization values, organization climate, leadership styles and work processes on the employee's performance. The results suggested that managers should focus on the factors that have a significant effect on employee performance. The study revealed that organizational values had a more significant effect to employee's job performance at Wartsila. Overly a positive relationship between organization culture and employee performance was established, however the effect diversely varied amongst the variables with work processes and systems in Wartsila having more effect to employee's performance. The above studies are in agreement that there is a link between culture and performance. In agreement to the study done by Wambugu in Kenya, Khosa et al., (2015) further analyzed the impact of organizational change towards employee performance in the banking sector of Pakistan. Questionnaires were used for primary data collection. The study used descriptive statistics and correlation analysis technique for the analysis of data. The results showed that organizational change had a positive significant impact on employee's performance in banking sector of Pakistan. The study suggested that further research should be conducted in various sectors and also by increasing factors of organizational change in order to observe the overall impact of organizational change towards employee performance.

However, from the studies done above the authors are in disagreement on the link between culture and performance. In addition, despite the existence of these studies, very little attention has been given to the link between culture and turnover especially in the Zimbabwe context. Thus, there is a major gap in the relevant literature, which has to be covered by this research. This research attempts to fill this gap by studying the situation of Zimbabwean telecommunications industry and providing more empirical evidence on the effects of corporate culture on employee turnover.

2.10 Employee Turnover

Hana and Lucie (2011) defines employee turnover as the ratio of employees that leave a company through dismissal or resignation during a period to the number of employees on payroll during the same year. Kuria (2012) postulated that workers are more likely to resist the changes made in a bid to adapt to the competitive environment. Indeed, a one standard deviation increase in turnover rates can depress financial performance by as much as 27% according to a recent estimate (Park and Shaw, 2015). Due to intense competition demand for skilled labour force is high and other companies will be offering lucrative packages (Waldman et al 2015). This implies that there is a lot of hiring and firing in an organization with the view of increasing productivity which in turn leads to the loss of key personnel (Burton and Crossley, 2012). According to Asmamaw (2011) labour turnover is associated with costs which include, recruiting costs, selection and or employment costs, orientation costs, training costs, lost wages or salaries, administrative costs, lost productivity, loss of human capital, and customer satisfaction issues.

However, Vladimir (2011) reiterated that there are benefits associated with recruiting new employees include but are not limited to: new skills, ideas, new contacts, new employees who are less resistant to change and are productive in a bid to please the management. The availability of new ideas facilitates innovation and quick adaption rate to competitor activities (Benrauch, 2013). To add on, Stimpson and Smith (2015) explained that employee turnover creates a strong culture in an organisation especially when the employees are reluctant to work. If these workers are dismissed it sends a message to others thereby increasing productivity.

However, the literature above focused on the costs and benefits associated with employee turnover but does not explain the causes of such turnover on the part of the employees which will in turn have an impact on performance a gap which this research will seek to close by analysing the causes of employee turnover during change management processes in telecommunications industry in Zimbabwe.

2.10.1 Insufficient Knowledge on How to Adapt to the Competitive Environment

According to Miscikowski and Stein (2011) most workers have insufficient knowledge concerning change management processes hence it is a major obstacle in improving the financial performance of an organization. This implies that this lack of knowledge leaves a gap in the effectiveness of the methods crafted to adapt in the competitive environment in a bid to enhance growth. In addition, Jacobsen (2013) eludes that there is need for continuous professional

development of workers through refresher courses and workshops to overcome the challenge of ignorance so that the company may adapt to the competitive environment and enhance its financial performance.

To support the idea Jacobsen (2013) posited that employees do not appreciate strategies that are implemented to adapt in a competitive environment (change) thus they are not acquainted with the advantages associated with adaptation to the competitive environment in a bid to enhance the financial performance of an organization. Adapting to the competitive environment is highly effective if technological changes are implemented also, however most workers are not acquainted with the dynamic technological environment thus ignorance remains a major challenge (Dobre, 2013).

However, Wittig (2012) assert that insufficient knowledge is not really a major risk, rather it is the organization that does not increase employee awareness on how to survive in a competitive environment. In support Frankenberger et al. (2013) eluded that if organizations prioritize improving employee awareness pertaining the external environment, adapting to the competitive environment yields profit margins through responding to competitor activities by producing customized goods and services. Sizeka (2012) also assert that competition is a broad subject thus employees must not be misinformed regarding ways to adapt to competition as a way to enhance financial performance. Furthermore, Wittig (2012) highlighted that adapting to competition requires willingness of employees to accept change in an organization thus management should advocate for change management so that adapting to competition will be successful to enhance the financial performance.

This research shall seek to establish the impact of implementation of change management processes on staff turnover in the telecommunications industry.

2.10.2 Business Failure

Tavityaman (2013) articulated that firms review set goals and objectives at the beginning of each financial year however poor adaptation in the competitive environment will facilitate the failure to attain the set goals and objectives thereby negatively affecting the financial performance of an organization. Adapting to the competitive environment means changes in the way a business operates, change in product or service quality and marketing strategies (Waldmer and Carter 2015).

The main goal of most organizations is profit maximization hence they don't focus more to adapting to the competitive environment hindering the attainment of the set goals therefore resulting in business failure, (BPP Learning Media 2012). In conformity, Tang et al (2016) indicated that there is a positive relationship between the financial position of a firm and the way a company adapts to the competitive environment hence much effort will have to be channeled on how an organization responds and reacts to competitive activities of rival firms.

On a differing tone Keough (2011) explained that the risk of business failure associated with adaptation into the competitive environment to enhance the financial performance are caused by inability to recognize adaptation strategies or techniques which are most suitable and effective for the particular industry in which the business operates. Adapting into the competitive environment is guaranteed to promote business success once applied effectively and no challenges associated with it will reduce the financial performance of the organization (Miles, 2011). According to Sibanda (2014) most management are aware of survival strategies in a competitive environment but they tend to be reluctant when it comes to the application thus it will appear as if adapting to the competitive environment is associated with business failure. Adapting to competition simply means adjusting to competitors marketing strategies, product quality, pricing strategies and quality of services rendered to enhance the financial performance of an organization and no heavy costs are associated with it which may result in business failure (Drexl et al 2011).

The above literature focused on the impact of management reaction causing risk of business failure without highlighting the other factors which result in business failure an area that this research will focus on.

2.10.3 Lack of Support from Management
According to Aghion et al (2014) one of the limitations of effective change programs is lack of support from management, in support Zott et al (2011) argued that management perceive adaptation to the competitive environment as a costly move which strains the financial performance of an organization .This further concurs to the thoughts of Kohn (2013) who suggested that management's main goal is cost containment whilst successful adaptation to the competitive environment requires a flexible budget. Shahran and Zhengge (2016) assert that

managers choose to be inflexible with regards to the factors that hinder effective adaptation in the competitive environment.

However Lee (2012) and Wallelegn (2013) argue that it is not lack of support from management that hinders successful adaptation into the competitive environment a view which was supported by Wallelegn (2013) indicating that the dynamic environment in which companies operate results in unanticipated circumstances which cannot be blamed upon the top management when the company fails to adapt to competition. Muema (2013) also assert that top management are not responsible for failure to adapt into the competitive environment but poor communication channels within an organization slow down the responsiveness to competitor activities.

2.11 Chapter summary

The purpose of this chapter was to discuss the literature that is available on change management, with a more focused view on change implementation. This chapter made a critical analysis on the available literature that relates to change management processes on staff turnover. The chapter began by explaining the scope of the literature review before analysing the literature and its relevance. The chapter also presented the knowledge gap and the overall implications of the literature.

CHAPTER 3
RESEARCH METHODOLGY

3.1 Introduction

This chapter will focus on the research methodology to be used in the study. The different aspects of research that will been considered are research philosophy, research design, target population, sample selection and size; data collection instruments, data collection methods, validity and reliability, ethical considerations, data presentation and analysis.

3.2 Research Philosophy and Justification

The researcher will adopt a phenomenology paradigm as the philosophy for this study. The researcher will interpret the elements of the study integrating his interest and prior knowledge on the subject of change management processes while bearing in mind the subjectivity of perceptions and those of the different study participants. The study takes both the relativist ontology and the transactional or subjectivist epistemology which are part of the interpretivist paradigm. Relativist ontology makes the assumption that the construction of reality occurs through the meanings and understanding which are developed socially and experientially (Easterby-Smith et al., 2012.

3.3 Research Design

Research design is the strategy for the study and the plan by which the strategy is to be carried out (Coldwell and Herbst 2004). De Vos, Strydom, Fouche and Delport (2011) state that research design is a blue-print or a plan detailing how research will be implemented. Christensen (2014) further defines research design as the outline, plan or strategy specifying the procedure to be used in seeking an answer to the research question. This definition specifies such aspects as how

to collect and analyse data and to control unwanted variation. Welman and Kruger (2013), state that research design is the plan according to which research participants are obtained and information collected from them. The main goal of quantitative survey research method was to provide specific facts and estimates from a large and representative sample of respondents that decision makers can use to understand the relationships, differences, verify and validate the existing relationships (Hair, et al., 2010). From an industry point of view, it is evident that staff turnover is a major problem. This problem has been clearly highlighted in the literature review. The research will be descriptive in nature as the impact of change implementation on staff turnover in the telecommunications industry would be examined. This study will, due to its quantitative nature, attempt to describe the characteristics of the sample group and determine their perceptions as well.

3.4 Target Population

Target population is defined as the entire group of individuals or objects to which researchers are interested in generalizing the conclusions (Groves et al 2011). The target population usually has varying characteristics. Academic literature by Huijan (2014) indicated that accessible population is the population in research to which the researchers can apply their conclusions. Population is a group of people under investigation (Coldwell and Herbst, 2014). Wegner (2012) states that a population consists of all the possible observations of the random variable under study. Leedy (2007) further highlights that the population can be viewed as a group or individuals or objects that would illustrate common features that would be advantageous to the researcher's interest. A target population of 100 of employees in the telecommunication sector will be sampled in this survey.

3.4.1 Employment

The total number of people employed by TelOne on a full time basis was 1,807 as at 31 December 2016. Employees are broken down by gender in table below:

Table 3.1: Full time employment by TelOne

Table 4: Full time employment by TelOne

	Third Quarter 2016	4th Quarter 2016	% Variation
Female	443	403	-9%
Male	1,524	1,404	-7.9%
Total	1,967	1,807	-8.1%

Source: POTRAZ (2016)

As shown in table 3.1 females made up 22.3% of TelOne`s workforce as at 31 December 2016.

The three mobile telecommunications companies directly employ over 3000 people broken down in Table1below. Statistics clearly show that NetOne employs the least number of people.

Table 3.2: Direct employment for mobile companies

Company	Number of people employed
Econet	2 000
Telecel	700
NetOne	437
Total	3 137

Source: Potraz (2015)

3.5 Sample Selection and Size

Coldwell and Herbst (2014) defined sampling as the act, process or technique of selecting a representative part of a population for the purpose of determining the parameters or characteristics of the whole population. Hair, Bush & Ortinau (2010) indicated that sampling unit are the target population elements available for selection during the sampling process. Coldwell and Herbst (2014) defined sampling frame as a list of people from which the sample is taken, it should be comprehensive, up-to-date and include electoral register. According to Polit and Hungler (2009), sampling refers to the process of selecting a portion of the population to represent the entire population. The representative sample consists of subsets of the elements of a

population; this allows for the study results to be generalized. The characteristics of the sample population are intended to be representative of the target population. A convenience sampling will be used in the sample selection. According to Wegner (2012), convenience sampling represents a sample drawn to suit the convenience of the researcher.

The minimal sample size for employees will be calculated based on the sample required to estimate a proportion. An approximate confidence level of 95% will be used. The formula used to calculate sample size for a proportion is:

$$n = \frac{(1.96)^2 pq}{d^2}$$

Where **n** = minimum required sample size

$\quad$ **p** = estimated proportion of the population

$\quad$ **q** = 1-p

$\quad$ **d** = the degree of precision

3.6 Data Collection Instruments

An administered questionnaire, utilizing questions with multiple choice responses and a 5 point Likert-type scale as illustrated by Hair et al. (2013), with 1 being strongly disagree and 5 being strongly agree, will be selected as the survey instrument. The primary data instruments applied in the study is questionnaires. The questionnaires contained closed questions which were answered with the Likert Scale. According to Kumar (2011) a Likert scale is a psychometric scale which is used in constructing questionnaires and the scale clarifies attitudinal values or weight in considering attitude on an issue concerned. The responses range from strongly agreeing, agreeing, uncertain, disagreeing, or strongly disagreeing as illustrated in the table below;

Table 3.3 Likert Scale

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

The table above shows the range of categories on Likert scale in which a respondent can choose or fit in for a particular question. Strauss and Cobin (2012) posited that the Likert Scale provides direct and measurable assessment and a score can easily be administered.

According to Hartley (2014) these scaled questions are easily understood by respondents most of the time because they do not force the participant to take a stand on a particular topic therefore making answering easier for the respondent. In addition, Dawes (2012) highlighted that the responses are easily quantifiable and subjective to computation of some mathematical analysis and are very easy to code when accumulating data since a single number represents the participant's response. This method is also a quick, efficient and inexpensive method for data collection. However, these types of questions do not give respondent's room to elaborate on a phenomenon thus fails to measure the true attitude of respondents. Faced with such questions, respondents have a tendency of avoiding extreme choices due to the negative implications involved with "extremists", even if an extreme choice would be the most accurate (LaMarca, 2011).

The Likert Scale shows the point of respond of a person to a particular aspect under research question. Strauss and Cobin (2012) pointed out that the Likert scale provides direct and reliable assessment of attitudes when scales are well constructed and it is quick and economical to administer and score. Likert Scale as a method of ascribing quantitative value to qualitative data, to make it agreeable to statistical analysis was used. A numerical value was assigned to each potential choice and a mean figure for all the responses from the questionnaires was computed at the end of the evaluation. The author used the Likert Scale in conjunction with questionnaires where respondents will indicate their level of agreement or disagreement on the questionnaire from 1 to 5 as shown by table 3.3 above. It is very easy to understand that is why the researcher had to use the Likert scale.

3.7 Data Collection Methods

Toni (2017) defined data collection as the gathering of information needed to address a research problem. It is imperative that the researcher documents the data collection process as accurately and as much detail as possible. The author stated any research project needs to identify the parameters for data collection by defining the settings (where the research will take place), the

actors or participants and the process. The study collected data by means of questionnaires. Questionnaires are a systematic way of data collection and ensure consistency by requiring that same questions are asked to participants (Nyasha, 2011). This method is highly applicable since information may be needed quickly from the participants in a non-threatening way (Coldwell and Herbst, 2014). A self-administered questionnaire is the primary data collection method on the basis that; it is cheap to administer, is not time consuming, allows respondents more confidentiality and it has standardized answers that make it simple to compile data (Wiid and Diggness, 2013).

According to Sekaran and Bougie (2013), primary data refers to the information obtained first hand by the researcher on the variables of interest for the specific purposes of the study and secondary data is information gathered from sources that already exists. In this study, the data will be gathered using both primary and secondary data collection methods. Sekaran and Bougie (2013), quoting Yin (2009), also buttress the use of multiple methods of data collection in a case study.

3.8 Validity

Information collected through the research tools helped in answering the chapter one research questions. According to Markon et al (2011) validity are the inferences made regarding cause and effect relationships. It is concerned with whether the research findings may be equally applicable to other research settings. The researcher ensured external validity of research findings by ensuring that the population demographic indicators in the sample were representative of the characteristics of the population to whom the findings will be generalized and applied. The use of multiple research instruments helped to maintain the content validity through the cross referencing of results of one instrument to another (Silverman 2016).

Validity is the amount of systematic or built-in error in measurement (Radhakrishna, 2017). Population validity, according to Welman et al. (2013), is the degree to which the findings obtained for a sample may be generalized to the total population to which the research hypothesis applies. Population validity will be further enhanced as the sample group is directly representative of the population. Validity will be further ensured by keeping the empirical design simple and using the research key deliverables. The questionnaire was then pilot tested at the proposal stage of the study with colleagues in the relevant section. This method was used to achieve face validity; however, no formal pilot was conducted. The author stated that validity

will be established using a panel of experts. Within the department, people who have completed or have advance research techniques will be requested to validate the questionnaires before disseminating them to the participants. Amendments will be effected and the questionnaire refined for the users.

3.8.1 Reliability

Reliability is defined as the level to which the visible measure signifies a theoretical concept that is correct and anticipated (Kumar 2013). Noble and Smith (2014) defined data reliability as the extent to which a measure, indicator or method of data collected possesses the quality of being sound or true as far as can be judged. Reliability is the degree by which different researchers studying same area, uniform working framework are able to come up with similar findings. Bryman and Bell, (2011) asserts that reliability is concerned with consistence and dependability of a measuring instrument as it indicates the degree to which it gives the same answers over time, across similar groups, irrespective of who administers it. The questionnaire was tested for reliability during the pilot testing phase of the study by checking for respondents understanding of questions asked and then cross references the comprehension to see if all respondents understood the same things from the questionnaire. The choice of a structured questionnaire was also a way to ensure reliability of the research instruments. All observations and interviews were carried out by the researcher to ensure instrument reliability.

The Cronbach's alpha coefficient was calculated to determine the reliability and internal consistency of the items. The Cronbach's alpha coefficient obtained in this study will be discussed in the next chapter. Finally, you always want to check the reliability of Likert-type scales using Cronbach's Alpha (internal consistency). In general, you want values of 0.7 and up (the ceiling is 1.0) for good internal consistency. Mathematically, internal consistency is the average of all possible split-half correlations. Conceptually, it measures how welly the items function together (e.g., do people respond consistently with their standing on the construct of interest).

3.9 Ethical Considerations

Hammersley and Traianou (2012) defined ethics as the standard and behavior expected of a group as per the group's code of professional conduct. Mainly, this is the right and wrong principle that guides researchers. Miller et al (2012) explained that in any research that involves

people the researcher ought to study the rights of the subjects. Examples include equality, integrity, the need for discretion and respecting the dignity of individuals. The following ethical principles were adhered to:

3.9.1 Informed Consent

The researcher made sure that all participants were knowledgeable about the research before they decided to take part. This included an explanation on the purpose of the research, procedures to be followed during the research process and the reason why the subjects were chosen to participate in the research (Resnik 2011). Guarantee was given to the participants of their rights and obligations during the course of the project without any discrimination or oppression. Full co-operation from the participants is of utmost important, before the commencement of the study. The participants were informed about the research objectives including the end results for the study if a need arise. Participants were protected against any possible form of physical and emotional harm (Toni, 2017). The researcher did not withhold any information from the respondents or give any false information whatsoever (Toni, 2017).

In order to gain access and consent, the researcher used an introductory letter which, in turn, elicits positive response and cooperation from the participants (Saunders et al., 2009). Being mindful of the fact that respondents reserve the right to participate, based on personal values (Saunders et al., 2009), the identity of the respondents is kept confidential throughout the study.

3.9.2 Confidentiality

The respondents were assured that their responses would be treated in the strictest of confidence and the information collected would not be used against the respondents without their approval (Markon et al, 2011). The information gathered was to be used mainly for purposes of this research. Preserving the privacy and anonymity of the respondents is one of the prime responsibility of the research professional (Coldwell and Herbst, 2014). The communication details of the participants will not be disclosed to anyone and the participants were informed about the issues of privacy. Confidentiality in research implies that private data identifying the participants will not be reported (Toni, 2007). The participant's information was treated with highest confidentiality to minimize any breach of agreement and jeopardy of participating in the survey.

3.9.3 Privacy/Autonomy/Self-determination.

According to Ferreire (2015) the respondents were guaranteed of their right to privacy and that their participation was out of their will, without any terror or coercion. The respondents reserved the right to remain nameless if they so wished.

3.9.4 The Right to On-participation

Respondents had the right to reject to participate; either in full or partial and no payback action would be taken against them (Miller et al, 2011). According to Saunders et al (2009), ethics refers to the appropriateness of one's behavior in relation to the rights of those who become the subject of his/her work, or are affected by it. Cooper and Schindler (2008) define ethics as the norms or standards of behavior that guide moral choices about our behavior and our relationships with others. Research ethics therefore relate to questions about how we formulate and clarify our research topic, design our research and gain access, collect data, process and store our data, analyse data and write up our research findings in a moral and responsible way. When human beings are used as the subject of a research investigation, great care must be exercised in ensuring that neither the rights of the individuals nor the worth of the research is compromised (Toni, 2017). The researcher ensures that during the collection of data, great care was observed and all the necessary rights were disclosed.

3.10 Data Presentation and Analysis

In data presentation tables were used. Data was explained in a descriptive way and analyzed using SPSS. Kumar (2011) indicated that data presentation and analysis involves decreasing gathered data into a convenient size, formulating summaries. The questionnaires from the respondents were coded by the researcher. SPSS version 24 was used to tabulate data for easy analysis through the use of tables for easier analysis, comparison and interpretation. Frequencies and percentages are the other statistical principles which were used in the interpretation of data.

Pearson's correlation coefficient is one of the statistical measures that are used to measure the degree of relationship between two linearly related variables (Seber and Lee,2012). The correlation coefficient is represented by (R) and ranges from positive (+) 1 to negative (-) 1 where +1 represents a perfectly strong positive relationship and -1 represents a perfectly strong negative relationship; 0 represents no relationship at

$$R = \frac{n\sum xy - (\sum x * \sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2]*[n\sum y^2 - (\sum y)^2]}}$$

The researcher used SPSS statistics to check for linearity, interpret different scatter plots and to transform data.

The nature of the research analysis is descriptive, as this survey is looking at the impact of the implementation of change management with a specific focus in the telecommunications industry. Descriptive statistical analysis enabled the researcher to reduce, summarise, organise, evaluate and interpret the numeric information (Polit and Hungler, 1999). The data collected was then statistically processed using SPSS 24 for Windows, to provide the analysis of the data obtained. The statistical methods used will be descriptive statistics consisting of frequencies and percentages as well as means and standard deviations. Correlation was conducted to reflect how the dimensions are related to each other. Graphs were used to illustrate the responses to the various sections of the question.

3.11 Chapter Summary

In this chapter an outline of research design, descriptive design, research population, research sample, research method, instruments used in data collection and ethical considerations was given and concluded with discussion of data presentation and analysis.

CHAPTER 4

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents the results of the analysed data on the impact of implementation of change management processes on staff turnover. Statistical package for social sciences (SPSS) was used to analyse data that was collected from respondents. It also shows the results of the analysis in tabular form, containing the indicator, its frequencies and percentage. The study also displays the results in chats to elaborate the responses made by the respondents in quantitative terms. The researcher presents the detailed description of data analysed. This descriptive analysis contains the findings obtained from the analysis of eighty-two questionnaires collected from respondents. Thus, the chapter presents data analysis of all answers given by respondents. Each question has a

table and its subsequent graph. Each table shows the indicator, the frequency, the percentage, and cumulative percentage.

Hence, this chapter combines and displays ideas as tables and graphs that the readers and researchers can easily understand. Then the chapter discusses the key findings that were received from the encountered during the research time. A sample was drawn out of 100 employees. Of the total trial of 100 drawn, only 82 questionnaires were productively returned consequently representing 82% response rate.

The general demographic information regarding the respondents are presented and analyzed on the basis of demographic variables such as educational level, department, gender, age, and years of service. Section B of the questionnaire is also analyzed and presented, followed by the summary of the research findings.

4.2 Data Response Rate

4.2.1 Questionnaire Response Rate

University of Texas (2011) report highlighted that a response of 50% on questionnaires is deemed to be adequate for decision making purposes, 60% was seen to be good while 70% and above was determined to be very good.

Questionnaires were used to gather primary data for the research. According to Yasemin, (2012) response rate is defined as the extent to which the final data set includes all sample members and is calculated from the number of people with whom interviews were completed divided by total number of people in the entire sample. Of the hundred questionnaires that were administered, eighty-two of them were responded to and returned which gave a response rate of 82%. Cooper and Schneider (2013) explained that 70% response rate is reliable and comparing that to the realized response rate of 82% as reflected in the table below, the attained position was impressive because a census was used in data collection since all the employees had the same opportunity to participate and the method is associated with representative results.

Table 4.1: Questionnaire response rate

Questionnaire sent	Responses received	Response rate (%)

Total	100	82	82	

4.3 Respondents Demographics

The researcher covered the following aspects of respondent's demographics; age, gender, years of service, department and academic qualifications. The demographics are presented below.

4.3.1 Age of respondents
Table 4.2 Age groups of respondents

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16-20years	1	1.2	1.2	1.2
	21-25years	17	20.7	20.7	22.0
	26-30years	30	36.6	36.6	58.5
	31-35years	15	18.3	18.3	76.8
	36-40years	9	11.0	11.0	87.8
	40+years	10	12.2	12.2	100.0
	Total	82	100.0	100.0	

ZIMSTATS census publication (2012) cites that population demographics help to identify the economically active generations who still possess energy to participate in nation building. Table 4.2 above gives a depiction of the various age groups who took part in the research. From employees 20.7% was within the 21-25 years' age group, 36.6% was in the 26-30years age group, 11% was within the 36-40years age group, 18.3% was within the 31-35 years age group, 12.2% were above 40years and 1% was below 20 years.

4.3.2 Gender of respondents
Table 4.3 Gender of respondents

gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	49	59.8	59.8	59.8
	female	33	40.2	40.2	100.0
	Total	82	100.0	100.0	

The term gender refers to the biological nature of a human being according to Collins Oxford dictionary. The table 4.3 above presented the overall ratio in percentage of males to females who respondent to the questionnaires with employees 59.8% were male while 40.2% were female. The gender ratio depicted that the telecommunications industry is male dominated. This is because of masculinity requirements in the industry. However, the research was gender balanced as females had representation (40.2%) which eliminated one gender based views.

4.2.3 Qualifications of respondents

The academic qualifications of respondents are presented in the table 4.4 below.

Table 4.4 Qualifications of respondents

level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	certificate	8	9.8	9.8	9.8
	diploma	18	22.0	22.0	31.7
	degree	44	53.7	53.7	85.4
	masters	9	11.0	11.0	96.3
	PhD	3	3.7	3.7	100.0
	Total	82	100.0	100.0	

Literacy rate is a measure of the ability of the country's citizens to read, write and understand concepts. Table 4.4 above presented the academic qualifications of employees used in this study. The respondents were educated and they tend to have a better understanding of change management and their opinions can be relied upon unlike with uneducated respondents. There were 3.7% respondents with PhD, 11.0% were Masters holders, 53.7% were Degree holders, 22.0% were Diploma holders and 9.8% had Certificates.

4.3.4 Period in the organization

The employee's tenure in the organization is presented in the table 4.5 on next page. 47.6% were in the organization for the period between 0-5 years, 26.8% for 6-10 years, 17.1% for 11-15 years and 8.5% have been there for over 16 years.

Table 4.5: Working experience

working experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5years	39	47.6	47.6	47.6
	6-10years	22	26.8	26.8	74.4
	11-15years	14	17.1	17.1	91.5
	16+years	7	8.5	8.5	100.0
	Total	82	100.0	100.0	

4.4 Findings and Discussion

4.4.1 Sample adequacy

The Kaiser-Meyer-Olkin (KMO) measure was used to test for sample adequacy. It was necessary to use this test considering that an inadequate sample produces doubtful results. Additionally, the test was done as a precondition for validating the sample as adequate to conduct a factor analysis. The KMO had a sample adequacy range between 0.5 and 1. The table below represents the sample adequacy.

Table 4.6 KMO and Bartlett's Test Results

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.767
Bartlett's Test of Sphericity	Approx. Chi-Square	888.643
	Df	171
	Sig.	.000

Table 4.6 shows the KMO value 0.767 which is acceptable. The Bartlett's test of sphericity with an associated significance value of p>0.001 indicates that we can proceed to conduct further tests using factor analysis.

4.4.2 Test for normality

The test for normality was done in order to determine the most appropriate statistical test to test the hypothesis. It was also used to determine how data was distributed amongst research participants. Test for normality was done on all objectives.

Table 4.7: The impact of change management processes on staff turnover

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
change management processes on staff turnover	.137	82	.200	.946	82	.316

a. Lilliefors Significance Correction

The table 4.7 indicates results for a normality test done. A significant value of 0.316 is observed which is above $p > 0.01$ hence it shows that responses to this objective were normally distributed thereby suggesting the use of non-parametric tests to test the hypothesis.

Table 4.8: Effect of change implementation on employee morale and retention

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
change implementation on employee morale and retention	.177	82	.200	.969.	82	.827

a. Lilliefors Significance Correction

Table 4.8 indicates results for a normality test done. A significant value of 0.827 is observed which is above p>0.01 hence it shows that responses to this objective were normally distributed thereby suggesting the use of non-parametric tests to test the hypothesis.

Table 4.9: The impact of employee's turnover on organizational efficiency

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
turnover on organizational efficiency	.207	82	.200	.965	82	.882

a. Lilliefors Significance Correction

Table 4.9 indicates results for normality test done. A significant value of 0.882 is observed which is above p>0.01 hence it shows that responses to this objective were normally distributed**.**

4.4.3: Tests for hypothesis

To test the hypothesis, Pearson correlation coefficient was used. The use of this test is justified as it is effective to determine the relationship that exists between variables in which ideally a change in the independent variable cause a change in the dependent variable.

4.4.4.3.1 H1 Effects of change management on turnover in telecommunications industry

Table 4.10: Change management and turnover

Correlations

		Change management	Turnover
Change	Pearson Correlation	1	-.121
	Sig. (2-tailed)		.360
	N	82	82

	Pearson Correlation	-.121	1
Turnover	Sig. (2-tailed)	.360	
	N	82	82

The r=0.360 for change management and turnover shows that these two variables are strongly correlated to one another; the p-value shows that the relationship is significant.

4.4.3.2 H1 Effects of change implementation on employee morale and retention

Table 4.11: Change implementation and morale & retention

		Change implementation	Morale and Retention
Change implementation	Pearson Correlation	1	.042
	Sig. (2-tailed)		.753
	N	82	82
Morale and Retention	Pearson Correlation	.042	1
	Sig. (2-tailed)	.753	
	N	82	82

Results in table 4.11 depict a significant value of 0.042 indicating weaker evidence to reject (H1) the null hypothesis hence the test accepts the null hypothesis which states that change implementation has an effect on morale and retention in the telecommunications industry. Results are supported by Chowa, (2013) who argues that in Africa there has been successful stories where morale and retention have yield positive in change implementation.

4.4.3.3: H1 The impact of employee's turnover on organizational efficiency
Table 4.12: Turnover and organizational efficiency

		statutory	capacity utilisation
Turnover	Pearson Correlation	1	.720

		Frequency	Percent		.823
	Sig. (2-tailed)				
	N	82			82
Organizational efficiency	Pearson Correlation	.720			1
	Sig. (2-tailed)	.823			
	N	82			82

The r=0.720 for employee turnover and organizational effectiveness shows that these two variables are strongly correlated to one another; the p-value shows that the relationship is significant. Results are supported by Burns, (2014) who posits that employees are key assets in driving organisational performance.

Qn1.

Table 4.13: Change initiatives

Are you made aware of change initiatives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.9	4.9	4.9
	Disagree	27	32.9	32.9	37.8
	Neutral	1	1.2	1.2	39.0
	Agree	39	47.6	47.6	86.6
	Strongly Agree	11	13.4	13.4	100.0
	Total	82	100.0	100.0	

The results in table 4.13 reflect that 47.6% of the respondents agree with the process of being made aware of change initiatives, while 13.4% strongly agree, however, 32.9% disagree, 4.9% strongly disagree and 1.2% are neutral

Qn2

Table 4.14: Feedback on change initiatives

Do you provide feedback on change initiatives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	15.9	15.9	15.9

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	24	29.3	29.3	45.1
	Agree	38	46.3	46.3	91.5
	Strongly Agree	7	8.5	8.5	100.0
	Total	82	100.0	100.0	

The results in table 4.14 reflect that 46.3% of the respondents agree with the process of feedback being provided on change initiatives, while 8.5% strongly agree, however, 29.3% disagree and 15.9% strongly disagree.

Qn3

Table 4.15: Communication on change

Are change implementation procedures openly communicated to you

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	17.1	17.1	17.1
	Disagree	37	45.1	45.1	62.2
	Neutral	1	1.2	1.2	63.4
	Agree	24	29.3	29.3	92.7
	Strongly Agree	6	7.3	7.3	100.0
	Total	82	100.0	100.0	

The results in table 4.15 reflect that 45.1% of the respondents disagree with the process of change implementation procedures being openly communicated, while 17.1% strongly disagree, however, 29.3% agree and 7.3 strongly disagree.

Qn4

Table 4.16: Roles and Responsibilities

Are roles and responsibilities clearly defined during change implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	6.1	6.1	6.1
	Disagree	38	46.3	46.3	52.4
	Neutral	1	1.2	1.2	53.7
	Agree	29	35.4	35.4	89.0
	Strongly Agree	9	11.0	11.0	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	82	100.0	100.0	

The results in table 4.16 reflect that 46.3% of the respondents disagree with roles and responsibilities being clearly defined during change initiatives, while 6.1% strongly disagree, however, 35.4% agree, 11% strongly agree and 1.2% are neutral.

Qn5

Table 4.17: Value addition

Is change implementation value add to company objectives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2.4	2.4	2.4
	Disagree	30	36.6	36.6	39.0
	Neutral	1	1.2	1.2	40.2
	Agree	30	36.6	36.6	76.8
	Strongly Agree	19	23.2	23.2	100.0
	Total	82	100.0	100.0	

The results in table 4.17 reflect that 36.6% of the respondents agree that change implementation is value add to company objectives, while 23.2% strongly agree, however, 36.6% disagree, 2.4% strongly disagree and 1.2% are neutral.

4.4.4 Discussion on change implementation question 1-5

From the findings above there is therefore, overall, a positive view from employees with regards to change implementation. However, from the calculated values, it can be seen that roles and responsibilities and change procedures are not being openly discussed with employees. This finding necessitates the need for corrective measures to be instituted.

Qn6

Table 4.18: Training and development

Does management provide necessary training and development during change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	16	19.5	19.5	19.5
	Disagree	24	29.3	29.3	48.8

		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	34	41.5	41.5	90.2
	Strongly Agree	8	9.8	9.8	100.0
	Total	82	100.0	100.0	

The results in table 4.18 reflect that 41.5% of the respondents agree that management provide necessary Training and Development during change, while 9.8% strongly agree, however, 29.3% disagree and 19.5 strongly disagree.

Qn7

Table 4.19: Official Communiques

Are official communiques sent out regularly regarding change implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	11.0	11.0	11.0
	Disagree	37	45.1	45.1	56.1
	Neutral	1	1.2	1.2	57.3
	Agree	28	34.1	34.1	91.5
	Strongly Agree	7	8.5	8.5	100.0
	Total	82	100.0	100.0	

The results in table 4.19 reflect that 45.1% of the respondents disagree that official communiqués are sent out regularly regarding change implementation, while 11% strongly disagree; however, 34.1% agree, 8.5% strongly disagree and 1.2% are neutral.

Qn8

Table 4.20: Time to communicate change

Does management communicates change implementation timeously with staff

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	8.5	8.5	8.5
	Disagree	39	47.6	47.6	56.1
	Neutral	3	3.7	3.7	59.8

					Cumulative
	Agree	25	30.5	30.5	90.2
	Strongly Agree	8	9.8	9.8	100.0
	Total	82	100.0	100.0	

The results in table 4.20 reflect that 47.6% of the respondents disagree management communicates change implementation timeously with staff, while 8.5% strongly disagree; however, 30.5% agree, 9.8% strongly disagree and 3.7 are neutral.

4.4.5 Discussion on Communication of Change question 6-8

There is therefore, overall, a negative view from employees with regards to the communication of change. However, from the information above, it can be seen that change implementation is not being timeously discussed with employees. This finding necessitates the need for corrective measures to be instituted.

Qn9

Table 4.21: Stay in organization

Do you intend staying in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	15.9	15.9	15.9
	Disagree	20	24.4	24.4	40.2
	Neutral	4	4.9	4.9	45.1
	Agree	24	29.3	29.3	74.4
	Strongly Agree	21	25.6	25.6	100.0
	Total	82	100.0	100.0	

The results in table 4.21 reflect that 29.3% of the respondents agree and intend staying in the organization, while 25.6% strongly agree, however, 24.4% disagree, 15.9% strongly disagree and 4.9% are neutral.

Qn10

Table 4.22: Change enquires

Are change related enquires encountered resolved timeously

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	13.4	13.4	13.4
	Disagree	32	39.0	39.0	52.4
	Neutral	1	1.2	1.2	53.7
	Agree	33	40.2	40.2	93.9
	Strongly Agree	5	6.1	6.1	100.0
	Total	82	100.0	100.0	

The results in table 4.22 reflect that 40.2% of the respondents agree with change related enquiries encountered being resolved timeously, while 39% disagree, however, 6.1% strongly agree, 13.4% strongly disagree and 1.2 are silent.

Qn11

Table 4.23: Decision Making

Are you involved in decision making regarding change in your organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	19	23.2	23.2	23.2
	Disagree	42	51.2	51.2	74.4
	Agree	12	14.6	14.6	89.0
	Strongly Agree	9	11.0	11.0	100.0
	Total	82	100.0	100.0	

The results in table 4.23 reflect that 51.2% of the respondents disagree with being involved in decision making regarding change in their organization, while 14.6% agree; however, 23.2% strongly disagree and 11% strongly agree.

Qn12

Table 4.24: Work conducive

Is your work conducive in terms of clear goals

		Frequency	Percent	Valid Percent	Cumulative Percent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.9	4.9	4.9
	Disagree	20	24.4	24.4	29.3
	Agree	46	56.1	56.1	85.4
	Strongly Agree	12	14.6	14.6	100.0
	Total	82	100.0	100.0	

The results in table 4.24 reflect that 56.1% of the respondents agree with their work environment being conducive in terms of clear goals, while 24.4% disagree; however, 14.6% strongly agree and 4.9% strongly disagree.

Qn13

Table 4.25: Team Members

Do your team members cooperate with you

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	9.8	9.8	9.8
	Neutral	1	1.2	1.2	11.0
	Agree	40	48.8	48.8	59.8
	Strongly Agree	33	40.2	40.2	100.0
	Total	82	100.0	100.0	

The results in table 4.25 reflect that 48.8% of the respondents agree with the co-operation of team members, while 40.2% strongly agree, however, 9.8%% disagree and 1.2% are neutral dissatisfied.

Qn14

Table 4.26: Effective participation

Is there effective participation in change processes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	11.0	11.0	11.0
	Disagree	37	45.1	45.1	56.1
	Neutral	2	2.4	2.4	58.5
	Agree	30	36.6	36.6	95.1

		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Agree	4	4.9	4.9	100.0
	Total	82	100.0	100.0	

The results in table 4.26 reflect that 45.1% of the respondents disagree that there is effective participation in change processes, while 36.6% agree, however, 11% strongly disagree, 4.9% strongly agree and 2.4% are neutral.

4.4.6 Discussion on staff turnover question 9-14

From the findings above there is, overall, a positive view from employees with regards to staff turnover issues. However, from the information above, it can be seen that employees view their participation in change processes, as well as the manner in which their change related queries are handled negatively. Furthermore employees confirmed that they are not involved in decision making regarding change in the company. This finding necessitates the need for corrective measures to be instituted.
Qn15

Table 4.27: Lack of involvement

Do you feel undervalued due to lack of involvement in change implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	24.4	24.4	24.4
	Disagree	31	37.8	37.8	62.2
	Neutral	2	2.4	2.4	64.6
	Agree	23	28.0	28.0	92.7
	Strongly Agree	6	7.3	7.3	100.0
	Total	82	100.0	100.0	

The results in table 4.27 reflect that 28% of the respondents feel undervalued due to lack of involvement in change implementation while, 24.4% strongly disagree, however, 37.8% disagree, 7.3% strongly agree and 2.4 are neutral.

Qn16

Table 4.28: Trust between individuals

Is trust between individuals in organization low due to change

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	12.2	12.2	12.2
	Disagree	26	31.7	31.7	43.9
	Neutral	3	3.7	3.7	47.6
	Agree	29	35.4	35.4	82.9
	Strongly Agree	14	17.1	17.1	100.0
	Total	82	100.0	100.0	

The results in table 4.28 reflect that 35.4% of the respondents agree with trust between individuals in service organisations, while 31.7% disagree, however, 17.1% strongly agree, 12.2 strongly disagree and 3.7% are neutral.

Qn17

Table 4.29: Proud of the organisation

Do you feel proud to be part of the organisation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	7.3	7.3	7.3
	Disagree	17	20.7	20.7	28.0
	Neutral	1	1.2	1.2	29.3
	Agree	35	42.7	42.7	72.0
	Strongly Agree	23	28.0	28.0	100.0
	Total	82	100.0	100.0	

The results in table 4.29 reflect that 42.7% of the respondents feel proud to be a part of the organisation, while 28% strongly agree, however, 20.7% disagree.

Qn18

Table 4.30: Management respect

Does management treat you with respect

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	4.9	4.9	4.9

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	33	40.2	40.2	45.1
	Agree	29	35.4	35.4	80.5
	Strongly Agree	16	19.5	19.5	100.0
	Total	82	100.0	100.0	

The results in table 4.30 reflect that 35.4% of the respondents feel they are treated with respect, while 40.2% disagree, however, 19.5% strongly agree and 4.9% strongly disagree.

Qn19

Table 4.31: Organizational image

Will you defend organizational image at all cost

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	7.3	7.3	7.3
	Disagree	15	18.3	18.3	25.6
	Neutral	1	1.2	1.2	26.8
	Agree	36	43.9	43.9	70.7
	Strongly Agree	24	29.3	29.3	100.0
	Total	82	100.0	100.0	

The results in table 4.31 reflect that 43.9% of the respondents will defend company image at all costs, while 29.3% strongly agree, however, 18.3% disagree, 7.3% strongly disagree and 1.2% will remain silent.

Qn20

Table 4.32: Management commitment

Does management follow through on its commitment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	13.4	13.4	13.4
	Disagree	32	39.0	39.0	52.4
	Neutral	2	2.4	2.4	54.9

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	31	37.8	37.8	92.7
Strongly Agree	6	7.3	7.3	100.0
Total	82	100.0	100.0	

The results in table 4.32 reflect that 37.8% of the respondents are satisfied that management follow through on its commitments, while 39% disagree, however, 13.4% strongly disagree, 7.3% strongly agree and 2.4% are neutral.

Qn21

Table 4.33: Trust Supervisor

Do you trust your supervisor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	6.1	6.1	6.1
	Disagree	16	19.5	19.5	25.6
	Neutral	1	1.2	1.2	26.8
	Agree	27	32.9	32.9	59.8
	Strongly Agree	33	40.2	40.2	100.0
	Total	82	100.0	100.0	

The results in table 4.33 reflect that 32.9% of the respondents trust their supervisors, while 40.2% strongly agree; however, 19.5% disagree, 6.1% strongly disagree and 1.2% are neutral.

Qn22

Table 4.34: Employees trust management

Do employees trust management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	17.1	17.1	17.1
	Disagree	31	37.8	37.8	54.9
	Neutral	4	4.9	4.9	59.8

	Frequency	Percent	Valid Percent	Cumulative
Agree	26	31.7	31.7	91.5
Strongly Agree	7	8.5	8.5	100.0
Total	82	100.0	100.0	

The results in table 4.34 reflect that 31.7% of the respondents trust management, while 8.5% strongly agree, however, 37.8% disagree, 17.1% strongly disagree and 4.9% are neutral.

4.4.7 Discussion on employee morale question 15-22

There is, overall, a more neutral view from employees with regards to morale. However, from the information above, it can be seen that employees do not trust management. There is also a lack of trust between different service organisations. Furthermore, employees confirmed that management does not follow through on its commitments and that they feel undervalued because they are not involved in change implementation. This finding necessitates the need for corrective measures to be instituted which will be covered in chapter five, in the conclusions and recommendations, in more detail.

Qn23

Table 4.35: Remuneration

Are you satisfied with your remuneration

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	13.4	13.4	13.4
	Disagree	27	32.9	32.9	46.3
	Neutral	1	1.2	1.2	47.6

					Cumulative
	Agree	31	37.8	37.8	85.4
	Strongly Agree	12	14.6	14.6	100.0
	Total	82	100.0	100.0	

The results in table 4.35 reflect that 37.8% of the respondents are satisfied with their salaries, while 14.6% strongly agree; however, 32.9% disagree, 13.4% strongly disagree and 1.2% are neutral.

Qn24

Table 4.36: Performance incentives

Do your performance incentives encourage you

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	18.3	18.3	18.3
	Disagree	15	18.3	18.3	36.6
	Neutral	2	2.4	2.4	39.0
	Agree	31	37.8	37.8	76.8
	Strongly Agree	19	23.2	23.2	100.0
	Total	82	100.0	100.0	

The results in table 4.36 reflect that 37.8% of the respondents are satisfied that their performance incentives encourage them, while 23.2% strongly agree; however, 18.3% disagree, 2.4% are neutral and 18.3% strongly disagree.

Qn25

Table 4.37: Bonus

Is bonus distributed fairly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	21	25.6	25.6	25.6

	Disagree	22	26.8	26.8	52.4
	Neutral	2	2.4	2.4	54.9
	Agree	23	28.0	28.0	82.9
	Strongly Agree	14	17.1	17.1	100.0
	Total	82	100.0	100.0	

The results in table 4.37 reflect that 26.8% of the respondents are satisfied with the way gain-sharing and bonuses are distributed in the organisation, while 17.1% strongly agree, however, 26.8% disagree, 25.6% strongly disagree and 2.4% are neutral.

4.4.8 Discussion on remuneration question 23-25

There is therefore, overall, a positive view from employees with regards to retention. Responses highlight the fact that employees feel that sharing and bonuses need to be distributed in a fairer manner. Once again the relevance and importance of this study is brought to the fore in view of the responses for this section. This finding necessitates the need for corrective measures to be instituted. These measures will be covered in chapter five, in the conclusions and recommendations, in more detail.

4.4.9 Reliability

The purpose of reliability analysis was to determine the reliability and internal consistency of the items. The Cronbach's alpha coefficient was calculated for each set of items relating to the specific dimension. Values of Cronbach's alpha that is greater than 0.7 indicate a high degree of correlation amongst the items and confirm that the items together measure the dimension. It is important to note that although the questionnaire was not designed properly, the reliability scores were high for all sections.

Table 4.38: Cronbach's Alpha for overall reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.912	24

4.4.9.1 Reliability – Change Implementation

The values of Cronbach's alpha for change implementation is reflected in table below. The value is greater than 0.7 and, therefore, indicate a high degree of correlation amongst the items and confirm that the items together measure the dimension.

Table 4.39: Cronbach's Alpha for change implementation

Reliability Statistics

Cronbach's Alpha	N of Items
.845	5

4.4.9.2 Reliability - Communication of Change

The values of Cronbach's alpha for the communication of change is reflected in table below. The value is greater than 0.7 and, therefore, indicate a high degree of correlation amongst the items and confirm that the items together measure the dimension.

Table 4.40: Cronbach's Alpha for communication of change

Reliability Statistics

Cronbach's Alpha	N of Items
.818	3

4.4.9.3 Reliability – Staff Turnover

The values of Cronbach's alpha for staff turnover is reflected below. The value is greater than 0.7 and, therefore, indicate a high degree of correlation amongst the items and confirm that the items together measure the dimension.

Table 4.41: Cronbach's Alpha for Staff turnover

Reliability Statistics

Cronbach's Alpha	N of Items
.788	6

4.4.9.4 Reliability – Morale

The values of Cronbach's alpha for morale is reflected below. The value is greater than 0.7 and, therefore, indicate a high degree of correlation amongst the items and confirm that the items together measure the dimension.

Table 4.42: Cronbach's Alpha for Morale

Reliability Statistics

Cronbach's Alpha	N of Items
.766	8

4.4.9.5 Reliability – Retention

The values of Cronbach's alpha for retention is reflected in table below. The value is greater than 0.7 and, therefore, indicate a high degree of correlation amongst the items and confirm that the items together measure the dimension.

Table 4.43: Cronbach's Alpha for Retention

Reliability Statistics

Cronbach's Alpha	N of Items
.786	3

4.4.10 Validity

Validity was confirmed by the factor analysis procedure using the Principal Component Analysis method of Extraction with Varimax rotation. The value for the Kaiser-Meyer-Olkin Measure of Sampling Adequacy was above 0.5, indicating that factor analysis was appropriate for the data.

Table 4.44: Principal Component Analysis for validation

Communalities

	Initial	Extraction
Are you made aware of change initiatives	1.000	.758
Do you provide feedback on change initiatives	1.000	.596

Are change implementation procedures openly communicated to you	1.000	.740
Are roles and responsibilities clearly defined during change implementation	1.000	.647
Is change implementation value add to company objectives	1.000	.686
Does management provide necessary training and development during change	1.000	.662
Are official communiques sent out regularly regarding change implementation	1.000	.793
Does management communicates change implementation timeously with staff	1.000	.750
Do you intend staying in the organisation	1.000	.689
Are change related enquires encountered resolved timeously	1.000	.578
Are you involved in decision making regarding change in your organization	1.000	.503
Is your work conducive in terms of clear goals	1.000	.597
Do your team members cooperate with you	1.000	.646
Is there effective participation in change processes	1.000	.740
Do you feel undervalued due to lack of involvement in change implementation	1.000	.806

Is trust between individuals in organization low due to change	1.000	.743
Do you feel proud to be part of the organisation	1.000	.623
Does management treat you with respect	1.000	.713
Will you defend organizational image at all cost	1.000	.785
Does management follow through on its commitment	1.000	.733
Do you trust your supervisor	1.000	.689
Do employees trust management	1.000	.735
Are you satisfied with your remuneration	1.000	.721
Do your performance incentives encourage you	1.000	.780
Is bonus distributed fairly	1.000	.722

Extraction Method: Principal Component Analysis.

4.5 Conclusion

From the initial statistical overview, it has been shown that the implementation of change does not severely impact staff turnover in the telecommunications industry in Zimbabwe. The questionnaire highlight that approximately 60% of employees were satisfied with the factors that were placed before them. However, although employees feel that change implementation is being communicated by management, there still exists a high level of distrust between employees and management. It is noteworthy that an average 40% of the respondents disagree with the factors that were placed before them.

4.6 Chapter Summary

This chapter focused on the analysis and presentation of findings obtained from the questioners administered. Data collected from the responses was analyzed using SPSS version 24 for Windows and it was presented and analyzed according to research objectives of the research.

Hypothesis tests were done using Pearson Correlation tests since responses were found to be normally distributed through the normality tests. Responses obtained from the data were presented in the form of tables, graphs and charts. The findings from questionnaires were linked with literature review and new information using author sources was added to enhance discussions of the results. The results were presented in the form of tables. The next chapter will give a summary of the research and recommendations thereof.

CHAPTER 5
CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter focuses on the conclusions and recommendations drawn from research findings. According to Bloisi et al., (2013), change is the coping process of moving from the present state,

to a desired state that individuals, groups and organizations undertake in response to dynamic internal and external factors that alter current realities. With this in mind, the purpose of this study was to look into the research problem that was highlighted in section 1.3 of Chapter 1, namely; the impact of the implementation of change management processes on staff turnover in telecommunications industry in Zimbabwe. It examined the extent to which research objectives of the study have been addressed and to prove or disprove past knowledge in the study area. Therefore, the researcher shall state his concluding remarks and recommendations on the subject matter.

5.2 Conclusion

When employees start to feel that they are not being consulted, resistance starts to creep into the organization. Hirschhorn (2013), highlights that change leads to employees feeling persecuted, resulting in the employees feeling worthless and helpless. When these feelings become unbearable, the employee will project these feelings onto the perceived persecutor in a fight reaction to attack, resulting in resistance to change. Viewing the information provided above, it can be concluded that the telecommunications industry is not adhering to the guidelines provided by international models of change implementation and this is leading to employees being dissatisfied with the implementation of change in the organization.

Chapter 2 then provided an overview of the communication of change within the organization using the communication of the capability management initiative. In this section, it became clear that companies were not openly communicating change to its employees. (Senne, 2017), states organizations refused to confirm or deny the existence of the capability initiative which was going to initially impact 5000 employees. The most critical issues to staff in terms of the communication of change were the need to keep employees informed and give employees the honest view of what is happening in the company, in agreement with Moss Kanter model. Employees also wanted information in advance so that they could act before it was too late. Some of the comments from employees included: "Management does not know what is going on, on ground level, there should be more communication between top management and employees at operational level (Msimango, 2014). From the information provided by the 2007 Heartbeat survey, it can be concluded that communication of change in industry is lacking in the

company. Further empirical evidence was provided with regards to the communication of change.

The area, in which 52.6% respondents experienced problems, was that change implementation is not being timeously discussed with employees, once again confirming the need for more open communication in the industry. From the information provided, it can be concluded that the communication of change/re-structuring initiatives by management in the industry is inadequate to satisfy the needs of employees who feel that more open communication is needed and a more supportive role is required from leadership.

The main issue that was raised by employees was that the company needed to be honest with employees around issues surrounding job security. This was in reaction to the company's delay in communicating with staff on the Capability Management Initiative. Some of the comments from employees included: "Some employees felt overwhelmed with the high workloads that resulted from unrealistic targets" (Msimango, 2017). Further empirical evidence was provided in Chapter 5. This evidence was gathered from the sample of this study in the questionnaire.

The areas where respondents experienced problems were that employees viewed their participation in change processes, as well as the manner in which their change related queries were handled, negatively. Furthermore, 68% of the employees confirmed that they are not involved in decision making regarding change in the company. From the information provided in this section of this study, it can be concluded that staff turnover is a cause for concern in the industry. Therefore, a concerted effort is required from leadership to involve employees in the change processes of the company, as this was the key point of contention from employees.

The issue of stress was also reviewed as it was considered a contributor to low employee morale. Thereafter, the issue of trust was again raised, but from a morale point of view, as it also impacted on employee morale. Bews and Martins (2016) stated that thousands of employees on all organizational levels, have been offered early retirement or retrenchment packages, resulting in a loss of enthusiasm, commitment, loyalty and trust with stressful manifestations and even feelings of guilt amongst the so called survivors. This overview is an accurate representation of what has occurred in the industry. With this overview in mind, the source of stress in the work environment was used to highlight the impact of stress on the organisation (Costley et al., 2012). The result from the analysis was that employee morale levels were similar to those in the

heartbeat survey. The most concerning factors that were highlighted was that 62% of employees did not trust management while a further 50.5% felt that management did not follow through on its commitments

Retention, although initially seen as a factor of employee morale, after careful consideration, became a separate measurement as it would have clouded the morale measurement in this study. Retention thus became the fifth key issue that was highlighted in this study. Literature on retention was incorporated with that of morale and turnover in Chapter 2. Robbins et al,.(2013) conclude that managers today face constant change, bordering on chaos, while being forced to play a game they have never played before, governed by rules that are created as the game progresses. The problem with this scenario is that employees are expected to deliver high quality output while their rewards don't match the effort as management are unable to balance employee and customer needs.

This is confirmed by Whitney and Demming (2014) who state that misalignment of rewards can lead to distrust and set people in the organization in opposition to one another. Mcshane and Glinow (2013) highlight an important analogy that job dissatisfaction that pushes workers out of their present jobs and has a much greater effect on turnover than the incentives that "lure" them into new jobs. Kreitner, Kinicki and Buelens (2002:209) further add that distributive justice, which refers to the perceived fairness of how resources and rewards are distributed in the organization. According to Robbins et al, (2013) the equity theory demonstrates that, for most employees, motivation is influenced significantly by relative rewards as well as absolute rewards. This theory highlights the importance of retention with respect to employee morale and turnover.

5.3 Recommendations

Arising from the empirical analysis of results, the following recommendations are made to telecommunications companies in Zimbabwe:

➢ Top management should give due recognition to its internal employees when there are new positions within the organization. Clear, achievable goals and standards for each position should be set and should be known to employees. Individuals should also receive

regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs (Mathis and Jackson, 2007).

➢ Top management should involve employees in the decision making process. Top management should involve employees in any issue that will affect them in the organization. Employee involvement may be through meeting with their representatives.

➢ Top management should develop employee assistance programmes in the organization to assist employees with problems to eliminate absenteeism or staff turnover. Top management should also make sure that employees are aware of these programmes in the organization. According to Erasmus, *et al.* (2013), the introduction of Employee Assistance Programme is of vital importance whereby troubled employees could get-in-house assistance in order to be able to cope with problems that have a negative impact on their performance that may affect service delivery.

➢ Top management should reduce work boredom to employees by revisiting employee's job description in order to add some challenge job tasks on the employee's job description. If there is no match between employee and the job, the employees become bored by the job that provides no challenges or one that provides unrealistic challenges. These realities are the ones that make people leave the organization (Erasmus, *et al*., 2013).

➢ Top management should provide induction and orientation to new employees in order to reduce to much wastage of resources. Providing training to new employees will help in the reduction of wastage of resources while the new staff member settles in.

➢ Top management should improve service delivery within the organization. Martin (2012) asserts that staff turnover may have devastating effects on service rendered by the organization and these may bring deficits in meeting customer demand. This leads to customer irritation and increase in complaints. Top management should provide benefits that will attract the best employees to remain in the organization in order to improve service delivery. Aligning employee remuneration with employee job responsibilities will help in motivating employees to improve their performance.

➢ Top management should ensure that a reasonable salary is paid to employees in the organization. Top management should pay a market related salary to employees in order to prevent them from moving to other organizations. According to Grobler, *et al.* (2012),

compensation refers to all forms of financial returns and tangible benefits that employees receive as part of their remuneration package.

➤ According to Nel, *et al.* (2014), top management should establish the absenteeism patterns in organization over a period of time (e.g. three months). It was noted that staff turnover starts with regular employee absenteeism and thereafter staff turnover. Top management should make efforts to have weekly sessions where the unit meets as a team to share information, experiences and concerns.

5.4 Suggestions for further studies

A quantitative approach was employed in this research and questionnaires were used to collect data from the respondents. In this study, the majority of respondents had different opinions on staff turnover and employee performance and there is also a need to conduct further research which can focus on employee retention strategies. Further research could be done in this field of study using qualitative methods. Qualitative methods could allow the researcher to use interviews to collect rich data from the respondents. Other scholars could also investigate their research with other industries to make a comparative analysis.

ANNEX 'A': Survey Questionnaire

Letter of Information and Consent

Title of Study: The impact of implementation of change management processes on staff turnover: A case of Zimbabwe telecommunications industry.

Dear Participant

As part of my Masters in Business Administration studies, I am currently undertaking a research project which is looking into the implications of Change Management on Staff Turnover in the Telecommunications Industry in Zimbabwe.

The research will be conducted by means of a self-administered questionnaire that will be posted to you. It would be appreciated if you would complete the questionnaire and return it back to me. Your identity and answers in the questionnaire will be kept totally confidential. The information provided by you will be used for research. Your participation in the survey is voluntary. You may, at any stage, withdraw from the survey without reason.

If you require further clarity, please feel free to contact me or if you wish to speak to my research supervisor, Mr. Ray Munangwa, send me a mail or call and I will forward his details to you.

Your positive response in participating in this survey will be highly appreciated.

Yours faithfully,

Gladmore Mutesva

Cell: 0775188958

Email: mutesvaglsdmore@gmail.com

CONSENT

The following consent part of the document is provided to confirm your agreement in participating in the above mentioned research project:

I, ……………………………………………………………………, have discussed the survey with the researcher, Gladmore Mutesva, and agree to voluntarily agree to participate in the survey. I am also aware that I may withdraw from the survey at any stage without reason.

Signature:…………………………………………......................Date……………………………..

QUESTIONNAIRE

The impact of implementation of change management processes on staff turnover: A case of Zimbabwe telecommunications industry.

Instructions

Please indicate with a tick in the appropriate boxes.

1. State the name of your organisation…………………………………………………

2. Indicate your position in the organisation……………………………………………

3. Indicate your department in the organization.

Technical	Finance	Marketing	Administration	Human Resources

4. Indicate your gender.

Male	Female

5. How long have you been working in the organisation.

0-5years	5-10years	10-15years	15+years

6. Indicate your educational level

Certificate	Diploma	Degree	Masters	PhD

7. Indicate your age

16-20years	21-25years	26-30years	31-35years	36-40years	40+years

Please mark the appropriate block with an "X" below the appropriate number on the scale

The Scale Refers to:

1	2	3	4	5
Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**

Change Implementation	1	2	3	4	5
1. Are you made aware of change initiatives?					
2. Do you provide feedback on change initiatives?					
3. Are change implementation procedures openly communicated to you?					
4. Are roles and responsibilities clearly defined during change implementation?					
5.Is change implementation value add to company objectives					

Communication of change	1	2	3	4	5
6. Does management provide necessary training and development during change?					
7. Are official communiques sent out regularly regarding change implementation?					
8. Does management communicates change implementation timeously with staff?					

Staff Turnover	1	2	3	4	5
9. Do you intend staying in the organisation?					
10. Are change related enquires encountered resolved timeously?					
11. Are you involved in decision making regarding change in your organization?					
12. Is your work conducive in terms of clear goals?					
13. Do your team members cooperate with you?					

14. Is there effective participation in change processes?

Morale	1	2	3	4	5

15. Do you feel undervalued due to lack of involvement in change implementation?

16. Is trust between individuals in organization low due to change?

17. Do you feel proud to be part of the organisation?

18. Does management treat you with respect?

19. Will you defend organizational image at all cost?

20. Does management follow through on its commitment?

21. Do you trust your supervisor?

22. Do employees trust management?

Retention	1	2	3	4	5

23. Are satisfied with your remuneration?

24. Do your performance incentives encourage you?

25. Is bonus distributed fairly?

THANK YOU!!!!!!

References

Palmer., and Dunford.R, 2008. Organizational change and the importance of embedded assumptions. *British Journal of Management,* 19(1), pp. 20-32.

Abdul, G., 2014. "employees turnover rate in oil refineries- a case study of pak arab refinery ltd''. *European Centre for Research Training and Development UK ,* 2(3), pp. 73-86.

Ackerman, L., 2017. *Development, transition or transformation: the question of change in organisations.* San Francisco: Jossey Bass.

Bakker, A., 2011. An Evidence-Based Model of Work Engagement. *Current Directions in Psychological Science,* 20(4), p. 265–269.

Bjorn, M., 2009. Affective Committment to Change and innovation Implementation Behaviour, The Role of Charismatic Leadership and Employees Trust in Top Management. *Journal of Change Management,* 9(4), pp. 399-417.

Borg, D., 2009. *Educational Research: An Introduction.* India: Pearson Education.

Bovey, W., 2016. Resistance to Organizational Change: The Role of Defence Mechanisms. *Journal of Managerial Psychology,* 16(7), pp. .534 - 548.

Burnes, B., 2009. *Managing Change.* 5th ed. Edinburgh: Pearson Education Limited..

Burnes, B., 2014. Kurt Lewin and the Planned Approach to Change. *A Re-appraisal. Journal of Management studies,* 41(6), pp. 977-1002.

Cataldo, 2011. Focusing on Employee Engagement: How to Measure It and Improve IT. *Kenan Flager Business School.*

Christian, M., 2011. Work engagement: A quantitative review and test of its relations with and contextual performance.. *Personnel Psychology,* Volume 64, pp. 89-136.

Colville, L., 2013. *'Organizing, changing and learning: a.* Texas: SAGE Publications Ltd..

De Jager, M., 2010. 7 ways to Communicate Change. *Human Resources Magazine,* 15(4), pp. .24-25..

Dent and Goldberg's, 2010. Challenging Resistance to Change. *Journal of Applied Behavioural Science,* 35(1), pp. 25-41.

Ford, E., 2008. Resistance to Change the Rest of the Story. *Academy of Management Review,* 33(2), pp. 362-377.

Ghulam, M., 2012. *The Contribution of Organizational Variables and its impact on Job Turnover.* CA: s.n.

Ham, C., 2012. *Health policy in Britain.* 6th ed. Hampshire:: Palgrave Macmillan.

Hammer, M. and Chammpy, L., 1993. *Re-engineering the corporation.* London: Nicolas.

Hewitt, A., 2013. *Trends in global employee engagement.* New York: Consulting, Performance.

Jelinek, M., 2013. Managing change for competitive success. *Academy of Management Review,* 18(3), pp. 572-576.

Kanter, R., 1983. *The change masters: corporate entrepreneurs at work..* London: Unwin Hyman Limited..

Kanter, R., 2015. *Challenge of organizational change: How companies experience it and leaders guide it..* New York: Prentice Hall.

Karp, T., 2008. From Change Management to Change Leadership. *Journal of Change Management,* 8(1), pp. 85-96.

Kavanagh and Ashkanasy, 2006. he impact of leadership and change management strategy on organizational culture and individual acceptance during a merger. *British Journal of Management,* 17(1), pp. 81-103.

Kickert, W., 2010. Managing emergent and complex change. *International review of administrative sciences,* 76(3), pp. 489-515.

Kotter, J., 1996. *Leading Change.* Boston, MA: Harvard Business School Publishing.

Lau, A., 2009. Making sense of contemporary strategic implementation: towards a conceptual model. Public Administration & Management. *An Interactive Journal,* 4(4), pp. 494-507.

Lewin, K., 1951. *Field Theory in Social Science.* New York: Harper and Row.

Lewis, S., 2006. Employee perspectives on implementation communication as predictors of success and resistance. *Western Journal of Communication,* 70(1), pp. 23-46.

Lines, R., 2014. Influence of Participation in Strategic Change: Resistance, Organizational Commitment and Change Goal Achievement.. *Journal of Change Management,,* 4(3), pp. 193-215.

Lippitt, R., 2010. *Dynamics of planned change.* Chicago: Adventure Works Press.

Mangundjaya, W., 2012. Are Organizational commitment and Employee engagement important in achieving individual readiness for change?. *Humanitas,* 9(2), pp. 186-191.

Maurer, R., 2005. Sustaining Commitment to Change. *Journal for Quality and Participation, Spring,* 1(30-35), p. 28.

Mondy, R., 2010. *Human resources management.* 11th ed. Upper Saddle River: NJ: Prentice Hall.

Nguwi, A., 2012. *National Employee Engagement Levels Up.* s.l.:s.n.

Niuguna, E., 2016. CRITICAL REVIEW OF LITERATURE ON CHANGE. *International Journal of Research In Social Sciences,* 6(3), pp. 9-22.

Oreg and Berson, 2011. Leadership and Employees Reactions to Change: The Role of Leaders personal attributes and transformational leadership style.. *Personnel Psychology, Autumn,* 64(3), pp. 627-659..

Ortiz, D., 2013. Quantitative analysis of impacts of employee engagement on continuance and normative commitment. *International Journal of Services and Standards.*

Palmer, E., 2009. *Managing Organizational Change a Multiple Perpectives Approach.* 2nd ed. New York: McGraw Hill.

Paton, C., 2016. *Change management.* 2nd ed. London:: Sage Publications Ltd..

Phatak, D., 2012. Role of Preceived Organiational support on Stress-Satisfaction Relationship. *Asian Journal Of Management Research,* 3(1), pp. 153-177.

Rich, L., 2010. Job engagement Antecedents and effects on job performance.. *Academy of Management Journal,* Volume 53, pp. 617-635.

Robbins, S., 2010. *Organizational Behaviour..* Harlow: Financial Times, Prentice Hall..

Russ, T., 2008. Communicating Change: A review and Critical Analysis of Programmtic and Participatory Implementtion Approaches.. *Journal of Change Management,* 8(3), pp. 199-211.

Saunders, N., 2011. *Research.* 5th ed. India: Pearson Education.

Schein, E., 2007. *Process Consultation Lessons for Managers and Consultants.* Wokingham: Addison-Wesley.

Schein, E., 2016. Kurt Lewin's change theory in the field and in the classroom: Notes toward a model of managed learning. S. *Journal of Management studies,* 9(1), pp. 27-47.

Schroeder, S., 2010. *Employee engagement: Drive Organizational Effectiveness by Building Trust.* s.l.:s.n.

Sharif, T., 2013. Do Perception Of Ethical Conduct Matter During Organizational Change?Ethical Leadership and Employee Involvemen. *Journal of Bussiness Ethics. .*

Stanley, J., 2015. Employee Resistance and Cynicism to Change. *Journal of Business and Psychology,* Volume 4, p. 19.

Timmins, N., 2013. *Changing of the guard: lessons for the new NHS from departing.* London: s.n.

Wright, B., 2011. Motivated to adapt?the role of public service motivation as employees face organizational change.. *public management research association confrence.*

Zubai, A., 2014. EMPLOYEE STRESS PHASES ASSOCIATED WITH CHANGE MANAGEMENT. *International Journal of Advancements in Research & Technology,* 3(1), pp. 171-183.