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MASTERS OF LEADERSHIP AND CORPORATE GOVERNANCE

**ASSESSING THE IMPACT OF CHANGE MANAGEMENT ON EMPLOYEE
PERFORMANCE, A CASE STUDY OF INSTATOLL ZIMBABWE PVT (LTD)**

BY

KEVIN MUZHUNGA (B224634)

SUPERVISOR: DR FUNDIRA

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QUALIFICATION**

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APPROVAL FORM

The undersigned certify that they have read and recommended to Bindura University of Science Education (BUSE) for acceptance a Dissertation entitled: **“ASSESSING THE IMPACT OF CHANGE MANAGEMENT ON EMPLOYEE PERFORMANCE, A CASE STUDY OF INSTATOLL PVT LIMITED”** by **KEVIN MUZHUNGA** in partial fulfillment of the requirements for the Degree of Masters of Leadership and Corporate Governance (MCL).



Signature:

Date: 28/11/2023

Student : Kevin Muzhunga



Signature

Supervisor Dr Fundira

Date: 08/12/2023

..... Signature: Date:

GSB Director

..... Signature: Date:

Faculty Chairperson

..... Signature: Date:

External Examiner

RELEASE FORM

NAME OF AUTHOR: KEVIN MUZHUNGA
TITLE OF DISSERTATION: ASSESSING THE IMPACT OF CHANGE MANAGEMENT ON EMPLOYEE PERFORMANCE, A CASE STUDY OF INSTATOLL PVT (Ltd)
DEGREE: MASTER OF LEADERSHIP AND CORPORATE GOVERNANCE
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SIGNED:



PERMANENT ADDRESS

21 Roan Drive
Mashumavale
Kadoma

Date:

28 November 2023

E-mail:

kevymzhunga@gmail.com

Cell Number:

+263772 115 211

DECLARATION

I, Kevin Muzhunga student number **B224634B** do hereby declare that this dissertation is a result of my investigation and research, except to the extent indicated in the acknowledgments, bibliography, references, and comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

A handwritten signature in blue ink, consisting of several vertical lines on the left, a horizontal line, and a circular flourish on the right.

STUDENT SIGNATURE

28 November 2023.

DATE

DEDICATIONS

To my loving family and friends for their love, support, and inspiration.

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ABSTRACT

The study sought to assess the impact of change management on employees' performance with the evidence from Instatoll Zimbabwe Pvt (Ltd). This was motivated by many strategic, structural, and technological changes that has been happening in the organisation. In response to these changes, employee performance has been improving as well. The study adopted the sequential explanatory research design. The independent variables are the three elements of change management structure, technological and strategic changes the dependent variable is change management, and the mediating variable is the employees' performance. The population consist of 428 Instatoll Zimbabwe Pvt (Ltd) employees. A simple random sampling technique was used to select a sample size of 206 that included 4 Human resources personnel. Five-point Likert scale structured questionnaires were used as research instruments to collect data from the study population. The findings from the study were presented in charts, graphs as well and tables. Conclusions from the findings of the research showed that the employees are significantly affected by structural, strategic, and technological changes. In addition, the study has suggested that Instatoll Zimbabwe Pvt (Ltd) management alter company procedures on a regular basis to promptly address the constantly shifting needs of its clientele. This might be accomplished by modifying staff roles and responsibilities, establishing new divisions, or altering corporate rules. When implementing a change, Instatoll Zimbabwe Pvt (Ltd) management should consider the culture and behaviors of various staff groups in addition to altering the company's vision and objectives. Additionally, management needs to provide frequent training to staff members, so they stay informed and capable even in the event of a change. Periodic seminars, workshops, symposiums, or in-service studies should be a part of this type of training. To improve business operations, Instatoll Zimbabwe Pvt (Ltd) management should embrace technological progress. They will be able to address client needs quickly and effectively as a result. Security-sensitive apps and customized software should be used to implement technological transformation within the organization. In addition, proper training and support are needed for staff members to use the new technology efficiently. Employees should receive training on how to install software, fix issues when they arise, update software, and maintain it efficiently. Effective communication is crucial for management during the implementation of change. As part of their severance package, management must provide outplacement counselling to employees to help them acquire the skills they might need to re-enter the workforce.

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LIST OF ACRONYMS

Abbreviation	Meaning
BOT	Built Operate and Transfer Automatic
CCTV	Closed Circuit Television
DBSA	Development Bank of Southern Africa
SPSS	Statistical Package of Social Sciences
USD	United States Dollars
ZIMRA	Zimbabwe Revenue Authority
ZINAR	Zimbabwe National Roads Administration

CHAPTER 1

GENERAL INTRODUCTION

1.0 Introduction

This chapter includes a case study of Instatoll Pvt (Ltd) to illustrate the rationale behind the study's assessment of the effect of change management on employees' performance. An outline of the development of change management is given in this chapter. The study's background, problem statement, justification, aims, research questions, research hypothesis, significance, research assumptions, definitions of terms, study delimitation, research limitations, and a summary of the chapter are all included in this chapter.

1.1 Background to the study

The idea of change management for employee performance emerged from the necessity for organizations to adapt to deal with the always changing business environment. Organizations must adapt to changing employee demands and competitive threats by utilizing non-traditional production and service models, methodologies, and models of production (Kotter, 2008). When it comes to an employee's performance, change management can be proactive in achieving a goal, reactive in responding to changes in the macroenvironment, continuous, or program-by-program (Del Val and Fuentes, 2003). Change management for employees can be divided into two categories: the hard side and the soft side. Change management as it relates to employee performance originated from the necessity for organizations to adapt to the constantly changing business environment. According to Kotter (2008), organizations are facing threats from competitors as well as shifting employee needs that must be met through alternative production and service models and new techniques. Change involves transformation of business process to different state or condition in a way determined by management, business environment or natural cause (Schnackenberg et al. 2019). Responses to organisational change is done by stakeholders including employees of the organisation. Depending on the information at hand and how the stakeholders view the change's impact, there could be a good or negative reaction to the change, expressed as resistance or acceptance.

The COVID-19 pandemic has had a profound impact on a broad spectrum of organizations in both developed and developing nations. This has necessitated a revolution in business and functional

restructuring to achieve a lasting competitive edge. Change management enters the picture to maintain and enhance employee performance when change is implemented. Any organization may need to undergo change because of mergers, acquisitions, new leadership, restructuring, or technology advancements. A change in the corporate environment might catch an organization off guard, or it can be deliberately orchestrated. Changes in the political, economic, legal, and technological spheres can also have an impact on company practices and may necessitate significant adjustments. Most employees like to maintain the comfort of their routine and will resist change process when initiated. Employee performance and change management components are positively correlated (Kute and Upadhyay 2014). Research by Dauda and Akingbade (2011) indicated that there is no discernible connection between staff performance and technology advancements.

Instatoll Zimbabwe Pvt (Ltd) acts as Zimbabwe National Roads Administration (ZINARA)'s agent for collecting toll fees along Plumtree -Bulawayo -Harare – Mutare highway. In 2009 the Ministry of Transport and Infrastructure secured \$210 million united state dollars from Development Bank of Southern Africa (DBSA) for road rehabilitation and Group Five secured a contract to build toll plazas and rehabilitated Plumtree -Bulawayo -Harare- Mutare highway. Tollgates in Zimbabwe have been set up in 2009 to collect toll revenues, which are then used particularly for road maintenance and construction, as motorists pay directly for road infrastructure investment. A statutory instrument (IS 39 of 2009) governs the use of toll fees in Zimbabwe. Tollgates in Zimbabwe are under Ministry of Transport and Infrastructure Development and managed by ZINARA. Instatoll Zimbabwe operates nine tollgates along Plumtree-Harare -Mutare Highway and route maintenance. Mutare, Rusape, Goromonzi, Norton, Kadoma, Gweru North, Gweru South, Ntabazinduna, and Figtree are the tollgates that are being operated by Instatoll. (ZINARA 2023).

Instatoll Zimbabwe Pvt (Ltd) head office is situated at 15 Fleetwood in Belgravia. It operates as regional office of Instatoll Africa which is based in Santon, South Africa. Instatoll Africa mission is to be a globally competitive provider of intelligent transportation and road management systems solutions to stakeholders based on innovative technologies and platforms. Its vision is to be the leading African Transport and Infrastructure management systems company that consistently pursues sustainable growth and enhances corporate value (Instatoll 2023).

Table 1.2 Summary of Instatoll Tollgates in Zimbabwe

	Name of Tollgate	Route	Km from the Nearest City
1	Figtree	Bulawayo - Plumtree	36km from Bulawayo
2	Ntabazinduna	Gweru- Bulawayo	17km from Bulawayo
3	Tree Top	Gweru- Bulawayo	17km from Gweru
4	Gweru North	Harare- Gweru	18km from Gweru
5	Kadoma	Harare - Gweru	14km from Kadoma
6	Norton	Harare- Gweru	44.5km from Harare
7	Goromonzi	Harare- Mutare	35km from Harare
8	Rusape	Harare- Mutare	14km from Rusape
9	Mutare	Harare- Mutare	18km from Mutare

Source Instatoll (2023)

There have been many changes that happened in Instatoll Zimbabwe Pvt (Ltd) since 2009. In 2020 Group Five liquidated and was bought by Mabentu Group of Companies (Instatoll 2023). Instatoll Zimbabwe Pvt (Ltd) was a result of rebranding of Intertoll Zimbabwe after it was disposed by Group Five. In 2021 the Instatoll Zimbabwe Pvt (Ltd) Country Operations Manager (COM) Mr Mafanuke resigned and Mr George Mufuka took over. Many employees were transferred to various stations in 2022. In April 2022, Instatoll Zimbabwe introduced frequent traveller express pass (FTP) for easy payment for frequent road users. It also added closed circuit television (CCTV) for monitoring activities at the tolling points in 2020. Since 2013 Instatoll has been making changes to the manual toll collection system that was used by Zimbabwe Revenue Authority (ZIMRA) and ZINARA. Instatoll Zimbabwe ought to think about implementing adjustments because of change that would enhance worker performance. When implementing change, management must make sure that elements that impact worker performance are taken into consideration.

In this research study, effect of a business process on the attitudes and behaviours of employees in the workplace toward change management and how their performance was affected by the dynamics of management’s decision of restructuring, strategic moves, and technological changes as it relates to the employee performance was examined.

1.2 Statement of the Problem

There are structural, technological and strategic changes that are continuously taking place in Instatoll Zimbabwe Pvt (Ltd). In response employees need to be well prepared for these changes. The question therefore is employee performance affected by organisational changes taking place. Employees are likely to negatively affected from an organizational change if they are not adequately informed and participated in the process.

1.3 Research Objectives

The objectives of this study are to:

- i. Evaluate how structural change management affects Instatoll Zimbabwe Pvt (Ltd) employees' performance.
- ii. Access how staff at Instatoll Zimbabwe Pvt (Ltd) perform in relation to strategic change management.
- iii. Evaluate how staff at Instatoll Zimbabwe Pvt (Ltd) perform in relation to technology change management.

1.4 Research questions

1.4.1 What effect does structural change management have on employees' performance?

1.4.2 How does strategic change management affect employees' performance?

1.4.3 What effect does technology change management have on employees' performance?

1.5 Research Hypotheses

The hypotheses being assessed in the research are:

1.5.1 HO1: At Instatoll Zimbabwe Pvt (Ltd), employee performance is unaffected by changes to the organizational structure.

1.5.2 HO2: There is no connection between employee performance at Instatoll Zimbabwe Pvt (Ltd) and technological advancement.

1.6 Research Justification

If its conclusions and recommendations are considered, the study's significance may stem from the issue itself, which evaluates the effect of change management on employee performance through a case study of Instatoll. This study will support the organization's strategy, structure, technology, and

personnel competencies as it navigates the phases of change management and adopts new strategic orientations. The recommendations provided by this study will aid Instatoll Zimbabwe Pvt (Ltd) in growing its tolling enterprise.

1.7 Significance of the Study

1.7 .1 Significance to Theory, Scholars and Researcher

The research adds to the body of knowledge on the impact of organizational change management on employee performance in tolling business, with a special emphasis on Zimbabwe. The research serves as a foundation for future and further studies.

1.7.2 Significance to Practice

The study findings will be of paramount importance to tolling business strategists. This may enable them to develop effective change management strategies to boost morale of the employees.

1.8 Assumptions

In carrying out this study, it was assumed that:

- i. Respondents would give honest and truthful answers.
- ii. Despite the time and resource constraints, it would still be possible to conduct a reasonable and representative study.
- iii. The respondents will give correct answers willingly.
- iv. The researcher assumed that employees in Instatoll would be willing to give the necessary information needed during the study.

1.9 Delimitation

This study's main goal is to investigate and evaluate how organizational changes at Instatoll Zimbabwe Pvt (Ltd) affect employees' performance. The study will examine theory and literature on the effects of change management on employee performance following the goals of the research. To prevent cost factors such as inflation from affecting the research findings, the study will only cover from 2014 to the present. The research project is scheduled to begin in four (4) months. The primary focus of the investigation will be quantitative as the investigator aims to assess theory. Interview-based data will be supplemented by qualitative data, nevertheless. There will also be questionnaires and document analysis. Both qualitative and quantitative data analysis will be done.

1.10 Definition of terms

1.10.1 Tollgate

Tollgates are locations where toll fees are collected directly from motorists who use a road or street (Chilunjika 2018). Pickford and Blythe (2006) define an open tollgate as a system that charges tolls at specific points. This typically refers to a specific piece of managed infrastructure, such as a bridge or tunnel at an estuarial crossing, or a significant geographical barrier, such as passing through a mountain range. In this case, vehicles passing through toll plazas must pay a toll. Zimbabwe employs an open toll collection system in this regard.

1.10.2 Change Management

Change management is an activity that allows members to participate in change easily while simultaneously taming their shock and resistance to the process of change. According to Sung and Kim (2020), change management is defined as purposefully altering members' behavior and perception so they can achieve target performance by preventing or eliminating members' resistance to change.

1.10.3 Organizational Innovation

Organizational innovation stands for the radical and fundamental transformation of an organization to an improved state through planned change Sung and Kim (2020).

1.10.4 Employee's Performance

Employee performance is the extent to which a person completes a task and reflects how they go about achieving it or how they carry out the requirements of their job. Performance and effort are sometimes confused or conflated; effort is the amount of energy expended, whereas performance is determined by the outcomes a person achieves (Muhammad, 2021).

1.11 Limitations

- (i) Some of the information required during the research is too sensitive for Instatoll Pvt (Ltd) to release to the public, and the researcher faces some difficulties in obtaining the information to use for this project, as the organization will only give the information after the researcher has assured the company that the information will be used for academic purposes only.

- (ii) Participants in the interviews were reluctant to expose all information because some were considered confidential. This challenge, however, was overcome by ensuring the respondents' privacy and confidentiality.
- (iii) To conduct a comprehensive study, the researcher required multiple trips to the research study area, and this was costly. To deal with this challenge interviews were conducted on one round trip to the research site. Completed questionnaires were collected on the trip and some questionnaires were sent online to reduce the transport expenses of traveling back and forth to the research site.

1.12 Chapter Division

The study comprises five chapters as follows:

- i. Chapter 1. Introduction and background.
- ii. Chapter 2. Literature Review.
- iii. Chapter 3. Methodology.
- iv. Chapter 4. Data presentation and analysis.
- v. Chapter 5. Conclusions and recommendations.

1.13 Chapter Summary

This chapter contained a historical background of the Instatoll Zimbabwe Pvt (Ltd), problem statement, justification of the study, objectives of the study, research questions, research hypothesis, significance of the study, research assumptions, definition of terms, delimitation of the study, research limitations and a summary of the chapter.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focuses on the review of literature by many authors who have written on the assessing impact of change management on employees' performance. A literature review is an exhaustive summary and basic investigation of applicable and non-applicable information on research writing on the subject being studied (Hart 1998). The literature review is a critical and analytical explanation of published and unpublished sources on a particular topic according to Trower (2010). Its main purpose is to find gaps in knowledge as well as help to determine the feasibility and reliability of the research, justifying further research. The literature review was done from sources like textbooks, journals, the internet, organizational reports as well as another related previous academic research.

2.1 Theoretical and Conceptual Background

2.1.1. Concept of Change Management

No matter how equipped a business is to handle it, organizational change is becoming unavoidable. Globalization has caused a need for strategic flexibility and adaptability, which has affected almost all firms today, regardless of their size, focus, market, or human capital skills (Jaros, 2010). Process, organizational, structural, strategic, and cultural changes are among the many diverse ways in which these transitions manifest themselves (Armenak is, Harris, & Mossholder, 1993). Therefore, managing organizational change in the context of employees' viewpoints effectively remains one of the top concerns for management at all levels, just as it is critical for all employees to accept and endure change. But opposing change management theorists contend that by using euphemistic terms like empowerment, leadership, governance, communication, and motivation for optimal employee performance, mainstream (change) management theory subverts power (Karreman and Alvesson, 2009). But observers must acknowledge the social reality of power (Pfeffer, 1992). Balogun and Hailey (2004) report that approximately 70% of initiatives are not completely successful.

Diverse viewpoints on resistance to change can be shown by keeping an eye on power relations. According to Karreman and Alvesson (2009), there are three ways to understand power. First, power is characterized as a restraint, exerted by an individual who coerces others into actions against their

better judgment. According to this perspective, resistance is an outwardly expressed response to the use of force. Power is the process by which ideas and cultural indoctrination force people to submit to the status quo while avoiding overt confrontations and using no explicit force. This viewpoint is like how resistance to change is conceptualized in traditional change management literature. According to Fisher and Kotter (2008), the following are the stages of change: hostility and sadness, anxiety and denial, happiness, dread, guilt, and disillusionment, as well as progressive acceptance and moving on. Steensma, (2001), citing the necessity of improving business performance Balogun and Hailey (2008) and more integrated working methods Rugman and Hodgetts, 2001. These factors usually lead to the creation of structured change programs, which are predicated on the idea that employee change management consists of a (limited) set of interventions that are viewed as linearly manageable, objective, and measurable programs that can be implemented quickly.

2.1.2 Contingency Theory

According to the behavioral theory of contingency, there is no one ideal approach to create organizational structures. Joan Wood originated the thesis in 1956 and contended that technologies directly influence organizational characteristics including authority centralization, range of control, and the creation of policies and guidelines that employees must adhere to. Wood (1956) discovered that there are numerous variances in organizational structure linked to variations in manufacturing processes that result in the intended improvement in employee performance. Performance will serve as the constraint variable in this study, with the contingent variable focused on and anchored on managerial assumptions about the impact of change on employees. This is because the theory is based on several organizational constraints, including the size of the organization, variations in resources and operations activities, and managerial assumptions about employees' strategies. This approach to understanding organizational behavior offers explanations for how personnel and the operations of companies are impacted by contingent elements like technology, tactics, and structure to bring about significant changes. Sociological functionalist theories of organization structure, such the structural approaches to organizational studies by Reid and Smith (2000), Chenhall (2003), and Woods (2009), served as the foundation for the development of contingency theories.

The traditional organization theory, which holds that there are general principles that enable organizations to function well, is abandoned by contingency theory (Doch 2009, 36). Rather, the degree to which an organization's technology is matched with its information system, organizational structure, human capital size, and environmental instability all affect how effective the company is.

To investigate the relationship between the theory and the change management on employees' performance idea as a limitation, this study will be grounded in and based on the contingency theory.

2.2 Conceptual Framework

Figure 2.1 represents the conceptual framework. The conceptual framework will be used as guideline to the research.

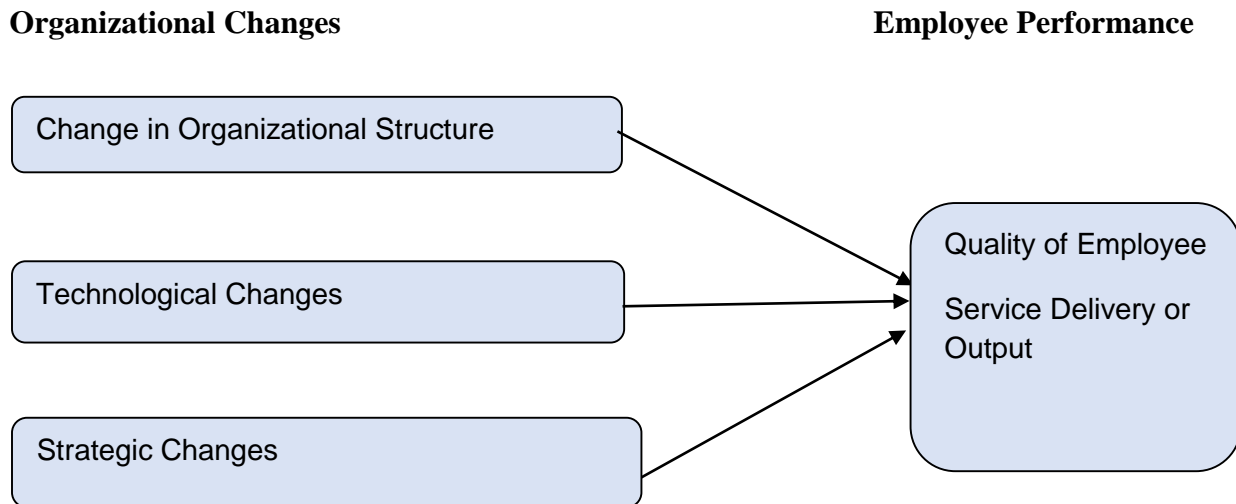


Figure 2.1 Conceptual Framework

The relationship between organizational change and employee performance is depicted in the conceptual framework above. The illustrations suggest that organizational changes, ranging from organizational structure changes to technological advancements to strategic changes, have a substantial impact on employee performance as measured by the quality of employee service delivery.

2.3.Theoretical Framework

There are many models and theories, and each one has potential benefits or weaknesses for each organization. This is a review of the key ones captured in this study:

2.3.1 Kuble-Ross Model

The Kuble-Ross Model is a theory that breaks down the process of grieving and sorrow into five distinct phases. These phases, which include denial, anger, bargaining, depression, and acceptance, are referred to as the "Five Stages of Grief." The model describes five discrete stages, a process by which people allegedly deal with grief and tragedy and is known as Kuble-Ross Model. These stages are known as the Five Stages of Grief which are denial, anger, bargaining, depression, and acceptance.

2.3.2 The ADKAR Model

Jeff Hiatt (2003) developed the ADKAR change model after closely examining the change habits of over 700 organizations. The model discusses: awareness of the need for change, what is the nature of the change, why is the change happening? The risk of not changing. Adkar is a purposeful change management model that allows change management initiators to focus their activities on certain business results. Originally, the model was used as a tool for deciding if change management activities like communications and training to employees were producing the desired results during change management for employees' performance.

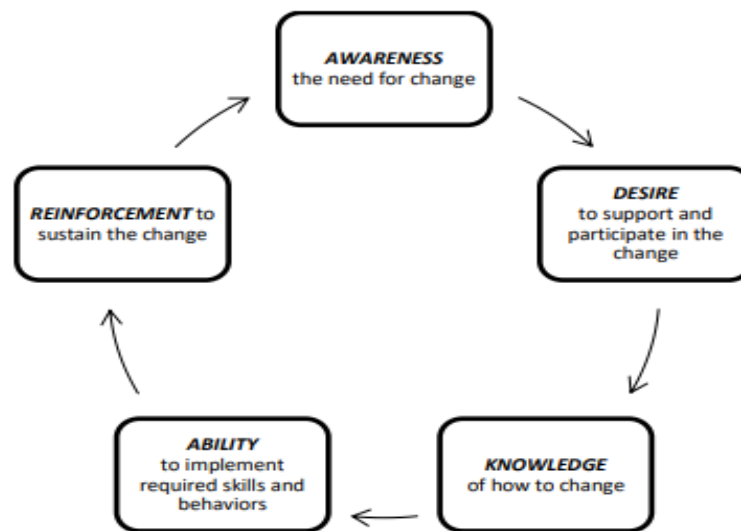


Figure 2.2 ADKAR Model

Source: (Hiatt 2003)

2.4 Organizational change on employee performance

Several studies related to organizational change and employee performance have been done. Ibrahim (2021) concluded a study on assessing effects of change management on employee performance evidence from Nile University of Nigeria; the findings revealed that change of organisational structure has a significance on the quality of employee's service delivery in Nile University of Nigeria and there is a relationship between technological change and quality of and quality of service delivery in the Nile University of Nigeria.

The impact of organizational transformation on employee performance was investigated in a 2019 study by Osunsan et al. at a few chosen commercial banks in Bujumbura, Burundi. According to the

study, structural change causes a variance of 56.8% ($R^2 = 0.568$, $P = 0.000$), which indicates that it has a considerable impact on employee performance. Additionally, it was determined that a 47.2% variance ($R^2 = 0.472$, $P.0.000$) in employee performance represents a significant effect of strategic change. Finally, the study showed that a 51.4% variation ($R^2 = 0.514$, $p = 0.000$) in employee performance is caused by technological development. The study concluded that employee performance was significantly impacted by organizational change.

Daniel Cross conducted research on how organizational change affects employee job performance in 2019. This study's main goals were to assess how organizational change affected employee job performance, compare those results to the transformation framework proposed by some change management theorists, and determine whether organizational change has an impact on employee job performance. The outcomes validated the study's goals.

Wanza and Nkuraru (2016) investigated how employees performed in relation to technical advancements, organizational leadership, structure, and culture in relation to change management. The study discovered that organizational leadership and structural modifications have a favourable impact on university staff members' performance. The survey also showed that because technology is advancing so quickly over the world and is making work easier and more efficient, it has a significant impact on how well employees perform.

2.5.0 The Structuring of Tolling Business in Zimbabwe

The tolling in Zimbabwe falls under the Ministry of Transport, Infrastructure Development is managed by its parastatal Zimbabwe National Roads Administration (ZINARA). Instatoll Zimbabwe Pvt (Ltd) manages 9 tollgates on build operate and transfer arrangement with ZINARA.

2.5.1 Ministry of Transport and Infrastructure

The Ministry of Transportation and Infrastructure is responsible for planning and improving transportation networks, building new infrastructure, providing transportation services, and implementing transportation policies to allow for the safe and efficient movement of people and goods. According to Government of Zimbabwe (2023), the ministry's mission is to facilitate, provide and manage transport and infrastructure networks and services. The Ministry is also responsible for planning, designing, construction and maintenance of regional trunk roads, state roads and bridges (ZIM.GOV.ZW 2023).

In 2009, the then Minister of Transport and Infrastructure Hon Nicholas Tasunungurwa Goche negotiated the Plumtree-Bulawayo-Harare-Mutare Road rehabilitation USD \$208 million project, which was financed by the Development Bank of Southern Africa (DBSA) and conducted by Group Five International, a South African company. Group Five seconded its financial subsidiary Intertoll now Instatoll Zimbabwe PVT (Ltd) to manage 9 tollgates along the Plumtree-Bulawayo -Harare-Mutare route (Manica Post 18 July 2018).

There have been several changes in the Ministry of Transport and Infrastructure Development as Ministers were changed. In 2014 Hon Obert Moses Mpfu succeeded Minister Goche (Newzim .com 2015). According to My New Zimbabwe 6 December edition 2015, Hon Obert Mpfu was later succeeded by Hon Joram MacDonald Gumbo from 2015 to 2018. Minister Joel Biggie Mazita took over as Minister from 2018 until his death in January 2021 (the Herald 23 Jan 2021). Hon Matiza was replaced by Hon Felix Mhona who was reassigned after August 2023 elections (Government Gazette 2023). Ministerial changes also imply changes of policies in the operation of tollgates in Zimbabwe.

Table 2.1 Changes in the Ministry of Transport since inception of Instatoll in 2012

Period	2009- 2014	2014-2015	2015-2018	2018-2021	2021 - Date
Minister	Hon Minister Nicholas Tasunungurwa Goche	Hon Minister Obert Moses Mpfu	Hon Minister Joram MacDonald Gumbo	Hon Minister Joe Biggie Matiza	Hon Minister Felix Mhona

Source: NewZim.com (2015), The Herald (2021) Government Gazette (2023)

2.5.2 Zimbabwe National Roads Administration (ZINARA)

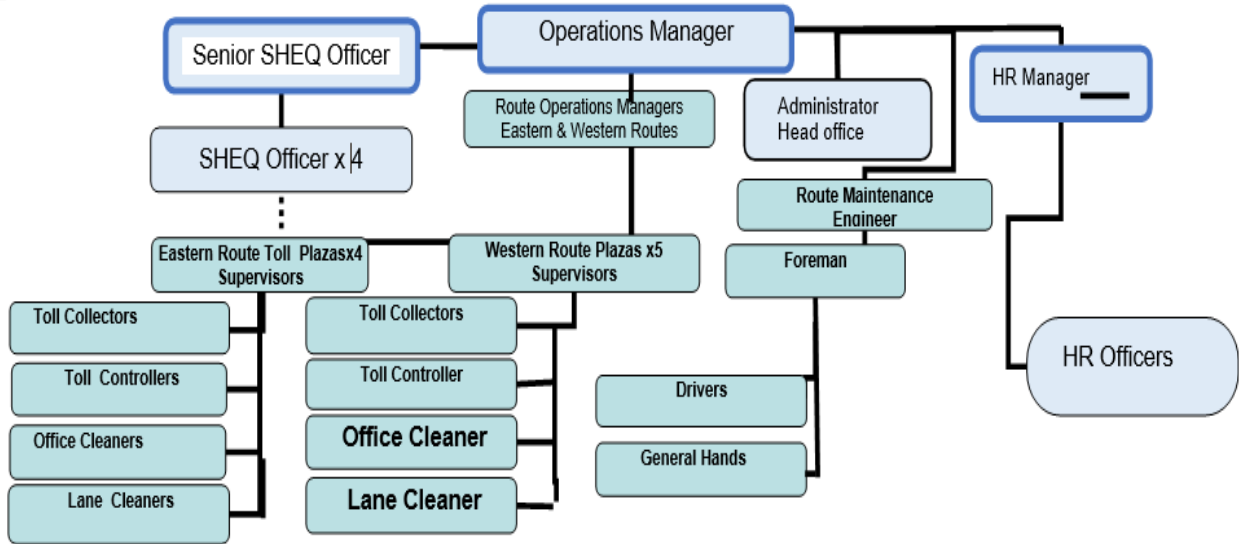
The Road Act (Chapter 13:18) provided the framework for the establishment of the corporate organization known as Zimbabwe National Road Administration (ZINARA). This was accomplished by publishing Statutory Instrument 39 of 2009, also known as the Government of Zimbabwe's 2009 Toll Roads (Regional Trunk Network) Amendment, Regulations No.1, in the official gazette. On August 8, 2009, the Zimbabwean government, acting through the Ministry of Transport and Infrastructure Development, imposed toll rates on its regional trunk network (ZINARA 2021). Their services include vehicle registration and tolling which are the charging, levying, and collecting of

tolls for the use of vehicles on certain roads (ZINARA 2023). In August 2009, to expedite the tolling project and because ZINARA lacked capability, the government enlisted the help of the Zimbabwe Revenue Authority (ZIMRA) to handle and collect toll fees (IS 39, 2009; Zhou and Chidhekeni 2013). ZINARA oversee the management of Tollgates or toll plazas by Instatoll Zimbabwe Pvt (Ltd) since the Plumtree -Bulawayo -Harare –Mutare Highway and toll infrastructure belongs to the Ministry of Transport and ZINARA respectively. Spry and Crowley (2009) pointed out that the Government created a monopoly for service provision increasing prices and decreasing the quality of service, reducing customer welfare.

2.5.3 Instatoll Zimbabwe Pvt (Ltd)

Instatoll Zimbabwe Pvt (Ltd) is a subsidiary of Instatoll Africa which is a fully integrated toll and motorway infrastructure and operator, with origins dating back to 1985. Instatoll Africa is based in Sandton, South Africa. Instatoll Africa is leading project development and concessions organisation. Instatoll has gained considerable experience locally and internationally, in successfully managing long-term toll road projects for various agencies. Instatoll Zimbabwe Pvt (Ltd) regional office is based in Harare at 15 Fleetwood, Belgravia. Instatoll Zimbabwe Pvt (Ltd) formerly known as Intertoll as a subsidiary of Group five, a South African Based company that rehabilitated Plumtree- Harare -Mutare Highway from 2012 to 2015 in a Built Operate and Transfer (BOT) at a cost of \$203 million mediated by Zimbabwe National Roads Administration (ZINARA 2013). Group 5 later liquidated and Intertoll was sold to Mabentu another South African based entity and was later renamed Instatoll in change of ownership (Instatoll Zim 2023). Instatoll Zimbabwe Pvt (Ltd) has agency mandate of collecting Toll fees from nine toll plazas along Plumtree- Bulawayo- Harare- Mutare Highway on behalf of ZINARA. Toll fees collected along this route is servicing Development Bank of Southern Africa (DBSA) loan of 208 million which was used by Group 5 to finance the rehabilitation of Plumtree - Bulawayo – Harar Mutare highway (ZINARA 2023).

2.5.4 Instatoll Organogram



Instatoll Zimbabwe Pvt (Ltd) (2023) Organogram

Figure 2.3 Instatoll Zimbabwe Organogram

Instatoll Zimbabwe Pvt (Ltd) is headed by Operations Manager Mr Mufuka. He is supported by two Route Operation Managers. Ms Wendlove Tsoka is responsible for Eastern Route, which is comprised of Norton, Ruwa, Rusape and Mutare Plazas. Each tollgate is manned by 4 shifts supervisors who manages day to day activities of toll collectors, toll controller, office, and lane cleaners. The western route is managed by Ms Lindiwe Mutandwa. The region is comprised of nine tollgates which are Kadoma, Gweru North, Gweru South, Ntabazinduna and Figtree toll Plazas. Each toll plazas like the Eastern Route Plaza are also managed by four (4) shift supervisor who oversees its daily operations each region has Safety, Health and Quality Officer who reports to senior SHEQ officer. The Human resources manager Mr Uniwait Nyuruka is assisted by three HR officers. Instatoll Zimbabwe Pvt (Ltd) have a route maintenance department which is headed by Engineer Mr Talc Mutero. The Route Maintenance department is responsible for maintaining Plumtree -Bulawayo -Harare- Mutare highway and grass cutting. The head office staff is comprised of Accountant, Buyer, Systems Analyst, Bookkeeper, Receptionist, Technicians, and system developers (Instatoll Zim 2023).

Table 2.2 Summary of Instatoll Staff

	Name of Station	Number of Employees
1	Figtree Tollgate	20

2	Ntabazinduna Tollgate	27
3	Gweru South Tollgate	29
4	Gweru North Tollgate	33
5	Kadoma Tollgate	42
6	Norton Tollgate	49
7	Goromonzi Tollgate	51
8	Rusape tollgate	38
9	Mutare Tollgate	29
10	Head office	27
11	Road Maintenance	93
	Total	428

Source: Instatoll Zim (2023)

Table 2.1 shows that Instatoll Zimbabwe Pvt (Ltd) has 428 employees who are employed in tolling, route maintenance departments and head office.

2.6 Changes which recently took place in Instatoll Zimbabwe Pvt (Ltd.)

2.6.1 Transfer of employees to various stations

In September 2019 Instatoll Zimbabwe Pvt (Ltd) transferred tolling staff from various stations to other tolling sites. This was strategically done for skills exchange in tolling department. It was also done to curb corruption in tollgates. Two supervisors from Norton tollgate swapped with their compatriots from Goromonzi tollgate. At Kadoma tollgate three supervisors were transferred to Gweru South, Rusape and Ntabazinduna another Supervisor was transferred from Norton to Kadoma while one supervisor was transferred to Mutare from Gweru North Tollgate and a supervisor from Mutare was transferred to Gweru North Tollgate. Toll collectors were also affected as two collectors from Mutare, two Collectors from Rusape were transferred to Kadoma tollgate. Two collectors from Kadoma were transferred to Mutare, while other two were transfer to Rusape Tollgate (Instatoll 2023).

2.6.2 Multi Currency Payment System

Instatoll Zimbabwe Pvt (Ltd) had to adopt to the use of multi-Currency when it was reintroduced in February 2019 by the Reserve Bank of Zimbabwe. The changes required to install a system that would accept all means of payment such as EcoCash, swipe machine as well as accepting other currencies like rands and pula (Instatoll Zim 2023).

2.6.3 Liquidation of Group Five and rebranding

In April 2019, South African Builder Group Five, a parent Company to Intertoll Zimbabwe filed for bankruptcy protection after lenders withheld funding, threatening the collapse of one of the major brands in the local construction industry and more than 8,000 jobs. Group Five, which was founded in the 1970s when five construction businesses joined forces, had long struggled to turn a profit in an industry that was being squeezed by slow economic development and a reduction in public and private sector investment on infrastructure. Its cash flow issues were made worse at the end of 2018 when Ghana's Cenpower Generation Company filed a \$62.7 million claim for a power plant's construction delay in the West African nation (Group Five 2020). Group Five sold Intertoll Africa to the Mabentu consortium in 2020, and that company changed its name to Instatoll Africa. This was a calculated move that coincided with the corporate reorganization.

2.6.4 Restructuring of Instatoll Zimbabwe Pvt (Ltd)

After Mabentu Consortium bought Intertoll Zimbabwe and rebranded to Instatoll Zimbabwe Pvt (Ltd) in 2020 it ventured into major restructuring of the organisation. Mr Mafanuke who was heading Intertoll Zimbabwe as Country's Operations Manager was retrenched. The position of Country Operations Manager was changed to Operations Manager and was assumed by Mr Goerge Mufuka. Various new roles were introduced such as Systems analyst, Systems Developer, Back Office administrator and Supply chain coordinator and recruitment of Human resource Manager (Instatoll Zim 2023).

2.6.5 Toll fee Increase

Toll fees in Zimbabwe are controlled by Zimbabwe National Roads Administration (ZINARA). ZINARA have been increasing toll fees of late tracking the bank rate due to inflation. Toll fees are pegged in United State dollars payable at prevailing bank rate. This has seen toll fees in Zimbabwe dollars increasing from time to time. In June 2022 ZINARA announced an increase in toll fees in Zimbabwe dollars using bank rate of Zwl\$260.00 per dollar making light motor vehicle which pay USD \$2.00 to pay Zwl\$520. By July 2023 interbank rate was Zwl \$5400 to USD\$1.00 and a light

motor vehicle was paying Zwl \$10800.00. However, in August 2023 the Zimbabwean dollar gained weight against USD as the rate dropped from Zwl \$5400.00 to Zwl 5000.00 forcing ZINARA review toll fees down with light motor vehicle paying Zwl \$10 000 from Zwl \$10 800.00. Table 2.3 show the recent increase in local currency (ZINARA 2023).

Table 2.3 Changes in toll fees in local currency

Vehicle Class	USD Tariff	1 February 2023 \$ZWL	14 June 2023 \$ZWL	1 August 2023 \$ZWL	20 October 2023 \$ZWL
Light Vehicle	\$2.00	\$1 600.00	\$11 960.00	\$10 000.00	\$11 400.00
Minibuses	\$3.00	\$2 400.00	\$17 940.00	\$15 000.00	\$17 100.00
Buses	\$4.00	\$3 200.00	\$23 920.00	\$20 000.00	\$22 800.00
Heavy Vehicles	\$5.00	\$4 000.00	\$29 900.00	\$25 000.00	\$28 500.00
Haulage trucks	\$6.00	\$8 000.00	\$59 800.00	\$50 000.00	\$57 000.00

Source: ZINARA 2023.

2.7 Instatoll Zimbabwe Pvt (Ltd) Employee Performance and Appraisal

In Instatoll Zimbabwe Pvt (Ltd), employee performance appraisals are done in July and December. Each line manager and supervisor do appraisals for their subordinates. Some of the common key performance areas across the board are Leveraging off the Group’s existing capabilities effective contract management, effective quality management effective, monitoring and reporting improve profit margin Increase and Increase Market Share. Each employee is given a chance to appraise himself or herself before sitting down with Supervisor or manager for a final mark. The marks range from a scale of zero (0) to five (5). Poor performers are ranked from zero to. five while good performers are ranked from three (3) to five (5). Figure 2.4 below show part of Instatoll appraisal form for supervisor (Instatoll Zimbabwe 2023).



	Key Performance Areas	Self-Rating	Reason for rating	ROM Rating	Reason for rating	Agreed rating	Development / Action
1. Leveraging off the Group's existing capabilities	<ul style="list-style-type: none"> • Check with ROM for guidance on operational issues that may need guidance and provide regular feedback. • Ensure all communication sent by ROM which needs acknowledgement is signed and send back in stipulated time • Inform the ROM immediately of any traffic queues, Network challenges or any 	4	Exceptional in communicating with ROM on all critical issues				
		4	All communications acknowledged and signed for as per requests.				
		3	Communication done timeously through Western Region Group.				

Source: Instatoll Zimbabwe 2023

Figure 2.4 Instatoll Supervisor appraisal form

2.8 Knowledge gap

The Reacher has noted that no research has been done on the effect of change management on employee performance with a focus on Instatoll Zimbabwe Pvt Limited after reviewing earlier insightful articles and other tolling businesses. Numerous studies have been conducted globally to evaluate the effects of organizational change management on worker performance. Among the few studies are Ibrahim 2021, Kovat 2018, and Samuel (2013). As a result, most of this research are conducted in other nations, with relatively few conducted in less developed nations like Zimbabwe. This makes it necessary for this study to evaluate how employee performance is affected by organizational change management.

2.9 Chapter Summary

This chapter focused on the literature review and theoretical framework. It went on to look at the theory of change management and reasons why there was a need to implement change at of Instatoll Zimbabwe Pvt (Ltd). The chapter ended by focusing on the knowledge gap and noted that very few studies have been carried out on assess the impact of organizational change management on employee performance, a case study of Instatoll Zimbabwe Pvt (Ltd).

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology that was used in this study on assessing the impact change management on employee performance, a case study of Instatoll Pvt (Ltd). The chapter discusses techniques as well as reliable sources used to collect data which is relevant to the topic under study as well as evaluating the techniques used by the researcher to meet the objectives of the study discussed in chapter one. The chapter begins by explaining the research philosophy, research design, and research strategy. The research instruments, which were used during data collection, such as questionnaires, are then presented. The chapter ends by presenting the ethical issues that were applied by the researcher as well as measures, that were taken by the researcher to ensure the validity and reliability of the research.

3.1 Research Philosophy

Research philosophy is defined by Saunders, Lewis, and Thornhill (2016) as a system with presumptions and beliefs about how knowledge is developed. The four main research philosophies are interpretivism, positivism, realism, and pragmatism (Creswell, 2009). To gain a more profound comprehension of how change management affects employee performance at Instatoll Zimbabwe Pvt (Ltd), the researcher embraced the pragmatist viewpoint. Researchers that adhere to the pragmatic mindset, according to Creswell (2014), feel that gathering a variety of data sources yields a more comprehensive knowledge of a study subject than relying just on quantitative or qualitative data.

The pragmatism philosophy is based on the view that human beings should be studied in their unique context rather than having general laws and principles that govern the whole population because they act according to their interpretations of the world (Creswell, 2015). Hence, the pragmatism philosophy will enable the researcher to have a deeper understanding of the thoughts, feelings, values, perspectives, and prejudices of employees of Instatoll Pvt (Ltd) on the effects of changes management on employee performance.

3.2 Research Design

As to Latham's (2007) definition, research design encompasses the overall strategy for tackling a research issue, along with prerequisites to enhance the study's credibility. Because the sequential explanatory research design is appropriate for use with quantitative methods research, the study chose to employ it. Within a single study, the sequential explanatory research design recommends gathering and analyzing data in two stages: first, quantitative data, and then qualitative data (Creswell, 2009). Such issues include deciding on the priority or weight given to the quantitative data collection and analysis in the study. This design was suitable for this study because it allows the researcher to describe the present or current situations. Furthermore, this design was used because of its effectiveness in quantitative matters or issues such as the one under study, it was a good chance to describe the phenomenon in its natural environment without changing anything and it is less time-consuming. The design also permitted the researcher to collect a large amount of data from a considerable population of Instatoll Pvt (Ltd) employees on assessing the impact change management on employee performance.

3.3 Research Strategy

The researcher adopted the case study strategy. A case study research design is a research design technique that is used to analyse a phenomenon, generate a hypothesis, and validate a method (Kalbaeck nako 2014). It has evolved over the past few years as a useful tool for investigating trends and specific situations in many scientific disciplines. The general steps involved in conducting case study research are the same as those involved in conducting other types of research: plan, gather data, evaluate data, and share findings (Burns and Groove 2013). However, the limitations of this method are that; it lacks rigor, it can be lengthy, and may not be generalizable (Burn and Groove 2013). To encounter these shortfalls, the researcher took steps to ensure validity, provide rich information in a digestible manner, and generalize the findings to theories respectively. The strategy provided a stronger relevance on the applicability of the results of the research to Instatoll employees at Tollgates which is different with applying research results in a more general approach.

3.4 Target Population

Babbie (2007) and Dooley (2011) show that the term population mean the set of elements of interests under considerations for a particular study. A study population can simply be defined as people or entities that can give information to advance the research objectives, according to McDaniel and Gates (2013). Creswell (2003) states that the target population has the information needed by the

researcher. The population for this study was limited to 428 employees of Instatoll Zimbabwe Pvt (Ltd) employees. Thus, the selected population was suitable to represent the assessing the impact of change management on employee performance of Instatoll Pvt (Ltd). The Table 3.1 below presents the distribution of the population elements.

Table 3.1 Population elements

Population Elements	Number
Head Office Staff	24
Route Maintenance Staff	93
Tolling Staff	307
HR Department	4
Total	428

Source: Intertoll Zimbabwe (2023)

The study considered the employees of Instatoll Zimbabwe Pvt (Ltd) whose Head office is based in Harare and employees are mainly in different tolling stations along Plumtree -Bulawayo-Harare-Mutare highway. Thus, the study was based on the Instatoll Zimbabwe Pvt (Ltd) as whole company. These population segments were thought to contain valuable information that the study was looking for. The Human Resources department was also considered.

3.5 Sampling

Sampling is the process of selecting respondents; according to Haralambos and Holbon (2016), a sample is a group of individual elements selected from a research population as its representation; all attributes of the research population must be contained in the sample (Flick, 2011); using a sample allowed the researcher to save more time and money than if a questionnaire was given to the entire research population. Dooley (2011) provided the formula below to determine the sample size.

$$n = \frac{N}{1 + N_e^2}$$

Where:

n = sample size

N = target population (428)

e = maximum acceptable margin of error (5%)

Sample size calculation

$$n = \frac{428}{1 + 428 (0.05)^2}$$

n = 206

The Sample size will therefore be 206. The 206 will be drawn from different departments and all 4 Human resources personnel will be considered.

3.5.1 Convenience Sampling Method

The convenience sample method was used in the study to choose 206 Instatoll Zimbabwe Pvt (Ltd) employees. Convenience sampling, according to Babbie (2007), is predicated on choosing respondents who are near the researcher. Babbie goes on to say that convenience sampling selects respondents mostly based on their accessibility to the researcher. When choosing volunteers, the researcher takes accessibility and proximity into account, saving time and other resources (Dooley, 2011). The demographic elements were dispersed around the nation and came from a single company, thus the researcher selected responders who could be reached with ease.

3.5.2 Purposive Sampling Method

This is a non-probability sampling technique also referred to as judgemental sampling (Rodgers, 2005). Investigations on selecting the sample to be studied are based on the judgement of the researcher. The study considered all the 4 Human Resources personnel of the company. These respondents were seen as key informants. This is because these respondents dealt with employee performance. It was easy to conduct this group of respondents as they were centrally located in Harare Head Office.

3.6 Research Instruments

The researcher adopted a quantitative methodology in which the research instrument such as questionnaires with close-ended questions was used. The rationale for using the quantitative method in this research was to explore and discover the opinions and experiences of the change management on employee performance in Instatoll Zimbabwe Pvt (Ltd). The researcher used quantitative research methodology to improve the precision through quantitative and reliable measurement and control of data. The questionnaire and interview guide will be used for this to solicit data from respondents. Questionnaires form part of the primary source of data collection.

3.6.1 Questionnaire

The researcher made use of a questionnaire as a research instrument during the research. Kothari (2016) states that questionnaires allowed the researcher to reach a huge number of respondents easily and organize responses which makes it easy to evaluate and analyse. The researcher administered 206 questionnaires within a sample size of 206 Instatoll employees who were chosen using convenience and purposive non-probability sampling techniques. Non-probability sampling was based on the argument that the probability of each respondent being among the sample size of the study is not known as it offers a variety of possible techniques to be adopted when choosing the sample size (Saunders et al, 2019).

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The researcher chose to use a structured questionnaire because it allows for the collection of data from a large number of respondents; it is quick and simple to create, code, and interpret because the questions are closed-ended; it also allows the researcher to gather a variety of comparable data; respondents can complete the questionnaire at their own pace, but the researcher will set deadlines for collecting completed forms from them; the questionnaire will be given to employee respondents; it will be developed under a 5-point Likert scale. In addition, questionnaires allow the researcher to collect similar and diverse data. Respondents will be able to complete questions at their own pace, but the researcher will set deadlines for gathering the completed forms. A questionnaire will be given to the responding employees. A Likert scale will be used in the questionnaire's development. Strongly agree to strongly disagree is the range of the 5-point rating system.

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and organize responses which makes it easy to evaluate and analyze. The researcher administered 206 questionnaires within a sample size of 206 Instatoll employees who were chosen using convenience and purposive non-probability sampling techniques. Non-probability sampling was based on the argument that the probability of each respondent being among the sample size of the study is not known as it offers a variety of possible techniques to be adopted when choosing the sample size (Saunders et al, 2019). A structured questionnaire was used because it can collect data from a large number population. Questionnaires are quick and easy to create code and interpret since the questions are closed-ended.

Furthermore, questionnaires enable the researcher to gather varied and comparable information. Use of questionnaires will allow respondents to answer at their own pace although the researcher will provide them with deadlines for collecting the completed questionnaires. The employee respondents will be given a questionnaire. The questionnaire will be developed under Likert Scale. The 5-point scale ranges from strongly agree to strongly disagree.

3.6.2 Interviews

Interviews can be organized or unstructured. Structured interviews are employed in conjunction with questionnaires for this study. Standardized conversations or surveys conducted by researchers are what O'Leary (2004) refers to as organized interviews. Asking the interviewees particular sets of questions is necessary for structured interviews. To make data collecting and analysis easier, each participant is asked the same set of questions. A total of 20 minutes will be given for each interview session. In-depth interviews offer a confidential and secure conversation between a researcher and the respondent.

3.7 Data Collection Procedure

Questionnaires with closed-ended answers were used to collect quantitative data. The researcher used questionnaires to gather quantitative data in the manner described below. First, the researcher used the random sampling technique to choose a sample. A pilot study was conducted to evaluate the validity and reliability of the research tool. After that, the researcher conversed with the study participants and outlined the goal of the investigation. A consent form was then used to obtain the participants' consent. Subsequently, the investigator distributed surveys and requested the participants to complete them. After thanking the interviewees for their participation, the researcher collected their questionnaires. The statistical package of social sciences (SPSS) version 16.0 was

used to analyze quantitative data that had been gathered using quantitative techniques.

3.8 Data Analysis

The process of organizing and combining research data is known as data analysis (Sekaran & Bougie, 2016). Quantitative studies typically use the data collected to test research hypotheses; data analysis is the process of condensing, analysing, and organizing the data to give it meaning. The data was collected using the Statistical Package for the Social Sciences (SPSS) version 16.0, which was then used to calculate and analyze the data; the results were presented using tables and figures. The researcher analysed the qualitative data using either content analysis or narrative analysis, in which verbal or behavioral data is categorized to classify, summarize, and tabulated (O'Connor & Gibson, 2003).

3.9 Reliability and Validity

In order to increase reliability, Brown, and Suter (2014) suggested that the researcher guarantee consistency by lowering random error. As a result, the researcher made sure the study tools were reliable by posing comparable questions to other participants. By aligning research questions with study objectives, the study's relevance was determined. A pilot study was conducted to ensure that there are no leading questions in the research instruments, which might lead to bias of the research and ensure the validity and reliability of the study. Scholars have generally agreed that the question of whether research findings accurately reflect what is happening on the ground determines validity. Zohrabi (2013) states that the validity of the research is achieved if the findings reflect the true picture of the area of study. Accordingly, the researcher avoided victimization and stigmatization to ensure the anonymity of the questionnaires.

3.10 Issues of Credibility and Trustworthiness

Credibility is the degree of confidence the qualitative researcher has in the veracity of the research study's findings. Qualitative studies can use triangulation to enhance their credibility. Transferability is how the qualitative researcher shows that the research study is applicable to other contexts, which in this case can mean similar situations, similar populations, and similar phenomena (Richards & Morse, 2008). The researcher ensured that participant replies, rather than any potential bias or researcher-personal incentives, were the basis for the research outcome. The researcher offered an audit trail that detailed each stage of the data analysis process and offered justification for the choice made in order to demonstrate the conformance of the qualitative data. The degree to which the study could be replicated by other researchers and the results would remain consistent is

known as dependability.

3.11 Ethical Considerations

The researcher complied with several ethical standards. Prior to beginning the study, the researcher provided consent to the participants, explaining the purpose of the investigation through a consent form (Saunders, Lewis & Thornhill, 2012). The participants signed the consent form to indicate that they were willing to participate, and the researcher guaranteed that there would be no negative consequences from their participation (Richard and Godfrey 2003). The study's participants were allowed to participate voluntarily, and no coercion or duress was used; in addition, the respondents were given complete freedom to choose whether to continue with the research. The researcher emphasized that the information collected would only be used for academic purposes. The study's confidentiality was always upheld. An agreement for non-disclosure of confidential information was acquired by the researcher from the participants. Furthermore, the survey did not utilize or take participants' real names; instead, it used numbers to represent the replies. Prior to starting the study, the researcher requested consent from the respondents who took part in it. The university faculty of Business School and the pertinent authorities were consulted to obtain permission to perform the study.

3.12 Summary

The chapter began by explaining the research philosophy, research design and research strategy. The research instruments, which were used during data collection, such as questionnaires, were presented. This was followed by an explanation of the Statistical Package of Social Survey version 16.0 and content analysis, which were used by the researcher to analyse data. The chapter closes by presenting the ethical issues that were applied by the researcher as well as measures, which were taken by the researcher in ensuring validity and reliability of the research.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter presents and discusses the findings of data gathered through secondary and primary research. The thrust of the dissertation was on the assessing the impact of change management on employee performance in Instatoll Zimbabwe Pvt (Ltd). The chapter provides responses obtained from the distribution of questionnaires. The chapter presents and discusses the findings from the data analysed. This chapter will be guided by the research objectives which were to assess the impact of structural, technological, and strategic change management on the performance of employees in Instatoll Zimbabwe Pvt (Ltd). The researcher adopted graphical presentations to present data.

4.1 Response Rate

Table 4.1: Response Rate

Questionnaires	Distributed	Returned	Not Responded
Employee	202	196 (95.4%)	6 (2.97 %)
HR Personnel	4	4 (100%)	0 (0%)
Total employees	206	200 (97.08)	6 (2.92%)
Total	100	200 97.08%	2.92%

Source: Primary Dat (2023).

Table 4.1 shows that 97.08% of questionnaires were responded and 2.92% were not returned. Human Resource response rate was 100%. The response rate was considered good, and it justified the basis for making conclusions and recommendations on assessing the impact of change management on employee performance a Case study of Instatoll Zimbabwe Pvt (Ltd). The response rate of 97.08% implies that the respondents were cooperative in the research thereby making it easier to generalise the findings of the research study.

4.2 Demographics and Characteristics of the Respondents

In the first section of the questionnaire, the demographics of the respondents were sought to establish any link between the gender, age, educational level, and profession with individual orientation as far as assessing the impact of organisational changes on employee performance in the road-tolling industry in concerned.

4.3.1 Gender

For this research, the researcher considered both males and females. The gender composition of the respondents is shown in Table 4.2

Table 4.2: Gender of Respondents

Employees	Male	Female	Total
Total	126	74	200
Percentage	63%	37%	100%

Source: Primary Data (2023)

Table 4.2. shows that males constitute 63% and females constitute 37%. These results show that the study was composed of more males than females.

4.3.2 Age of the Respondents

Table 4.3 shows the age distribution of employees who were approached in Instatoll.

Table 4.3: Age of respondents

Table 4.3 What is your Age?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 25 years	14	7.0	7.0	7.0
	25 to 30 years	55	27.5	27.5	34.5
	30>35years	95	47.5	47.5	82.0
	above 35 years	36	18.0	18.0	100.0
	Total	200	100.0	100.0	

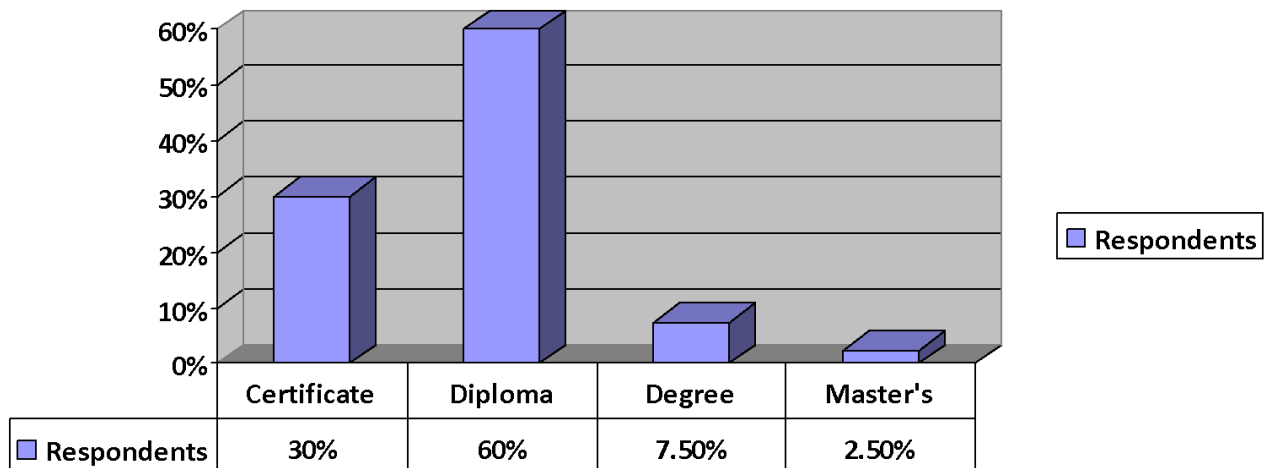
Source: Primary Data (2023).

Table 4.3 shows that 7.0% of the participants were below 25 years. 27.5% of the participants were between 25 to 30 years while 47.5% were between 30 to 35 years and 18 % were above 35years. This implies that most participants 65.5% were in the above 30 years. The findings also present that the minority of the participants were in the below 25 years age group.

With 93.0% of respondents overall, these data indicate that most respondents were between the ages of 25 and above. This indicates that the study's participants were older and more experienced. All age groups of respondents demonstrated a solid comprehension of the subject matter.

4.3.3 Educational Level

Educational level is the academic extent to which the participants would have accomplished. This question was asked to ascertain the level of education the respondents had and hence come to see if the results were credible enough. The level of education held by an individual has a large bearing on how one understands and sees things. This is presented in Figure 4.1.



Source: Primary Data (2023).

Figure 4.1 Educational Level

Figure 4.1 presents that 30.0% of the participants have school certificates. 60.0 % of the respondents are Diploma holders. 7.5% of constituted the category of degree holders. Only 2.5% of the participants are master’s degree holders.

It is clear, based on these results that Instatoll employees in Zimbabwe are well-educated and able to provide the researcher with relevant information about their experience in organizational change

and its impact on employee performance.

4.3.4 Working Experience

This question was posed to determine how much respondents knew about the developments that took place in the organization over time. The length of time one has been in the industry and specifically in an organization entails a lot in terms of how the organization reacted to change management. The vast knowledge that one possesses can be realized based on how questions in the questionnaire were answered, and this can contribute to the credibility of the results. This is illustrated in table 4.4 below.

Table 4.4 Working Experience

Working Experience	Frequency	Percentage	Valid %	Cumulative Percentage
Less 3 years	37	18.5%	18.5%	18.5%
3- 5 Years	42	21.0 %	21.0 %	39.5%
5- 8 Years	56	28.0 %	28.0 %	67.5%
8- 10 Years	43	21.5%	21.5%	89.0%
Above 10 Years	22	11.0%	11.0%	100%
Total	200	100%	100%	

Source: Primary Data (2023)

Table 4.4 shows results from the respondents' showing that 18.5% have less than 3 years working experience in Instatoll Zimbabwe Pvt (Ltd). 21 % of the respondents have been with the organisation for a period between 3 to 5 years. 28.% have been with the organisation for a period of 5 to 8 years. 21.5 % and 11 % have working experience of 8 years to 10 years and above 10 years' experience respectively.

Therefore, overall, this shows that 60.5% of the respondents had working experience of more than 5 years in Instatoll Zimbabwe Pvt (Ltd) and had seen many changes taking place and their understanding of the organisation is very rich, hence the respondents' response is regarded as valid.

4.4 Were there any organizational changes in Instatoll Zimbabwe Pvt (Ltd)?

4.4.1 Elements of Organisational Changes

The researcher was interested in learning about change management that took place in Intastoll Zimbabwe Pvt (Ltd). There were structural, strategic, and technological changes that took place Instatoll Zimbabwe Pvt (Ltd). This is presented in Table 4.2 below.

Table 4.5 Elements of organisational changes

Organisational Changes	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Total
Structural Changes	6 %	7 %	7 %	45%	35%	100 %
Strategic Changes	7 %	9 %	6%	50 %	28 %	100 %
Technological Changes	2 %	3 %	7 %	50 %	38.%	100 %

Source: Primary Data (2023)

According to data collected in Table 4.,5 6% and 7% of respondents strongly disagreed and disagreed respectively that there have been structural changes in the organisation while other 7 % were not sure. Most of the respondents that comprised of 45% agreed and 35% strongly agreed that there have been structural changes.

On strategic changes, 7% and 9% of the respondents strongly disagreed and disagreed respectively that no strategic changes took place while 6% were not sure. Most of the respondents that consist of 50% agreed while 28% strongly agreed that the organisation made some strategic changes.

Most of the respondents that consist of 50% and 38% agreed and strongly agreed that there were technological changes in the organizations while 7% were not sure. 2% of the respondents strongly disagreed and 3% disagreed that there were changes in terms of technological change.

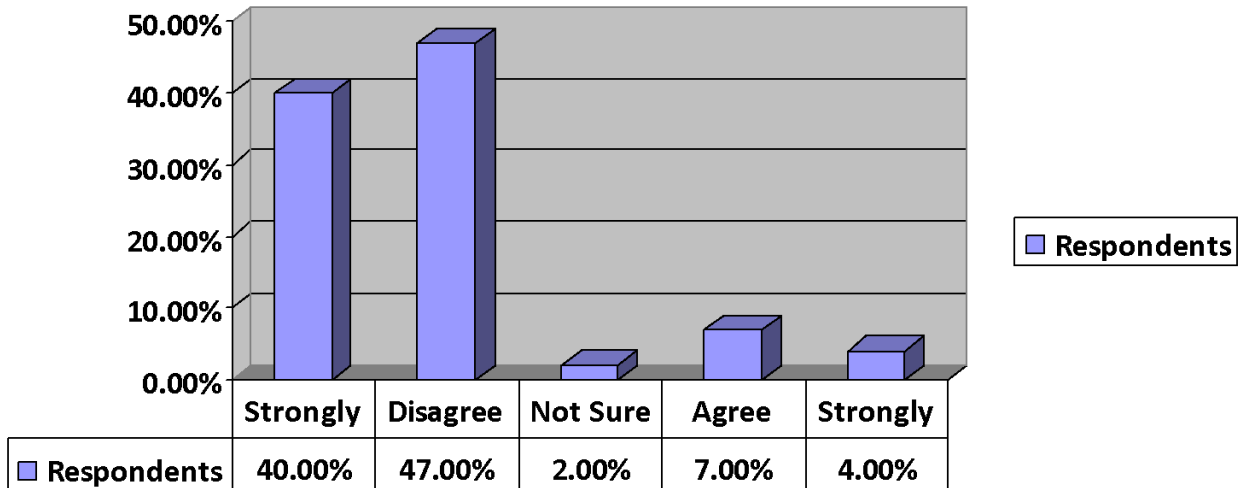
Therefore, the result shows that most of the respondents indicated that there have been structural, strategic, and technological changes in the organization.

4.5 How are employees being involved in change management?

The researcher wanted to find the involvement of employees in organisational changes in Instatoll Zimbabwe Pvt (Ltd). The data presented below shows the main results from the respondents.

4.5.1 Employees were consulted before the implementation of changes.

The researcher wanted to know if the employees were consulted before changes were implemented. Figure 4.2 shows the responses.



Source: Primary data (2023).

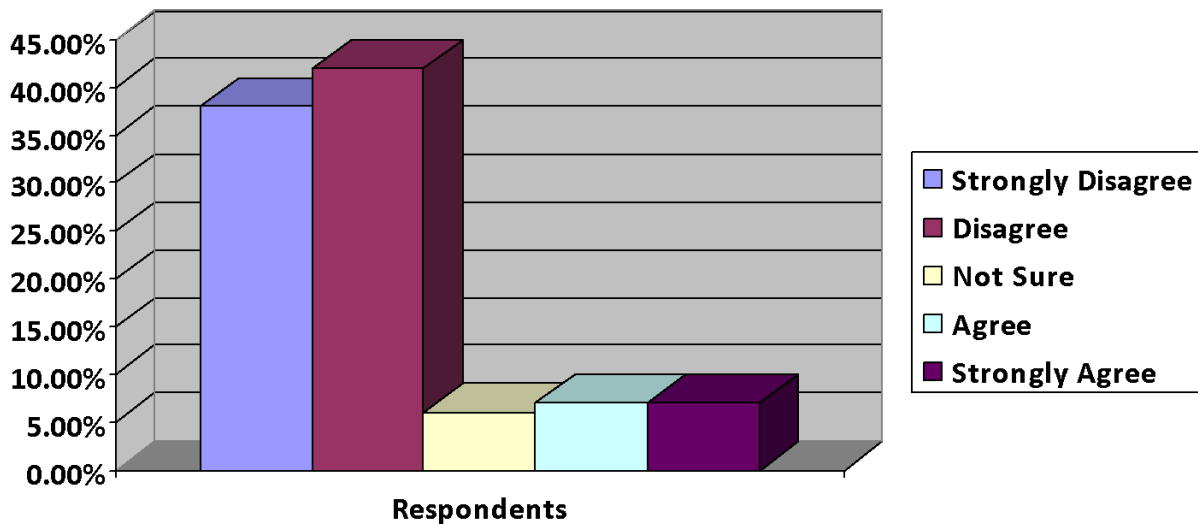
Figure 4.2 Employee consultation before changes

According to research conducted, 40% of the respondents strongly disagreed and 47% disagreed that employees have been consulted whenever a change is being implemented. 7 % and 4% agreed and strongly agreed respectively that employees were consulted.

The findings show that employees are being not consulted when changes were being initiated in Instatoll Zimbabwe Pvt (Ltd).

4.5.2 Employees were given notice of pending changes on time.

The researcher wanted to know if the employees were given enough notice before change implementation.



Source: Primary Data (2023).

Figure 4.3 Employee Consultation

From figure 4.3 research findings, 38. % and 42 % of the respondents strongly disagreed and disagreed that they were given enough notice before changes were implemented while 6% were not sure. An equal of 7% of the respondents agreed and strongly agreed that employees were given notices.

Therefore, the research concluded that employees were not given enough notice when change is being implemented as combined majority constituting 80% of the respondents disagreed respectively that notices were given in time.

4.6 What help did management provided to the employees as part of the change process?

The researcher wanted to know the assistance that was provided by management to employees as part of the change process.

4.6.1 Training

Training is part of the change process. The researcher asked the respondents if training was offered to employees during the change process. The results are tabled below in table 4.7.

Table 4.6 Training

Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Total
Disagree				Agree	
Disagree				Agree	

9 %	9%	6 %	30%	46%	100 %
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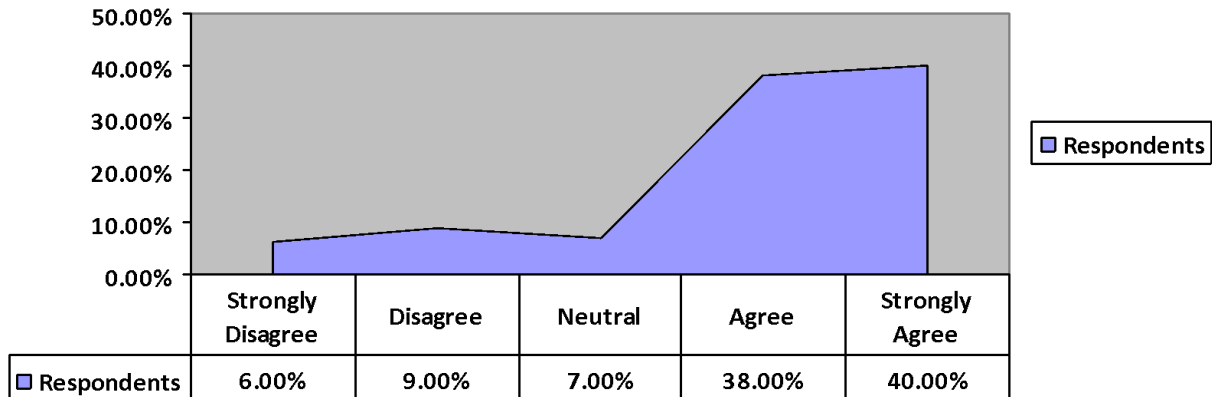
Source: Primary Data (2023).

According to the research conducted and 46% of respondents strongly agreed and 30 agreed that training was conducted to employees before changes took place while 6% of the respondents were not sure. However, an equal 9 % of the respondents that consist of 18% disagreed and strongly disagreed that training was offered by management before implementing change.

The research concluded that management trained to employees before implementing changes.

4.6.2 Training of key employees

The question was asked to know whether key employees such as supervisors and managers were intensively trained to prepare them for organizational changes that were taking place. The results are shown in Figure 4.4 below.



Source: Primary Data (2023).

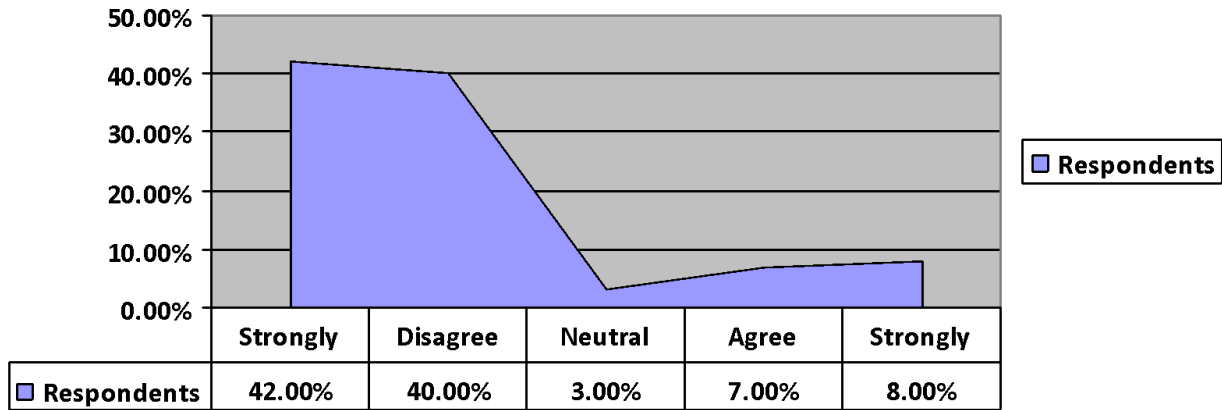
Figure 4.4: Training of key employees

The results presented in Figure 4.4 shows that most respondents agreed that training of key employees was conducted with 40% and 38% strongly agreeing and agreeing respectively while 7% were not sure. Few of the respondents represented by 9% and 6% disagreed and strongly disagreed that training for key employees was carried out.

Therefore, the research concluded that training for key employees was conducted before the change was implemented as presented by 78% of the respondents who agreed.

4.6.3 Counselling for laid-off employees.

The question was asked to ascertain if employees who were laid off during change management were offered counselling before they were let go. A five Likert Scale of 1-5 was used to provide a vivid interpretation of the results. Figure 4.5 gives a summary of the findings.



Source: Primary Data (2023).

Figure 4.5 Counselling for laid off employees.

From the research finds on figure 4.5, 42% of the respondents strongly disagreed that counselling was done for employees who were laid down. 40% of the respondents disagreed that counselling was conducted. 3% of the respondents were not sure. 7% and 8% of the respondents strongly agreed and agreed that counselling session were conducted to employees who were laid off because of changes in Instatoll Zimbabwe Pvt (Ltd).

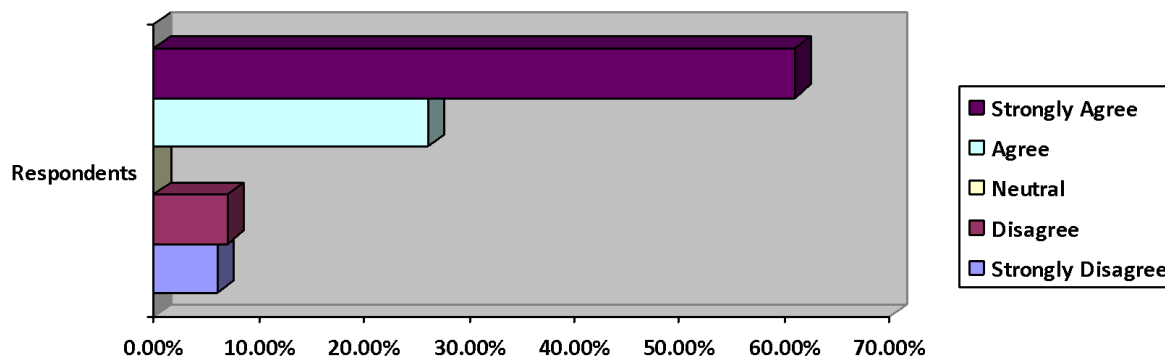
Therefore, the research concluded that training was not offered to laid off employees by the employer.

4.7 What major impact did the change have on individual jobs?

The question was asked to ascertain how changes affected each job. The researcher looked at the job titles, transfers to new stations and laid offs.

4.7.1 Job titles were changed.

Employees' titles were changed when Intertoll Zimbabwe rebranded to Instatoll Zimbabwe Pvt (Ltd). This is highlighted in Figure 4.7 below.



Source: Primary data 2023.

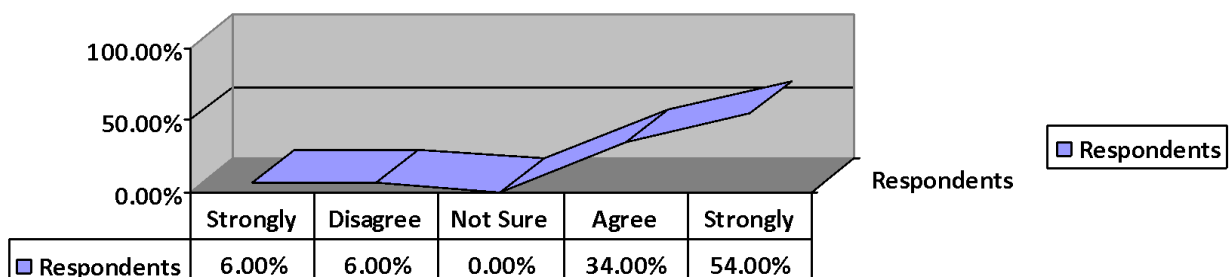
Figure 4.6 Job titles were changed.

From the research conducted, 61% and 26% of the respondents strongly agreed and agreed respectively that job titles were changed during transformation. 6% of the respondents strongly disagreed while 7% disagreed that job titles were changed.

The results of the study imply that employees' titles were changed during of implementation of the change.

4.7.2 Employees transferred to other stations during change management.

The researcher wanted to find out if change management resulted in transferring employees to other stations. Usually, employees are transferred to other departments or stations to skills exchange and to motivate employees especially high performers to enhance their skills (Plowman 2018). The results of the research are shown on Figure 4.9 below.



Source: Primary Data 2023

Figure 4.7 Employees transferred to other stations or departments.

According to research results in Figure 4.7, 54% of the respondents strongly agreed that employees were transferred to other stations and departments during change management while 34% agreed to that. Equal 6% of respondents strongly disagreed and disagreed that employees were not transferred while 6% were not sure.

Therefore, the study concluded that change management resulted in employees being transferred to other stations and departments.

4.7.3 Some employees were laid off during change management.

Mass Layoff or downsizing of employees is usually the strategically planned elimination of large numbers of personnel or workforce to enhance organizational effectiveness. The researcher wanted to know if employees were laid off during change management. Table 4.7 gives a summary of the findings.

Table 4.7 Employees laid off during change management.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
Frequency	0	0	0	90	110	200
Percentage	0.00 %	0.00 %	0.00 %	45%	55 %	100 %

Source: Primary Data (2023).

The results of the study represented in Table 4.7 revealed that some employees were laid off during the change management process. 45 % of the respondents agreed that some employees were laid off while 55% strongly agreed.

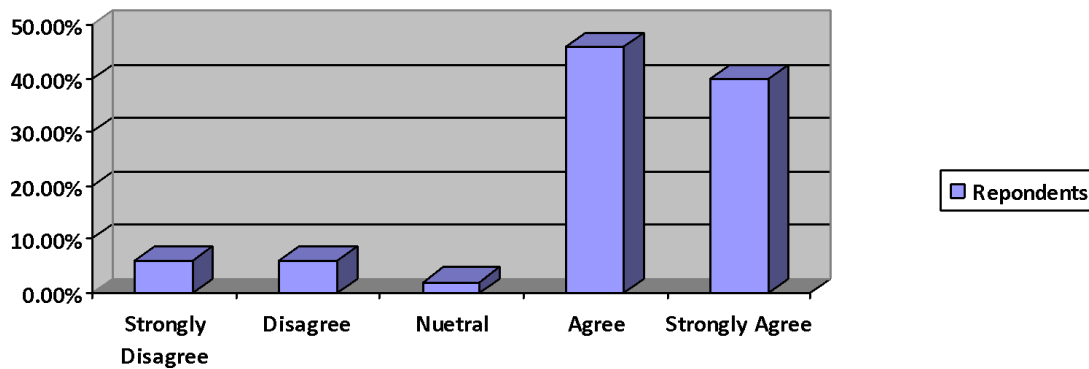
Findings revealed that employee were laid off during change management.

4.7 Effects of Change management on employees' performance in Instatoll Pvt (Ltd)

Respondents were asked how their performance were affected by changes in the organisation.

4.7.1 The effect of structural change on employee performance in Instatoll Zimbabwe Pvt (Ltd).

The first objective of this study was to evaluate how structural change management affects Instatoll Zimbabwe Pvt (Ltd) employees' performance. Fig 4.8 gives a summary of the findings.



Source: Primary Data 2023.

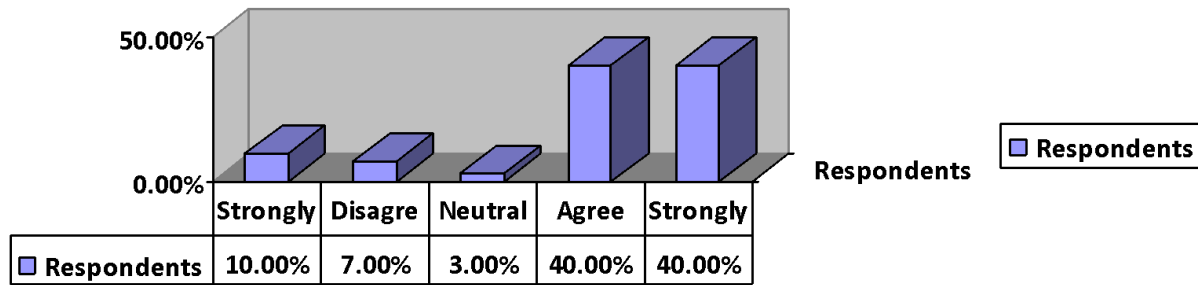
Figure 4.8 The effect of structural change on employee performance

The results in figure 4.8 revealed that structural change significantly affected employee performance as agreed by most of the respondents. 45% and 40. % of the respondents agreed and strongly agreed respectively that structural change somehow has affected employee performance.

This supports the alternative hypothesis and rejects the null hypothesis, which states that structural change has no discernible impact on employee performance. This suggests that there's a good chance that employee performance will increase as well when Instatoll Zimbabwe Pvt (Ltd) realigns change top management, employees work functions, gets rid of job duplications, creates new rules, and reacts quickly to market developments.

4.7.2 The effect of strategic change and employee performance Instatoll Zimbabwe Pvt (Ltd).

The second objective of this study was to evaluate how staff at Instatoll Zimbabwe Pvt (Ltd) perform in relation to strategic change. Figure 4. gives a summary of the findings.



Source: Primary Data (2023).

Figure 4.9 The effect of strategic change on employee performance

The results presented in figure 4.9 revealed that strategic change significantly affects employees’ performance as shown by most of the respondents. An equal percentage of 40% of the respondents making a combined of 80% agreed and strongly agreed that strategic change affects employees’ performance. This supports the alternative hypothesis and contradicts the null hypothesis, which states that there is no discernible impact of strategic change on employee performance.

This means that when Instatoll Zimbabwe Pvt (Ltd) modifies their vision and objectives, considers employee culture and behavior before making changes, and adjusts with the intention of improving service quality, employee performance is probably going to increase as well.

4.7.3 Effect of technological change on employee performance in Instatoll Zimbabwe Pvt (Ltd).

The third objective of this study was to evaluate how staff at Instatoll Zimbabwe Pvt (Ltd) perform in relation to technology change management. Table 4.8 gives the summary of the findings.

Table 4.8 Effect of technological change on employee performance

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Total
Frequency	6	6	0	84	104	42
Percentage	3%	3%	0.00 %	42 %	52 %	100 %

Source: Primary Data 2023.

The results presented on table 4.8 revealed that technological change significantly affects

employees' performance as shown by 42% and 52% of the respondents who agreed and strongly agreed that technological change have effect on employee performance. An equal 3% of the respondents strongly disagreed and disagreed that technology have effect on employees' performance. This supports the alternative hypothesis and rejects the null hypothesis, which claims that technology development has no discernible impact on worker performance.

This suggests that employee performance will undoubtedly increase when Instatoll Zimbabwe Pvt (Ltd) adopts new technology to enhance service quality or adjusts its current technology in response to company needs and workplace advancements.

4.8 Human Resources Responses

This section presents findings from human recourses personnel respondents. Human resources personnel in Instatoll Zimbabwe Pvt (Ltd) were given a questionnaire and 100% response rate was recorded. Under this section, follow-up interviews with Human resources personal from company understudy are also presented.

4.8.1 Why did most employees leave the organization of late?

Respondents were the reason staff turn in ins atoll Zimbabwe Pvt (Ltd). Table 4.9 presents the reasons.

Table 4.9 Reason for staff turnover

Reason	Ranking
Disciplinary Issues	1
Moving to Greener Pastures	2
Poor Performance	3
Retrenchment	4
Total	

Source: Primary Data (2023)

The Table 4.7 presents reasons why employees are Instatoll Zimbabwe Pvt (Ltd). The highly rated by respondents was disciplinary issues. The respondents also indicated that employees were moving to greener pastures, and it was ranked second. The third ranked is poor performance. However, the least reason why employees are leaving the organization is retrenchment.

These results show that disciplinary issues and Employees moving to greener pastures are the reason why employees are leaving Instatoll Zimbabwe Pvt (Ltd).

4.8.2 Have you retrenched workers in the last five years to implement change?

Human Resources department was asked if Instatoll Zimbabwe had retrenched workers to implement change in the organization. Responses are given in table 4.10 below.

Table 4.10 Retrenchment of workers in the last five years

	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Total
Percentage	0%	0%	0.0 %	50%	50 %	100 %

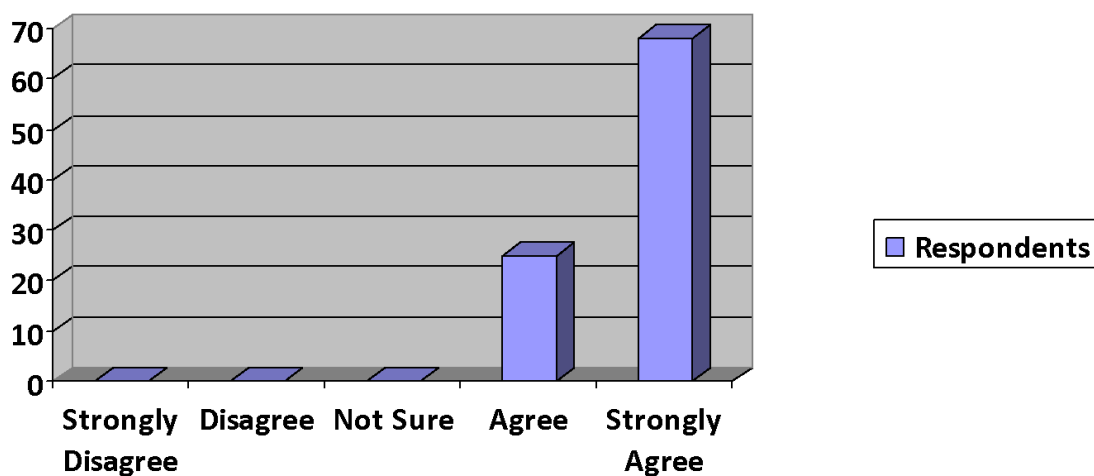
Source: Primary Data 2023.

From the research finding presented on table 4.10, 50% respondents from Human Resource department agreed that workers were retrenched in the last 5 years while another 50% of the respondents strongly agreed.

Therefore, the research concluded that workers were retrenched in Instatoll Zimbabwe in the last 5 years.

4.8.3 Trainings conducted during change process resulted in improved employee performance.

The question was asked to get perspective of Human resource department about the effect of training during change process. The results are represented on figure 4.10 below.



Source: Primary (2023).

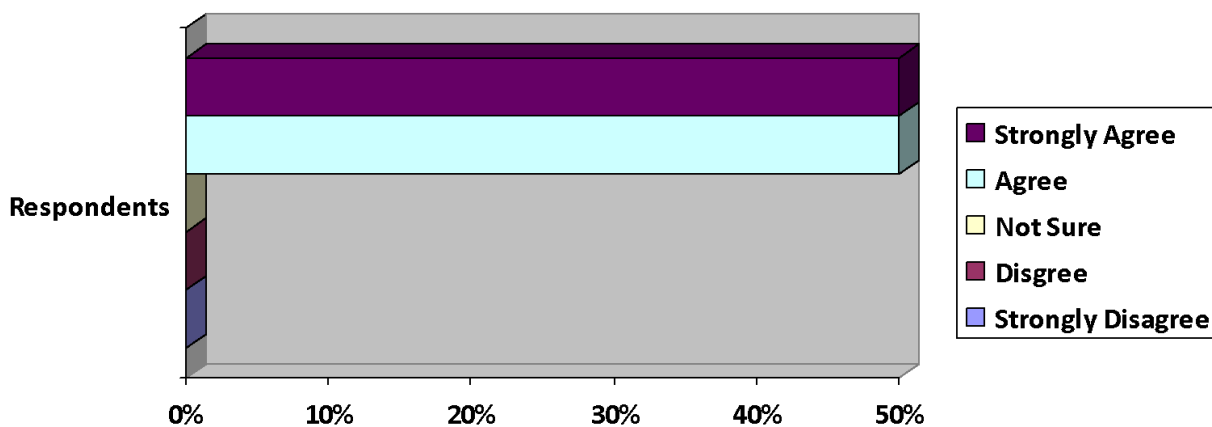
Figure 4.10 Impact of training

The findings represented on figure 4.10 show that 25% and 75% of the respondents agreed and strongly respectively that trainings conducted during change process resulted in improved employee performance.

The research concluded that trainings conducted during change process resulted improved employee performance.

4.8.4 Employees were motivated by the changes that you have implementing in your organization.

The question was asked to determine if employees were being motivated by changes that being implemented by Instatoll Zimbabwe Pvt (Ltd). The response from HR respondents is represented in figure 4.11 below.



Source: Primary Data 2023

Figure 4.11 Motivation of employees

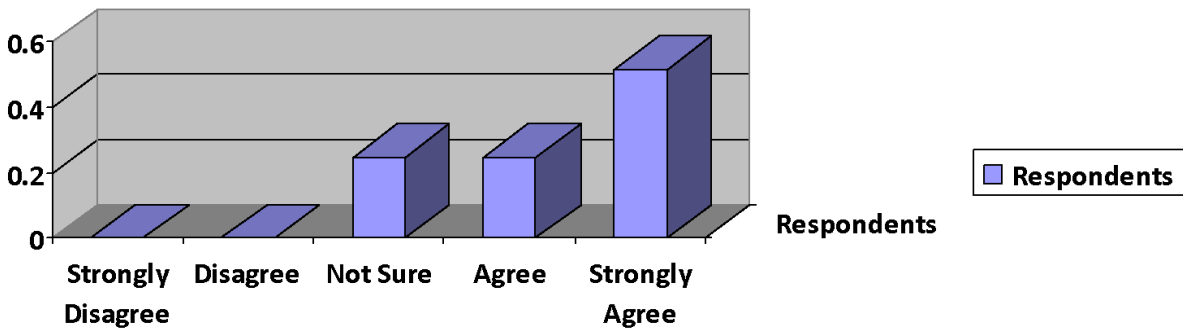
According to research finds presented in figure 4.11, 50% and another 50% of the respondents strongly agreed and agreed altogether that employees were motivated by changes that took place in the Instatoll Zimbabwe Pvt (Ltd).

Therefore, the research concluded that employees were motivated by structural, strategic, and technological changes.

4.8.4 General performance of employees after recent appraisals were satisfactory.

The researcher wanted to know the current overall performance of employees in Instatoll Zimbabwe Pvt (Ltd) hence the question was asked. Table 4.11 shows the results.

Table 4.11 Recent performance of employees



Source: Primary Data (2023).

Table 4.11 show that 50% of the respondents in HR department strongly agreed that general performance of the employees was satisfactory while 25% of the respondents agreed. 25% of the respondents were not sure if the current performance is satisfactory.

Therefore, the research concluded that the current general performance of Instatoll Zimbabwe Pvt (Ltd) is satisfactory.

4.9 Chapter Summary

Findings from the research have been presented and analysed in this chapter. These findings include the response rate, the demographic profile, and the main research findings of this study on change management in road tolling industry. Data were presented in tabular and graphic form. Several types of graphs were used, and these include pie charts, bar graphs and several others. The next chapter will give a summary and conclusions from the research. The writer will also make some recommendations to the study and direct areas that need further investigation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study was assessing the impact change management on employee performance, a case study of Instatoll Pvt (Ltd). The study was motivated by structural, strategic, and technological changes that were happening in the organization recently. Instatoll Zimbabwe Pvt (Ltd) have been making several changes to align its version, keep up with technological changes and strategically prepaid to response to dollarization of the economy. Employees' performance is affected by organizational changes. The question was, does change management affect employee performance?

The study only considered Instatoll Zimbabwe Pvt Limited. The study adopted both the positivism and interpretivism research philosophies. Thus, the study was underpinned on the mixed method. Use of both interpretivism and positivism enabled the researcher to take the view that researching from different angles and at multiple levels will all contribute to a better understanding since reality can exist at multiple levels. In line with the adopted philosophies being qualitative and quantitative research philosophies, the study adopted the two research approaches. Deductive research approach looked to evaluate theory whilst inductive looks for sought to build on theory. The researcher was concerned about getting a descriptive understanding of the impact change management on employee performance. Further, the use of the descriptive survey enabled the researcher to study more variables at once. Using Microsoft Excel (2013) 206 sample elements were picked random electronically. Four (4) Human Resources personnel were also considered as respondents. These respondents were seen as key informants. All respondents were given a questionnaire.

All the categories of respondents agreed that there were strategic, structural and technological changes that were taking place in Instatoll Zimbabwe Pvt (Ltd). Instatoll Zimbabwe Pvt (Ltd) recently rebranded from Intertoll Zimbabwe. The Operations manager was recently appointed, and toll fees were constantly changing in local currency. Employees were transferred to different stations.

5.2 Conclusions

This study was designed to accomplish the research objectives and this section presents the key

conclusions of the study in relation to each research objective. The conclusions are as follows:

5.2.1 Structural changes

The study concluded that there were structural changes that took place in Instatoll Zimbabwe Pvt (Ltd) after Mabentu acquired consortium Group Five and rebranded.

5.2.2 Strategic change

The study also concluded that strategic changes took place in Instatoll as the organisation try to align to its version and offer quality service delivery.

5.2.3 Technological Changes

The researcher concluded that there were technological changes that took place in Instatoll Zimbabwe Pvt (Ltd) took over as it tries to keep up with the world standards.

5.2.4 Employee consultation

The study concluded that employees were not consulted by management when Instatoll Zimbabwe Pvt (Ltd) wanted to implement changes in the organization.

5.2.5 Employees were given notices of pending changes on time.

The research concluded that employees were not given notices on time when management at Instatoll Zimbabwe Pvt (Ltd) wanted to implement some changes within the organisation. Employees were informed of changes when implementation was due.

5.2.6 Training of employees

The research concluded that employees were trained and inducted before implementation of new changes.

5.2.7 Training of Key employees

The study concluded that key employees were also trained before implementation of change management. Key employees such as supervisors and managers need to possess certain skills to ensure that operations are running smoothly. Instatoll Zimbabwe Pvt (Ltd) personnel should be knowledgeable enough to ensure that all activities go smoothly.

5.2.8 Counselling of laid off workers.

Employees who were laid off during the implementation of change management were not

counselled, this was concluded in the study.

5.2.9 The effect of structural change on employee performance in Instatoll Zimbabwe Pvt (Ltd)

The study's result was that employees' performance is greatly impacted by structural change. This suggests that there's a good chance that employee performance will increase when Instatoll Zimbabwe Pvt (Ltd) makes changes to its top management, staff job functions, eliminates work duplication, develops new policies, and reacts nimbly to changes in the political, legal, economic, and market environments.

5.2.10 The effect of strategic change and employee performance Instatoll Zimbabwe Pvt (Ltd).

The study concluded that employees' performance is greatly impacted by strategic change. This suggests that it is likely that employee performance will improve as well when Instatoll Zimbabwe Pvt (Ltd) adjusts their ambitions and objectives, considers employee culture and behavior before making changes, and makes improvements to better meet the needs of clients.

5.2.11 The effect of technological change on employee performance Instatoll Zimbabwe Pvt (Ltd).

The study found that employees' performance is greatly impacted by technological progress. This suggests that employee performance will increase when Instatoll Zimbabwe Pvt (Ltd) adopts technological advancements to enhance the quality of services or makes technological modifications in response to company requirements and demands and advancements in the work environment.

5.2.12 Current overall performance of employees.

The study found that following the most recent evaluation performance check, Instatoll Zimbabwe Pvt (Ltd) employees' overall performance was satisfactory.

5.3 RECOMMENDATIONS

The recommendations are made from the findings and conclusions when contrasted to literature review discussed in chapter 2. The following recommendation were made.

- 5.3.1 That the management of Instatoll Zimbabwe Pvt (Ltd) should periodically change the way business is done in a manner that timely responds to the ever-changing customer demands. This can be attained by changing company policies, through Business Reengineering Process or changing employees' roles and functions.

- 5.3.2 Instatoll Zimbabwe Pvt (Ltd) management should implement appropriate strategic changes that enable them to offer services that meet the expectations of different client bases. This can be achieved by changing the visions and objectives of the company and considering the culture and behaviours of different groups of employees when effecting a change.
- 5.3.3 Furthermore, Instatoll Zimbabwe Pvt (Ltd) management should regularly train their employees so that they remain knowledgeable and competent in preparation of a change occurred. The training should include periodic seminars, workshops, skills exchange programmes and in-service studies.
- 5.3.4 That Instatoll Zimbabwe Pvt (Ltd) management should adopt technology innovation to improve their business operations and stay abreast of developments in the tolling industry in other nations. They will be able to address client needs quickly and effectively as a result. To implement technological improvements in the institution, security-sensitive apps, automated tollgates, and customized software should be used. Moreover, for staff members to use the new technology efficiently, they need to be capacitated, trained, and assisted.
- 5.3.5 The management of Instatoll Zimbabwe Pvt (Ltd) needs to be adept at communicating when bringing about and carrying out change. One of the most important aspects of managing change management is making sure that management and staff are involved from the start of the change project.
- 5.3.6 As part of their severance package, Instatoll Zimbabwe Pvt (Ltd) management is required to provide outplacement counselling to its employees to assist them in acquiring the skills necessary to re-enter the workforce. Tensions following layoffs can occasionally be reduced when the surviving staff members observe that their former coworkers were successful in finding new positions with assistance from their company. Employees who have been fired but believe that their employer genuinely cares about them may be less inclined to sue for wrongful termination.
- 5.3.7 That management must help to keep things fair and clear. Notifying employees of changes to policies can help Instatoll Zimbabwe Pvt (Ltd) managers remain consistent in enforcing rules. This can reduce misunderstandings or accusations of unfair treatment which could potentially lead to a lawsuit or employee discontent.
- 5.3.8 That every change that has occurred must be documented and put on notice boards. This type of notification shows management let team members know about the changes, when they had taken effect, and how they would be enforced. That gives management strong ground to stand

on if ever need to take disciplinary action against an employee who is not following the new policies and procedures.

5.4 AREAS OF FURTHER STUDY

The researcher recommends and encourages other researchers to conduct a multiple case study within the other player in tolling business in Zimbabwe on the same subject. A multiple case study research would bring more clarity on the impact of changes management on employees' performance in tolling business to enable generalization of results and policy makers to establish relevant regulations may use the results. Other areas that need further research are assessing the impact of organizational structure on employees' performance and assessing the Impact of organizational culture on employees' performance.

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APPENDICES

APPENDIX I: CONSENT FORM

Dear Participant

My name is Kevin Muzhunga, I am a final year student at Bindura University of Science Education (BUSE). I am conducting research in the study title:

ASSESSING THE IMPACT OF CHANGE MANAGEMENT ON EMPLOYEE PERFORMANCE, A CASE STUDY OF INSTATOLL ZIMBABWE PVT (LTD).

I invite you to participate in this study by completing the attached questionnaire as honestly and objectively as possible. Your responses will significantly contribute to the research and will enable me to form an opinion as well as recommendations in my dissertation. The completed questionnaires will be collected by...../...../..... The information gathered will be treated in strict confidence and a summary of the results will be available on request. The questionnaire is anonymous as you are not required to fill in your name. Additionally, I assure you that any information you will provide shall be used for academic purposes only.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. It should take you about 20 minutes to complete the questionnaire. I hope you will take the time to complete the questionnaire and submitting it at your earliest convenience.

For information you can contact me on 0772115211 or email on kevymzhunga@gmail.com. I wish to thank you in advance for your cooperation and assistance in this exercise.

Thanking you in advance

Kevin Muzhunga

APPENDIX A: QUESTIONNAIRE TO STAFF

Dear Sir / Madam

My name is Kevin Muzhunga; a student at the Bindura University of Science Education (BUSE) pursuing a Master of Commerce in Leadership & Corporate Governance.

The purpose of this questionnaire is to solicit data on assessing the impact change management on employee performance, a case study of Instatoll Pvt (Ltd). It would be appreciated if you could participate in the study by answering all questions as accurately as possible. Thanks for your participation in this research study. The study findings will be treated with utmost confidentiality.

Instructions

1. Do not write your name on this questionnaire.
2. May you please attempt all the questions?
3. Please place a tick (✓) in the box of your preferred answer and or a narrative answer in the space provided below each question.

Section A: General Information and Demographics

1. **Gender:**

Male	
Female	

2. **Age:**

Below 25 years	
25 to 30 years	
30 to 35 years	
35 to 40 years	
40-45 years	
45 and above	

3. **Level of Education:**

School Certificate	
Diploma	
Degree	
Masters	

4. **Working experience in Instatoll Zimbabwe Pvt (Ltd):**

Less than 3 years	
3 – 5 years	
5-8 years	
8-10 years	
10 years and above	

SECTION B: KEY QUESTIONS

CHANGES IN INSTATOLL ZIMBABWE Pvt (Ltd)

5. **There are structural changes taking place in the organization:**

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

6. **There are strategic changes taking place in the organization:**

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

7. **There are technological changes taking place in the organization:**

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

HOW WERE THE EMPLOYEES BEEN INVOLVED IN CHANGE MANAGEMENT?

8. **Employees were consulted before implementation of changes:**

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

9. **Employees were given notices of pending changes on time:**

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

WHAT KIND OF ASSISTANCE DID MANAGEMENT PROVIDED TO THE EMPLOYEES AS PART OF CHANGE PROCESS?

10. **Training was provided:**

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

11. **Key employees were intensively trained:**

Strongly Agree	
Agree	
Not sure	
Disagree	

Strongly disagree	
-------------------	--

12. **Counselling sessions for those who were going to be laid off were provided:**

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

WHAT MAJOR IMPACT DID THE CHANGE HAD ON INDIVIDUAL JOB?

13. **Job titles were changed:**

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

14. **Most employees were changed from their stations:**

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

15. **Some workers were laid off:**

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

EFFECTS OF CHANGE MANAGEMENT ON EMPLOYEES' PERFORMANCE

16. Were you affected by structural changes in Instatoll Zimbabwe Pvt (Ltd):

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

17. Were you affected by strategic changes in Instatoll Zimbabwe Pvt (Ltd):

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

18. Were you affected by technological changes in Instatoll Zimbabwe Pvt (Ltd):

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

19. What can be done by management to improve employee performance during change:

.....

.....

.....

THANK YOU

APPENDIX B

QUESTIONNAIRE HUMAN RESOURCES PERSONNEL

Dear Sir / Madam

The researcher intends to carry out a research study assessing the impact change management on employee performance, a case study of Instatoll Pvt (Ltd). It would be appreciated if you could participate in the study by answering all questions as accurately as possible. Thanks for your participation in this research study. The study findings will be treated with utmost confidentiality.

1. Why did most employees leave the organization late?

(Rate 1 to 5, with (1) being the most reason why employees are leaving)

Reason	
Retirement	
Poor performance	
Disciplinary Issues	
Moving to greener pastures	
Total	

2. Have you retrenched workers recently?

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

2. (i) State the reason why you must retrench.

.....
.....

3. Training conducted during the change process resulted in improved employee performance.

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

.....

4. Employees were motivated by the changes that you have implemented in your organization.

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

5. The general performance of employees after recent appraisals was satisfactory.

Strongly Agree	
Agree	
Not sure	
Disagree	
Strongly disagree	

END

APPENDIX C: INTERVIEW GUIDE TO EMPLOYEES

Dear Sir / Madam

The researcher intends to carry out a research study on “assessing the impact change management on employee performance, a case study of Instatoll Pvt (Ltd). It would be appreciated if you could participate in the study by answering all questions as accurately as possible. Thanks for your participation in this research study. The study findings will be treated with utmost confidentiality.

1. What was your last appraisal performance score?

.....
.....

2. Have you attended any training before changes in the organization were implemented?

.....
.....

3. Did the training improve your performance?

.....
.....

4. Are you aware of current changes in the organization?

.....
.....

5. Have the changes that took place resulted in an improvement in your performance or service?

.....
.....

6. Have top management visited your station to explain the changes that are going to take place?

.....
.....

END

