

# A Strategic Change Management Model of Enhancing Organizational Performance of Telecommunication Organizations in Zimbabwe.

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## INTRODUCTION

Change management is a concept that has been embraced by firms the world over given the fact that firms that practices change management tend to benefit from enhanced organizational performance (Nyoni et al., 2017). Research has shown that companies which adopt strategic change management tend to benefit in terms of increased profits and enhanced organizational performance (Chavan & Bhattacharya, 2022).

According to Buschow & Suhr (2022) change management refers to the practise of taking a methodical, organised approach to the transition or transformation of an organization's objectives, procedures, or technologies. Implementing strategies for bringing about change, maintaining control over change, and assisting individuals in becoming accustomed to change are the primary objectives of change management (Husnah & Aslami, 2022). Feranita et al. (2020) defined change management is the process of describing and implementing change within a company's processes, both internal and external. Munawar (2021) noted that change management involves preparing and supporting personnel, developing the essential processes for change, and monitoring activities both before and after the change to ensure that it is successfully implemented.

In United Kingdom Dorman (2021) conducted a study on strategic change management on organizational performance. The study was aimed at proposing the effect of diversification, innovation and strategic alliances on enhancing organizational performance. Dorman (2021) established that diversification, innovation and strategic alliances have a positive effect on enhancing organizational performance. It was noted that telecommunication organizations in United Kingdom such as Verizon have adopted strategic change management as a way of increasing sales.

At African level, strategic change management is treated as something which results in enhanced organizational performance (Ationo & Kyongo, 2017). Ationo & Kyongo (2017) conducted a study in Kenya on effect of strategic change on organizational performance using parastatals of Kenya as a case. The study was aimed at establishing a relationship between strategic change and organizational performance. It was established that strategic change have a positive effect on organizational performance.

In Zimbabwe strategic change management is viewed as something which enhance organizational performance. Very few researchers have proven that strategic change management enhance organizational performance in Zimbabwean telecommunication organizations. For instance a study by Mazikana (2023) on effectiveness of change management on organizational performance established that change management did not have any significant influence on organizational performance.

In Zimbabwe, the telecommunications sector has also seen significant changes over the past five years. Despite embarking on strategic change management telecommunication organizations in Zimbabwe has been suffering from decline in sales revenue, high costs, delays and low profits. This led to the firm to

relook at its strategic change management strategy in order to increase organizational performance. According to Scandura & Meuser (2022) if an organization adopt strategic change management it will benefit from increased sales. However this study seeks to determine the impact of strategic change management on organizational performance given that telecommunication organizations in Zimbabwe has been suffering from low profits.

### **Research objectives**

1. To determine the effect of business process re-engineering on performance.
2. To establish how restructuring influences performance.
3. To ascertain the various ways in which innovation affects performance.

## **LITERATURE REVIEW**

### **Change management**

According to Cross (2023) due to intense competition that exists in each organization, change management is a necessity that cannot be avoided within business environment. This competition creates both a threat and a challenge for the organization, as it requires the organization to continuously modify its structural and functional qualities in order to continue existing, surviving, and remaining competitive at all times (Garaika et al., 2019). According to Mazikana (2023a) one of the defining characteristics of organizational transformation is the introduction of new organizing and working arrangements. The change will always have an influence, whether positive or negative, on those individuals in the organization who are affected by it. Weiner (2020) also noted that the shifts can present some people with possibilities for personal growth and development, while others may face risks that prevent them from creating new relationships, skills, and interests.

### **Organizational performance**

The idea of organizational performance is hampered by difficulties associated with clarifying its conceptual underpinnings (Meteli, 2020). The word performance is frequently and carelessly used to denote a wide range of concepts, including but not limited to efficiency, effectiveness, and improvement. According to Nemlioglu & Mallick (2017) there is a correlation between the establishment of certain objectives and their successful completion. Al-Dossary (2022) denotes that organization performance is defined as an indicator and the progressive achievement of goals that are tangible, specific, measurable, worthwhile, and personally relevant. Durach et al. (2020) argued that performance tends to be multidimensional, which is a situation in which, for any particular type of job, there tends to be a number of substantive performance components that can be differentiated in terms of their inter correlations and patterns on co-variation with other variables. In other words, they believed that performance tends to be multidimensional.

## **THEORETICAL FRAMEWORK**

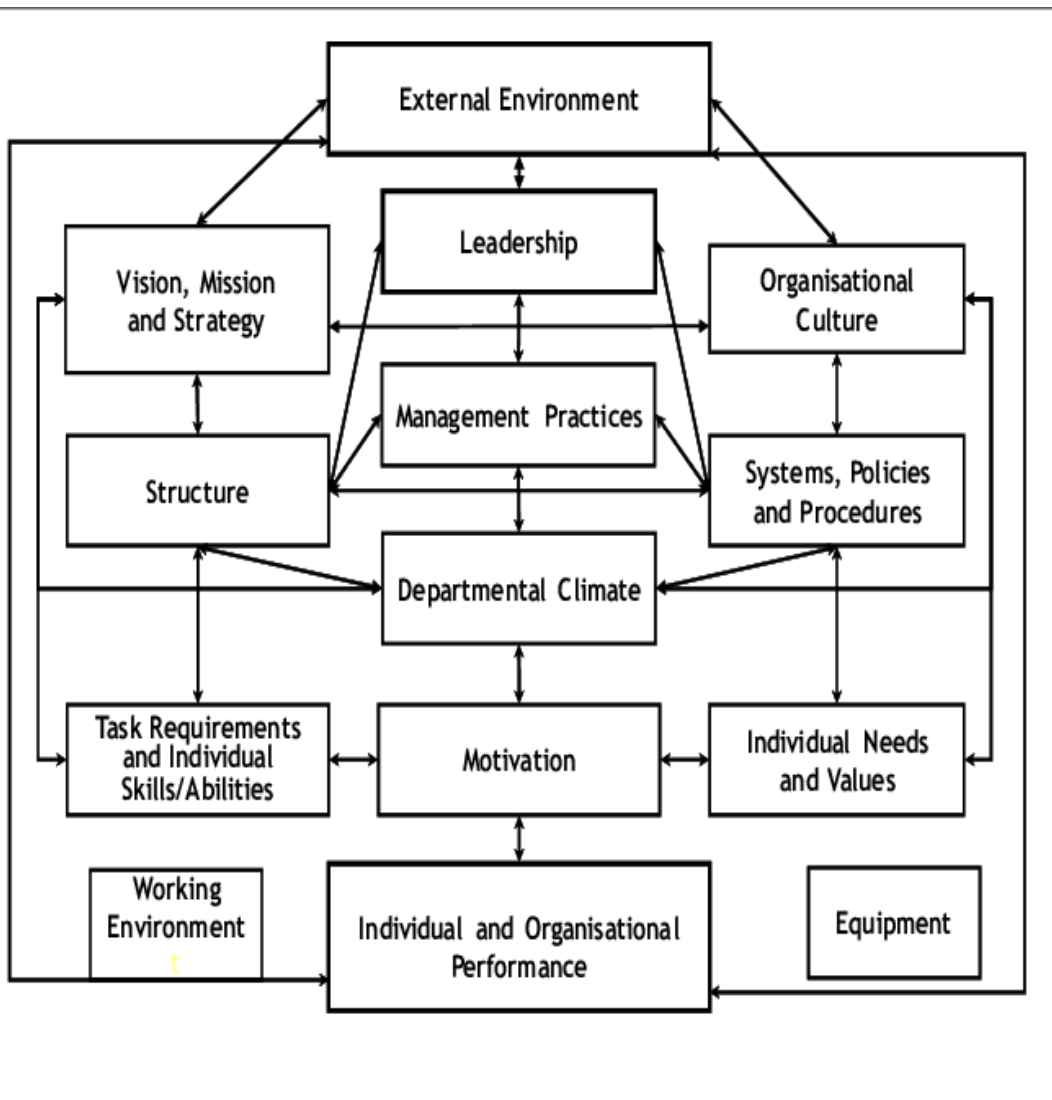
### **The Burke-Litwin Change Model**

The Burke Litwin Model, which is also known as the Causal Model of Organizational Performance and Change, proposes linkages that hypothesize how performance is likely to be influenced by both internal and external influences (Burke, 2019). This model was developed by David Litwin and Robert Burke. Burke (2019) made the initial conceptualization of the theoretical model (Burke & Litwin, 1992). The theory provides a framework that might be helpful when examining aspects of the environment and organization that are critical to a change that is successful. In addition to this, it demonstrates how these aspects ought to

be linked causally in order to accomplish a change in performance (Burke & Litwin, 1992).

The Burke-Litwin model sheds light on how various dimensions link with each other and further demonstrates how the external environment influences the many components that make up an organization. According to Burke & Litwin (1992) the importance of the theory can be attributed to the fact that it provides a framework for both planned and organizational diagnosis, as well as controlled organizational transformation, and that it elucidates cause-and-effect links. The model illustrates the many different factors that contribute to change and ranks them according to relevance. Figure 1.1 below presents the Burke Litwin Model

Figure 2.1: The Burke Litwin Model



Source: (Burke & Litwin, 1992)

The Burke-Litwin model is an ideal representation of how the combined framework which consists of factors such as the external environment, strategy and mission, culture within the organization. The model also outlines organizational structure, practices by management, systems, climate within the work unit, jobs and skills of individuals, needs of individuals and values, as well as motivation, are likely to influence both individual and organizational performance. The model will be essential to the ongoing research since it will serve as a framework for evaluating aspects such as organizational learning, stakeholder involvement, and leadership. In particular, the findings of the study imply that there is a connection between the effectiveness of change management strategies, such as leadership, and the overall performance of the organization.

Burke & Litwin (1992) are of the opinion that environmental variables are the most important factor that drives change. In point of fact, the majority of change may be attributed to drivers that come from the outside.

### **The effect of business process re-engineering on organizational performance**

Igwe et al. (2014) conducted research into the efficiency of change management in manufacturing companies in South Eastern Nigeria, as well as the amount of commitment exhibited by top management. The Manufacturers Association of Nigeria (MAN) provided the participating manufacturing enterprises with the opportunity to provide their information in exchange for financial membership in the association. There were 267 questionnaires in total that were handed out. According to the findings of Igwe et al. (2014) study, which utilized the Chi-square ( $\chi^2$ ) statistic and the Pearson product moment correlation coefficient, change management can improve levels of performance, and there is a very strong positive relationship between the commitment of top management, middle management, and the success rate of implementation in the selected firms. As a result, Igwe et al. (2014) urged for the top management and leaders of these organizations to make the process of change management more organization-friendly.

Archibong & Ibrahim (2021) conducted a study on assessing the impact of change management on employee performance: Evidence from Nile University of Nigeria. With evidence from Nile University in Nigeria, Archibong & Ibrahim (2021) study conducted an analysis of the effect that change management has on employee performance. A descriptive survey research design was utilised for the purposes of the study. The Burke-Litwin model of organizational transformation was utilised because it elucidates the connections that exist between the many factors of interest and the overall performance of the organization. The population was made up of 1,400 staff members, both academic and non-academic, from the Nile University of Nigeria in Abuja. The results of Archibong & Ibrahim (2021) study indicated that there is a connection between technological advancement and the quality of employee service delivery at Nile University of Nigeria, despite the fact that this connection was not particularly robust. At Nile University of Nigeria, the quality of the services provided by employees is greatly impacted whenever there is a change in leadership (Archibong & Ibrahim, 2021).

### **How restructuring influences organizational performance**

Notanubun et al. (2019) conducted a study on the effect of organization restructuring on organization performance viewed from employee performance and leadership effectiveness at Maluku provincial education office. The purpose of Notanubun et al. (2019) study was to conduct an in-depth analysis into the impact that organizational restructuring has had, either directly or indirectly, on the performance of the organization. The research involved 276 workers from the education office as well as the offices of the Ministry of Education and Culture, and data was collected through a survey approach. According to the findings of Notanubun et al. (2019) research, there is a one-to-one relationship between restructuring of an organization and organizational performance of that organization. There is also an indirect influence of the restructuring on the performance of the organization, and that effect is mediated through the performance of employees and the efficacy of leadership (Notanubun et al., 2019). Employees of the education office in Maluku Province were able to improve their individual performance and can work together with the leadership as part of a structure that is both efficient and effective through organizational restructuring that was implemented in the education office of Maluku Province.

### **Various ways in which innovation affects organizational performance**

Tajpour et al. (2020) conducted a study on the effect of innovation components on organizational performance: case of the governorate of Golestan Province'. The total success of a company as a result of its efforts to modernise, improve, and implement various parts of innovation inside the organization is a

combination of innovation. Tajpour et al. (2020) study's objective was to evaluate the impact that various aspects of innovation have on the level of organizational performance in the Golestan Province. According to the findings of Tajpour et al., (2020) study innovations such as service innovation, administrative innovation and technological innovation have a major effect on organizational performance.

## **RESEARCH METHODOLOGY**

### **Research philosophy**

In this study the researcher adopted pragmatism research philosophy. Researcher had to adopt pragmatism research philosophy because it promotes the application of a variety of approaches to the problems that are being studied. According to Yu et al. (2021) the pragmatism support working with both qualitative and quantitative data. Pragmatist researchers often use mixed methods research designs, which include combining a number of different research approaches into a single study. However, it also requires researchers to not rely on method but rather on the problem that is being examined and to apply methods that are suited to the problem that has been identified (Koopman & Dimotakis, 2022).

### **Research strategy**

The researcher adopted pragmatism in this study it was necessary to adopt the use of both qualitative and quantitative research strategy so as acquire more insights from both managers and non-managerial employees of telecommunication organizations such as Telone. The use of mixed research strategy has the potential to produce a more in-depth comprehension of a study subject than single method could on its own. In this study the researcher chose mixed research strategy because they reduce the drawbacks and increase the quality of the data that is collected. There is some information which the researcher thought should be more available from the managerial side and non-managerial employees hence mixed research strategy was more appropriate.

### **Research design**

In this study a descriptive research design was adopted. Descriptive research design utilizes a variety of qualitative and quantitative data sources to collect information in order to develop accurate predictions regarding a certain issue. In this research the researcher had to adopt a case study research design. According to Sankofa (2021) a case study is an empirical study that analyses a phenomena in the context of its real-life occurrence. Since this study is a case study of Telone, the case study method made it possible to conduct in-depth, multi-faceted studys of difficult problems or challenges in the context of their actual-life occurrences. When there is a need to acquire an in-depth appreciation of an issue, event, or phenomenon of interest, in its natural real-life setting, the case study approach is very valuable to utilise.

### **Target population**

In this study the targeted population of the study was 480 respondents. Telone have a total of 480 managerial and non-managerial employees. For this study the targeted population of 480 respondents will be taken from the information technology department, procurement department, marketing department, operations department, call center, human resources department and finance department.

### **Sample size**

The process of selecting the appropriate number of respondents from a larger group to include in a sample is referred to as sample size (Baxter & Jack, 2015). The purpose of determining the sample size is to make sure that the sample is large enough to produce statistically valid results and to provide accurate estimates of

the population's parameters, but it is also small enough to be managed and to have a minimal impact on the budget. In this study the researcher adopted Taro Yamane sample size determination method as shown below

$$n = N/(1+N(e)^2).$$

The variables in this formula are:

n = the sample size

N = the population of the study

e = the margin error in the calculation

$$\text{Sample size} = 480 / (1 + 480(0.05)^2)$$

$$\text{Sample size} = 480 / (1+1.2)$$

$$\text{Sample size} = 218$$

## ANALYSIS AND FINDINGS

The major purpose of this chapter is to conduct an analysis of the data that was gathered, followed by a discussion of the findings that were obtained. In order to determine the influence of the independent variable on the value of the dependent variable, a straightforward linear regression analysis was carried out. The degree of variation in the dependent variable that is caused by the independent variable will be outlined by examining the value of the R-squared statistic. The unstandardized coefficient reveals the proportion of the change in the dependent variable that can be attributed to the variation in the predictor variable.

### Response rate analysis

Employees working at Telone Pvt Ltd were the target group from which the sample was drawn. Out of 217 distributed questionnaires 200 were answered correctly. A response rate of 92% was achieved, with 200 out of 217 of the sample's intended respondents being suitable for inclusion in the study of the study's objectives. According to Wang et al. (2022) a response rate of 50% is considered to be satisfactory, 60% is good whilst 70% and above is excellent. A response rate of 92% attained in this study is deemed excellent for this study.

### Age range

The majority 79 participants who took part in this study were in the age range of between 36 and 45 years. This age group is more mature enough to provide reasonable assessment on determining the effect of business process re-engineering on TelOne's performance, establishing how restructuring influences performance at Telone Pvt Ltd, ascertaining the various ways in which innovation affects TelOne's performance and developing a strategic change management model to improve organizational performance at Telone.

### Level of education

In this study 53 respondents indicated having a master degree. Education and training are two of the most significant forms of human capital investments that a business can make. Even while education and training of personnel is a routine component of the operation of many businesses, all organizations ought to be aware of the significance of this aspect of their operations and give it consistent attention (Chandani et al., 2016). To expand the potential of human resources and human capital, which together make up the majority of the

organization and enable the organization to be competitive in the labour market, is the primary goal of employee education. A secondary goal of employee education is, of course, the personal development of employees. The corporation may be able to establish more employee loyalty to the company and its ideals by investing in the employees’ professional development and education opportunities. At a period in which businesses are fighting to keep costs down, organizations may choose to hire less educated personnel at a cheaper salary, pull down on training or eliminate company programs aimed to financially help the higher education pursuits of employees. In the short run, this method may reduce expenses. In the long term, however, firms who choose instead to spend in employing educated personnel and providing their staff continual education opportunities are likely enjoy a stronger return on their investment and higher profitability as opposed to organizations that opt for a less educated staff.

**Reliability analysis**

When an instrument produces results that are consistent throughout time, we refer to that instrument as being dependable in reference to the variable that is being measured (Kothari, 2019). This is because when an instrument provides data that are consistent throughout time, the instrument is measuring the same thing. In order to establish whether or not the measurement and the apparatus in question were dependable, the researcher relied on Cronbach’s Alpha. When the value of Cronbach’s alpha is close to 1, it implies that the instrument is dependable and that the components that are being examined have a greater level of internal consistency. This is the case when the value of Cronbach’s alpha is close to 1. It is recommended that the following three rules be used in order to properly interpret the values of Cronbach’s alpha: (Creswell, 2014). These are a score of 0.9 for outstanding, which shows an extremely high dependability of the instrument; 0.8 for good, which suggests a reliability of the instrument that is moderate; and 0.7 for good, which indicates a reliability of the instrument that is poor but is still adequate for data collection. The results of the study of the reliability of the questionnaire are presented in Table 4.1 below.

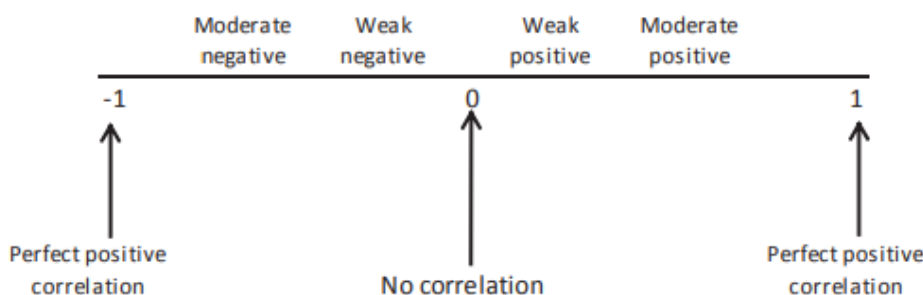
Table 4.1: Reliability analysis

Reliability Statistics		
Cronbach’s Alpha	Cronbach’s Alpha Based on Standardized Items	N of Items
.187	.184	6

**CORRELATION ANALYSIS**

The researcher concentrated on two different levels of correlation analysis. The first level involved examining the intercorrelation between the aggregated total variable of organizational change (OC) and performance. The second level focuses on the correlation that exists within the total variables that have been aggregated. In order to properly evaluate the results of the investigation, it is important to first provide a concise explanation of the characteristics of the correlation coefficient.

Figure 4.1: Correlation



Source: (Sinha et al., 2021)

When conducting a study of correlation between two variables, the author stresses the need of paying attention to both of the following points. A low correlation between two variables does not necessarily imply that the variables do not have any relationship with one another; rather, it simply indicates that the relationship cannot be well captured by a straight line it is possible that the relationship is non-linear. Table 4.2 presents Pearson Correlation in a bid to answer the objective which aimed to determine the effect of business process re-engineering on TelOne’s performance

Table 4.2: Pearson Correlation

<b>Correlations</b>			
		Business re-engineering	Organizational performance
Business re-engineering	Pearson Correlation	1	.230 <sup>**</sup>
	Sig. (2-tailed)		.001
	N	200	200
Organizational performance	Pearson Correlation	.230 <sup>**</sup>	1
	Sig. (2-tailed)	.001	
	N	200	200

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

Result of correlation analysis indicated in table 4.2 above shows that all variables are statistically significant at significance level of 0.01 suggesting weak relationship between business reengineering and organizational performance. Altinkemer et al. (1998) in Mazikana (2023a) conducted their study on business process reengineering and organizational performance: an exploration of issues and noted that organizations which attained organizational performance did not attain it through the use of business re-engineering only but lured other components of change approaches such as strategic rethinking of business direction and less radical process improvement. This entails that there might be a weak relationship between business reengineering and organizational performance as attained in this study. Meanwhile Altinkemer et al. (1998) in Mazikana (2023a) noted that at the organizational level business process re-engineering should not be evaluated alone but as a part of a strategic change set.

**How restructuring influences performance at Telone Pvt ltd**

The assumptions of classical linear regression need to be evaluated before performing multiple linear regressions so that it may be determined whether or not the data can meet the requirements of the assumptions. As a result, prior to carrying out an analysis using multiple regression, the researcher carried out a test of four assumptions regarding multiple regression, and the results of the test proved that the data contradicted those assumptions.

**Multiple Regression Assumption Test**

**Assumption 1 – Normality Distribution Regression Analysis**

In order to perform multiple regressions, it is necessary for the independent variables to have a normal distribution. Statistics known as skewness and kurtosis can be used to provide a description of the normal distribution of the data. According to Fetters et al. (2013) kurtosis is defined as a property of a distribution that describes the thickness of the tails. The proportion of observations that lie outside the normal range, in comparison to the Gaussian distribution, determines the extent to which the tail is thick.

On the other hand, skewness is a measurement of symmetry, or more specifically the absence of symmetry.



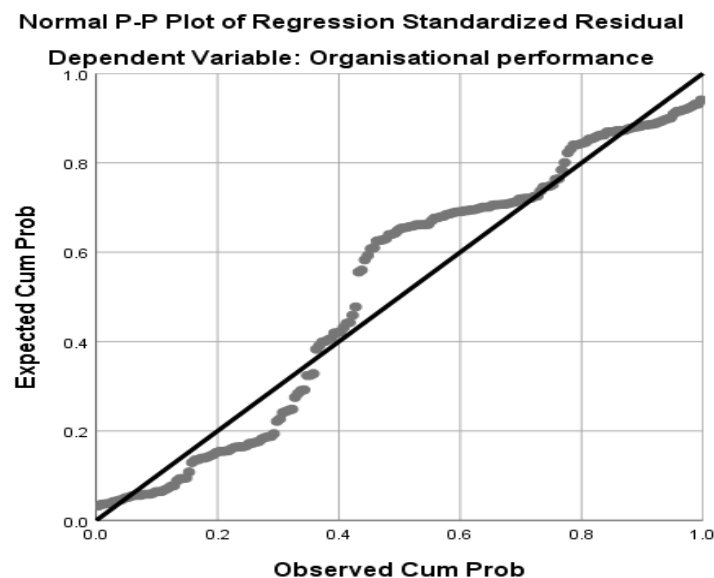
If a distribution, or data set, appears the same to both the left and the right of the center point, then we say that it is symmetric. The skewness and kurtosis statistics were computed from the data acquired on the survey, and the results may be found in the table below. These statistics were used to test the initial assumptions of normal distribution. It was necessary for each and every one of the skewness and kurtosis statistics to fall within the permissible ranges of 1.0 or less. In this study, with the exception of a tiny violation of one value (the kurtosis of principal support), the values of skewness and kurtosis for each variable are within an acceptable range, and it can be concluded that the data follows a normal distribution.

### Assumption 2: Linearity relationship

The testing of linear relationships between the dependent variables and the independent variables is the second assumption that must be made while performing multiple regression computations. Visual examinations of the scatter plot reveal the existence of a linear relationship between the predictors and the predicted variable, as is illustrated in the scatter plot shown below, which is referred to as figure -1. This indicates that commensurate increments in organizational performance are caused by a rise of one unit in either one of the predictors or in all of them.

### Normal P-P Plot of Regression standardized Residual Dependent Variable: Organizational Performance

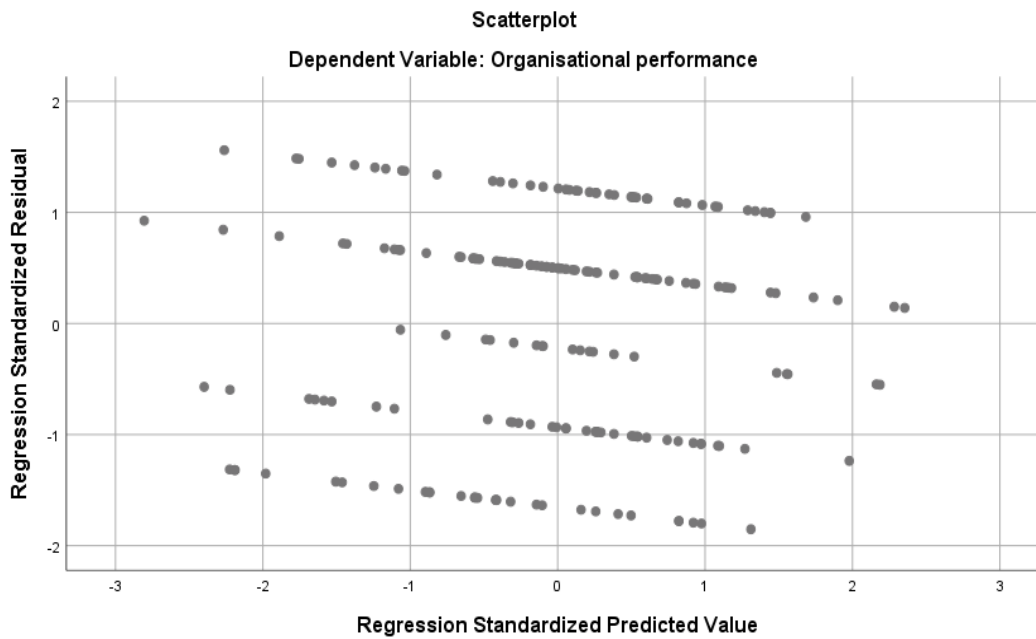
Figure 4.2: Scatter Plot Linearity Assumption Measures



### Assumption 3 – Homoscedasticity (Equal structure change)

When computing multiple regressions, the third assumption that must be made is the homogeneity of the structural change. In this assumption, it is commonly expected that the model errors will have an unknown but finite variance, and that this variance would be constant across all levels of the predictor variables. This assumption can be verified by the use of a plot that displays the standardized residuals, also known as the errors, in comparison to the standardized value that was predicted by the regression. A visual evaluation of the average outcomes of the dependent variable organizational performance and the factors that determine it may be built with the use of the scatter plot shown below (figure 4.8). Because the structure change of organizational performance for each value of independent variable is constant throughout the population, homoscedasticity is not really a pressing problem for this particular study, as can be seen in the figure that follows.

Figure 4.3: Scatterplot



**Assumption 4 – Multicollinearity of the Regressor Variables**

The multicollinearity of the independent variables is the topic that will be covered in the fourth assumption. It is utilized for the purposes of determining the degree of correlation that exists between the explanatory variables and preventing the inclusion of the same independent variable in the model more than once (Brooks, 2017). Either the correlation matrix or the variance inflation factor (VIF) and degree of tolerance can be used to measure multicollinearity. According to Gujarati (2018), the term multicollinearity refers to the existence of a perfect or exact linear relationship between some or all of the explanatory variables. According to Gujarati (2016), when multicollinearity is perfect, the regression coefficients of the explanatory variables are unable to be determined, and the standard errors of those coefficients are unable to be quantified either. If the multicollinearity is not perfect, the regression coefficients, despite being determinate, will have huge standard errors (in respect to the coefficients themselves). This indicates that the regression coefficients cannot be estimated with a high degree of precision or accuracy.

As a result, throughout the course of this research, the structure change factor for five of the independent variables that are presented in the table below was calculated. The variance inflation factor, often known as VIF, is a measurement used to determine the degree of multicollinearity present in a set of variables that are subjected to multiple regression analyses. The value of the VIF that is utilized in the diagnostic process to determine whether or not there is a problem with multicollinearity. If the result of VIF reveals that the values of all independent variables are lower than 10, diagnostic suggests that a multicollinearity assumption has not been broken. As can be seen in Table 4.5, the lack of concern regarding multicollinearity regarding this particular study is due to the fact that the structure change score of all variables is less than 10.

Table 4.3: Structure change factors Test Results for Assessing Multicollinearity

Coefficients <sup>a</sup>							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.595	.739		4.866	.000		

Corporate restructuring has improved the competitive position of our company while simultaneously increasing that company's contribution to the achievement of overall corporate goals	-.073	.094	-.055	-.777	.438	.998	1.002
Restructuring has assisted our organization in gaining an advantage over other competitors thereby fostering growth	.033	.073	.034	.447	.656	.873	1.146
The goal of corporate restructuring in our organization is to address existing problem or form an integral component of the organization's proactive strategy for ensuring its continued existence in the sector	-.072	.080	-.065	-.903	.368	.975	1.025
Restructuring is inextricably linked to the long-term profitability of our business.	.123	.079	.114	1.563	.120	.955	1.047
Restructuring corporate reorganization has resulted in significant reductions in operating costs as well as increases in market shares	-.047	.088	-.040	-.540	.590	.944	1.060
Restructuring has maximized competitive advantage by capitalizing on the strategic assets that a company has built up through time, such as natural monopolies, exclusive rights, and goodwill, through the use of licensing agreements	-.042	.077	-.041	-.553	.581	.928	1.078
a. Dependent Variable: organizational performance							

**Assumption 5 – Independence of Residuals**

The independence of residuals is the final assumption that needs to be made for multiple regressions. The Durbin-Watson statistics provide a method for determining whether or not the residuals are independent. The Durbin-Watson statistic can have a value anywhere from 0 to 4, with 0 being the most common. According to a general rule, the residuals are considered independent (not correlated observation to the other one) if the Durbin-Watson statistic is about 2, and an acceptable range is between 1.50 and 2.50 (Allison et al., 2021). Table 4.6 of this research shows that the output value of the Durbin-Watson test is 2.098, which is very close to the number 2, indicating that there is no connection among the residuals.

Table 4.4. Durbin-Watson Statistics for Independence of Residuals

<b>Model Summary<sup>b</sup></b>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.153 <sup>a</sup>	.023	-.007	1.395	.849

a. Predictors: (Constant), Restructuring has maximized competitive advantage by capitalizing on the strategic

assets that a company has built up through time, such as natural monopolies, exclusive rights, and goodwill, through the use of licensing agreements, The goal of corporate restructuring in our organization is to address existing problem or form an integral component of the organization’s proactive strategy for ensuring its continued existence in the sector, Corporate restructuring has improved the competitive position of our company while simultaneously increasing that company’s contribution to the achievement of overall corporate goals, Restructuring is inextricably linked to the long-term profitability of our business. Restructuring corporate reorganization has resulted in significant reductions in operating costs as well as increases in market shares, Restructuring has assisted our organization in gaining an advantage over other competitors thereby fostering growth

b. Dependent Variable: organizational performance

It should come as no surprise that the results of all five of the aforementioned step-by-step pre-model fitting assumption tests were determined to be good. The processing of the results of multiple regressions is the next step to take because those five assumptions underlying multiple regressions have been verified to be true. The model summary (Rand R2), the model fit (ANOVA), and the beta coefficient (both standardized and unstandardized beta) are the outputs that are being discussed here.

## DESCRIPTIVE STATISTICS

### 7.1 Various ways in which innovation affects TelOne’s performance

Respondents were asked to indicate the extent to which they agree to various statements associated with the various ways in which innovation affects TelOne’s performance. Table 4.5 below presents mean and standard deviation on the various ways in which innovation affects TelOne’s performance.

Table 4.5: Mean and standard deviation on the various ways in which innovation affects TelOne’s performance

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
Innovation has been assisting our organization to improve organizational performance by bringing a reduction in transaction and administrative expenses	197	1	5	3.78	1.464
In our organization innovation play an important role in introducing novelty to existing product lines or processes which results in increased market share and revenue	200	1	5	3.89	1.177
In our organization innovation is used to upgrade the operating system of the organization which improves and speeds up business processes and results in efficiency	200	1	5	3.90	1.284
innovation has been proven to strongly influence competitiveness and productivity in our organization	200	1	5	3.68	1.423
Valid N (listwise)	197				

From the table 4.5 above it can be seen that the majority of respondents strongly agreed that in the organization innovation is used to upgrade the operating system of the organization which improves and

speeds up business processes and results in efficiency with a mean rating of 3.90 and standard deviation of 1.284. According to Chiparo et al. (2022) there are occasions when innovation is employed to modernize the business's operating systems or to adopt cutting-edge technologies for the purpose of automating processes. The combination of technological advancement and operational automation is thought to be able to facilitate exponential expansion for businesses.

## DISCUSSIONS

In this study it was established that the organization has reduced some divisions and adopted consolidation of other divisions which saw the organization changing and altering the business model. Some respondents outlined that business process re-engineering exercises were carried out to enable our company to focus on core strengths, operational synergy, and efficient allocation of capabilities and infrastructure. Others have noted that the management of the company restructured business processes in order to sharpen focus by getting rid of units that were peripheral to the main business. It was outlined that the organization has been obtaining a high profitability through business process re-engineering. Some respondents noted that business process re-engineering has assisted the organization to achieve synergy, improve company value, increase efficiency, and strengthen competitive advantage.

In this study it was noted that corporate restructuring has improved the competitive position of our company while simultaneously increasing that company's contribution to the achievement of overall corporate goals. Some respondents noted that restructuring has assisted our organization in gaining an advantage over other competitors thereby fostering growth. The goal of corporate restructuring in our organization is to address existing problem or form an integral component of the organization's proactive strategy for ensuring its continued existence in the sector. Restructuring is inextricably linked to the long-term profitability of our business.

Most respondents noted that innovation has been assisting our organization to improve organizational performance by bringing a reduction in transaction and administrative expenses. Some postulated that in our organization innovation play an important role in introducing novelty to existing product lines or processes which results in increased market share and revenue. It has been noted that some respondents mentioned that in our organization innovation is used to upgrade the operating system of the organization which improves and speeds up business processes and results in efficiency. Respondents also outlined that innovation has been proven to strongly influence competitiveness and productivity in our organization.

## CONCLUSIONS

In this study it was established that business process re-engineering has assisted the organization to achieve synergy, improve company value, increase efficiency, and strengthen competitive advantage. In a nutshell it can be noted that corporate restructuring has improved the competitive position of our company while simultaneously increasing that company's contribution to the achievement of overall corporate goals. To sum up respondents outlined in the organization innovation is used to upgrade the operating system of the organization which improves and speeds up business processes and results in efficiency.

## RECOMMENDATIONS

Following are some recommendations that have been made in light of the findings and debates contained within the study:

### **The organization should involve employees**

It has been determined that Telone Pvt. Ltd. has a performance-based organizational structure. If we look at

things from a different angle, we can see that the business needs to make certain adjustments in order to improve their overall organizational performance. According to the findings of the study, in order for a change to be implemented effectively, the employees need to be aware of what is going to occur.

### **Usage of evaluations and supervisions will help to improve communication**

It is possible that the usage of evaluations and supervisions will help to improve communication between employees and the organization. Additionally, it would be considered a means to facilitate the flow of information from the top down, which would serve the purpose of keeping workers informed of the changes. In addition, workers need to believe they possess the information, skills, and abilities necessary to successfully implement the change that is being proposed.

### **Management should always provide information about change**

Management should always provide information about why the proposed change initiative is the correct one by stating what the effort is meant to rectify or enhance. In other words, management should explain why the proposed change initiative is the correct one. To put it another way, it should explain why the change that is being recommended is the appropriate response to the environmental change that has been recognised. It has been discovered that technological advancement is the most important factor positively improving organizational effectiveness. Therefore, combining both extrinsic and intrinsic valence would be beneficial for the efficiency of the change that is intended, and consequently, for the performance of the organization. Therefore, agents of change should be clear about the potential gains and losses of individuals that could become employed after the change has taken place.

The findings offer a significant new perspective that has the potential to contribute to the discussion in a variety of settings that are analogous to this one. In addition, they highlight the necessity of conducting additional studies on the job performance of employees during the process of change management implementation.

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