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Evaluation of Change Management Strategies on Performance of Telecommunications Organisations in Zimbabwe

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Abstract

The main objective of this study was to ascertain how change management strategies impact on performance of the telecommunications sector in Zimbabwe. The study adopted pragmatism research philosophy rooted in both the positivism and constructivism paradigms. The study was informed by the prevailing belief that global economy has in the recent years continually changed and this exerts pressure on organizations to find ways that they can effectively operate in the business environment through the development of new competencies. Our contention is that service institutions such as telecommunications have also adopted or assimilated change strategies as part of competitive strategy to ensure that they remain efficiency and effective in the business environment. The descriptive research design was selected because it minimized research bias whilst enhancing validity and reliability. This is because it fused both the questionnaires and interview guide in data collection and being in synchrony with the nature of the study. The investigation was based on the Zimbabwean telecommunications organisations which are Econet, Telecel and Netone. The population of the study entailed of non-managerial and managerial employees of these telecommunication organisations. The stratified sampling technique was used in selecting the respondents that took part in the survey. The sample size for the study was determined based on the Krejcie and Morgan's sample size calculation formula for sample size. In this case the sample size of the study was 200 respondents taken from the population. Data was uploaded on Statistical Package for Social Sciences (SPSS) and analysed using Chi-Square Test of Independence and AMOS. The data was presented in form of tables and figures. The results also indicate that there is evidence to suggest that technological changes is related to the improvement of active subscriptions on voice tariffs of telecommunications companies ($X^2=5.455$, $DF=3$, $p=0.111$) at 95% confidence level. Findings from the study established a relationship between product diversification and an increase of network revenue collection of telecommunications companies in Zimbabwe ($X^2 =4.503$; $DF=4$; $p= 0.013$) at 95% confidence level. The study also tested the relationship between change implementation strategies and market share increase in telecommunications companies. Using Chi-Square test of relationship, there was a significant positive relationship between change implementation strategy and market share increase of telecommunication companies in Zimbabwe ($X^2 = 8.325$; $DF=4$; $p= 0.033$) at 95% confidence level. It is recommended that telecommunications companies to be well abreast with technological changes to improve on performance standards. The study could also be extended in longitudinal and comparative ways focusing on different sectors of the economy in Zimbabwe.

Key words: Change Management, Strategies, Performance, Telecommunications, Zimbabwe

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An evaluation of Change Management Strategies on Performance of Telecommunications Organisations in Zimbabwe

By

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Introduction and Background of the Study

Change is a common thread that runs through all businesses regardless of size, industry and age. Our world is changing fast and, as such, organizations must change quickly too. Organizations must have the capacity to adapt quickly in order to survive. Organizations that handle change well thrive, whilst those that do not may struggle to survive (Abbs, 2010). Abdulhamid (2011) asserted that organisations are open systems which form part of a bigger system and they are themselves comprised of sub-systems. A change in the bigger system or any of these subsystems causes an organisation to realign itself with the change (Abdulhamid, 2011). Such realignment is affected by continuously scanning the environment for possible changes in the business environment and by choosing new strategies for the organisation (Alina, 2015). Service institutions like telecommunications have also adopted or assimilated change as part of its competitive strategy to ensure that they remain efficient, effective and highly competitive. The Zimbabwean telecommunication sector is no exception from sectors that have embraced change to enhance competitiveness. However, it is against this background that the study seeks to evaluate how change management strategies impact on performance of telecommunication entities in Zimbabwe.

Accordingly, Anderson and Anderson (2015) were of the assertion that change management involves the conscious attempt to control, or at least to influence, the change that is going to happen to an organisation. Anderson and Anderson (2015) further stated that change involves transforming the organisation be it structurally, financially or technologically and ensuring that every subsystem is realigned with the change. However, Bareil (2014) argues that faced with continuing economic pressures and increasing competition, many organizations are at times forced to radically change and reinvent their processes. Baskin (2016), alluded that the magnitude of the challenge faced in trying to effect change determine the type of change strategy required by the organisation and the wider context in which change is to occur. Typically change ranges from being adaptive (incremental) to revolutionary (transformational) (Baskin, 2016). It is assumed if telecommunications organisations adopt and adapt to such change strategies performance will be improved.

Dynamics of literature support that change management strategies has an effect on performance of entities either in a negative or positive form. A research study by Maurer (2016) on T-Mobile United Kingdom ascertained that change management strategies in telecommunications entities have a positive effect on performance. The study by Maurer (2016) found that the management of change after incorporating sophisticated software's and innovations in the operations of the telecommunications facilitated the delivery of highly

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efficient service delivery subsequently resulting in an increase in the customer base and revenues of the British market leader. The Malaysian telecommunication sector is no exception from sectors that have also incorporated highly innovative systems to keep up with the trends and ensure that the telecommunication demands of the customers are met (Garber, 2016). Garber (2016) asserted that the adoption of technologies brought about change management measures like training and development, career development, mentoring and coaching. These measures resulted in enhanced organizational performance as employees acquired skills that were incongruent with the change that had transpired at Maxis Mobile (Garber, 2016).

However, the telecommunication organizations in Africa have not been abreast in keeping up with the technological changes they are constantly posed with (Samuel, 2013) Air-Tel Nigeria slowly integrated big data and analytics when MTN had already incorporated it its operations. A survey by Hiatt (2018) revealed that the effect of external changes from technological innovations had a negative implication on the performance of the telecommunication company. This is because being static made AirTel fail in the market place thus losing its market share by 5.2% (Hiatt, 2018). Hiatt (2018) argues that this was also aggravated by the loss in revenues with a margin of 7.8% in a space of three years thus from 2015 to 2017. Furthermore, in Zambia it was found that the Vodacom employees were highly resistant to the incorporation of machine learning as part of the operations as they felt the innovation would replace their occupations (Khosa & Rehman, 2019). From an investigation by Khosa and Rehman (2019) it was found that the performance of the telecommunication company in Zambia significantly decreased as employees were not motivated to work because of less satisfaction with their jobs, decrease in promotional chances and job security. From the investigation it was concluded that personnel resistance to technological change strategies had a negative implication on the performance of the organization.

Becker (2016) posits that there is no right formula for the management of change. Becker (2016) asserted that the success of any attempt at managing change will be dependent on the wider context in which that change is taking place. Becker (2016) argues that managing change in a small, perhaps relatively new business, where a motivated team are themselves driving the change would quite different from trying to manage change in major corporation or long-established public sector organization with established routines, formal structures and, perhaps, a great deal of resistance to change. The contexts are completely different and the approaches to managing change therefore need to be different (Johnson et al, 2005). Performance management strategy has to focus on developing a continuous and flexible process that involves managers and those whom they manage acting as partners within a framework. This should set out how they can best work together to achieve the required results (Khosa & Rehman, 2019).

The Zimbabwean telecommunication sector is composed of mobile network operators, fixed line operators, internet service providers and postal and courier service providers (POTRAZ, 2019). The sector is regulated by the Postal and Telecommunications Regulatory Authority of Zimbabwe (POTRAZ) which strikes to create a level playing field in the sector. Of all the service provider segments in the sector, this study focused on Netone, Econet and Telecel mobile network operators. The mandate of the mobile network operators is to ensure that the

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Zimbabwe populace has access to mobile networking services at an affordable cost. Though the telecommunication regulator tries to create an even playing field, there seems to be a giant that is highly dominant. According to (POTRAZ, 2019) Econet being the sectoral giant has a market share of 68.1%, NetOne has a market share of 23.7% and Telecel has a market share of 8.2%. It should however be noted that the mobile network operators have been resilient to the prevalent economic woes as evidenced by 4% growth of active mobile subscribers. Mobile network service usage registered a decline of 8.2% as at 2019 which is contrary to the 3.2% growth recorded in 2018 (POTRAZ, 2019). However, this study seeks to ascertain how technological, product diversification and location diversification change strategies impact on performance of Netone, Econet and Telecel mobile telecommunication entities in Zimbabwe.

Statement of the Problem

The Zimbabwean mobile network operators have in the recent years been operational on an even playing field since the inception of the regulatory authority which promulgates policies and measures. This has also been evidenced by enhanced performance, as evident in 2019 where there was a 4% growth in active subscribers. However, the sector is highly challenged by the global macroeconomic, socio and environmental trends which are shaping the business landscape. Mobile network operators are forced to keep up with innovation as its pace keeps accelerating, the demand for talent has intensified and this has resulted in a serious brain drain, a growing number of consumers from developing economies and increased internet penetration has resulted in global expansion and an emergence of new segments and tastes in the local market. To curb for such risks, the mobile network operators have increased their investments by 1.865.3% to record \$31.085.465 million from \$1.085.465 million in 2019 and 2018 respectively.

The investments were put toward the acquisition of sophisticated software that smoothen the business operation and national switching that was mainly an upgrade of the core network and radio access network (POTRAZ, 2019). It should further be noted that such innovative and high technological investments are not in tandem with the usage of mobile network services as a decline of 8.2% was registered in 2019 which is contrary to the 2018, 3.2% growth. The continued prevalence of increased investment and reduced performance could likely result in decreased revenues, market share, subscribers, increase costs and subsequently jeopardized performance. It is against this backdrop that this study seeks to determine how change management strategies impact on performance of telecommunication organisations in the context of Zimbabwe.

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Objectives

1. To evaluate the impact of change management strategies on performance of telecommunications organisations in Zimbabwe.

Hypotheses

H₁: Technological changes positively improves active subscriptions of telecommunication organisations in Zimbabwe

H₂: Change implementation positively improves market share of telecommunication organisations in Zimbabwe

H₃: Product diversification positively improves network revenues in telecommunication organisations in Zimbabwe

Theoretical Framework

This study is underpinned by Technology Acceptance Model (TAM) by Davis (1986). The theory describes the elements that determine the acceptance of technology and the behavioral usage of information. Ducey (2013) points out that the variables which are covered in the TAM are perceived usefulness and perceived ease of use. These elements are the critical success factors to the adoption of an innovation and the behavior of the user. Teo (2013) points out that there are several elements that promote the usage as acceptance of a given innovation in the organization. It should further be noted that the intention of an individual to use an innovation in the workplace is mainly because of one's behavioral intention to reject or accept technology.

The TAM is a well-known theory that seeks to investigate the elements that give rise to the adoption of technology by the user. Ducey (2013) calls it a thrifty theory of the acceptance of an innovation in a given context that denotes the individual's responses towards an innovation and will likely result in the intention to use an innovation or the curiosity of how to use the innovation. Suhartono (2016) points out that the intention to use technology is determined by three main factors thus personal human attitude, subjective norms social influences and perceived behavioral control.

According to Lombardi (2017) the ability of one to access information that is authentic minimizes one's risk to reject an innovation. David (2009) defined perceived usefulness as the degree to which one believes that the usage of an innovation improves the job that requires to be done. It is further explained that the perceived usefulness is as a result of the user's thought that the capacity to be acquired will have a positive implication on performance. In the same vein, Davis (2013) points out that people are naturally reinforced to perform better and processes are smoothed out by the use of technology. These relative advantages posed by the usage of technology highlights its perceived usefulness subsequently one's desire to embrace technology. According to Davis (2009) the perceived ease of use is the extent to which an individual think that the usage of a given system would be easy with no challenges or limitations faced. Therefore, a system or application is deemed to be easy to operate often faced minimal rejection from the user. Jones and Smith (2014) adds on by stating that perceived ease of use shows the

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extent to which the user agrees that the usage of a given technological means would not be complex.

It was further explained that the characteristics of the innovation aids in easing its usage which in the end results in an enhanced and effective service delivery as a result of the usage of innovation. Rees and French (2013) there are a number of factors that have an effect on the ease of technological usage these are not only limited to the technical equipment supports, job expertise and information resources. Davis (2009) explains that perceived ease of technological advancement usage is enhanced by elements like perception of external control, self-efficacy and behavioral intention to use information anxiety. The TAM was adopted in this study mainly because of the numerous benefits it poses which are not limited to it being an information system usage model. TAM has been tested in various empirical studies and the tools of the model have been effective in explaining the effect of the adoption of an innovation. In that case therefore, the model was useful in predicting the telecoms acceptance of technology. Furthermore, the model also predicted an organizations' acceptance of technological implementation as a result of organizational culture and other control factors in relation to performance.

Literature Review

2. The impact of change management strategies on performance of telecommunication organisations

Technological change management strategies have been seen as contributing significantly to active subscriptions from customers and eventually improves innovation and performance of telecommunication organisations (Bernecker, 2013). Bernecker (2013) argues that active subscription is a highly critical business aspect of the service organizations and it is one of the outcomes an effective subscriber relationship strategy. According to Thomas (2017) active subscription is a dependent procedure which has a positive effect of subscriber retention. Active subscription is one of the critical measures that change management agents evaluate when assessing the effect of a change management strategy as it positively impacts on both productivity and service delivery of entities. Julian (2012) points out that active subscription usually transpires if the organization ensures that there is interaction between subscribers and the entities and if subscribers are satisfied. Becker (2016) therefore defines active subscription are the objective of subscriber relationship management which seeks to acquire new subscribers and ensure that they are active. Active subscription plays a critical role because it yields effective subscriber relationship whilst enhancing the purchase intention and behaviour of the subscribers.

Furthermore, Blanchard (2015) noted that an active subscriber base has a positive effect on the financial performance of telecommunication organizations. Blanchard (2015) argues that this is because an increased subscriber base, enhanced the revenues, profitability and subsequently the market share of the organization. Julian (2012) alluded that acquiring active subscribers that provide a profitable return is essential for organizations that have adopted change in their business operations and is highly critical in instances where the switching costs are high. Brawne (2016) suggested that in ensuring that active subscription is enhanced, telecommunication companies are supposed to understand the demands of their customers. It is

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assumed by such a strategy performance is realized through revenue collections. Active subscription is usually mentioned to be an effective customer lifecycle management element. It is of utmost importance to state that the customer lifecycle management strategy is directly correlated to change management goals of an organization which can be getting, keeping and growing the active subscriber base of an organization. In the same vein, Penrose (2012) mentions that active subscription is an important organizational performance metric because it indicates the effectiveness of an organizational change strategy.

With the power coercive change implementation strategy, the transition would be based on the exercise of authority an imposition of sanctions by the management (Mou, 2013). This strategy has in numerous instances been a failure because employees enjoy organizational that are autonomous and not organization that coerce them into change (Bruck, 2016). However, this change implementation strategy is based on the assumption that employees are compliant and will do follow what they are asked to do or can be made to do (Burnes, 2014).

In an environmental-adaptive change implementation strategy, the change is based on building a new organization and gradually transferring employees from the old way of doing business to a new way of operating (Mou, 2013). Kanter (2013) states that what makes such a change implementation a success is the notion that though employees oppose loss and disruption they readily adapt to new circumstances. Furthermore, the strategy can only be successful if the management effectively communicates the needs and benefits for organizational change to the employees of the organization (Jain, 2017). Hoffman (2014 cautions that the preceding change implementation strategy that an organization can follow is determined by a plethora of factors thus the extent of resistance, the target population, the stakes, the time frame, dependency, expertise and the culture of the organization

There is an array of studies that have been conducted to ascertain the effect of change implementation on the performance of organizations. According to Ford and Greer (2016) there is a statistically significant relationship between change implementation and the performance of the organization. In a study that was carried to determine if the environmental-adaptive change implementation had an effect on the performance of Marriot Hotels in the United Arab Emirates. The main focus of the study was on the technological and management changes that the hotels had adopted. A total of 25 hotels were used in which 310 respondents were used as participants of the study.

The employee respondents agreed that the change implementation approach that was embraced by the organization was highly beneficial to the organization. The respondents reiterated that the change approach that the prominent hotel had taken had transitioned the hotel from an ordinary to a world class thus making it highly competitive. The employees pointed out that they were initially resistant to change. However, the gradual transfer with the use of continuous communication and monitoring made them embrace change as well as to understand its importance to the organization. In that case therefore it was concluded that there is a statistically significant relationship between change implementation and the performance of the organization.

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Hillgrimson (2018) also found that there is a positive correlation between change implementation and the performance of the organization. The study was centered upon the rational-empirical change implementation strategy. The investigation was carried out on Bangladesh microfinance institutions that had adopted the commission-based salary in a bid to motivate the employees to increase the number of customers reached by the microfinance institutions. Focus group discussions were held with 130 employees in group of tens. From the data collection process, it was found that the incentives that the organization offered to the employees made them embrace change (Hillgrimson, 2018). Hillgrimson (2018) found out that employees reiterated that the incentive was more lucrative than the work environment and a motivation for them to ensure that the microfinance institutions reached to the unbanked. The study also found that the implementation of such a change measure reduced the number of unbanked in Bangladesh though increasing the number of individuals that the microfinance institutions reached. It was in the end concluded that the use of the rational-empirical change implementation strategy had a positive effect on the performance of the microfinance institutions.

The effective usage of power is another element that has been found to have a positive implication on organizational performance. From an investigation that was carried out by Fernandez and Rainey (2016) to assess the effect of power on the performance of Singaporean insurance companies. It was found that the management distributed power to the employees who were also a part of the change strategy of the organization. The employees reiterated that the autonomy they were given to make decisions empowered them to be innovative subsequently resulting in organizational change. From this study it was found that employee autonomy had an effect on the performance of organizations. However, this is not the same as what was found in an investigation by Baskin (2016) on the implication of power as a change management strategy on the performance of the organization. From the research it was found that the manager was the main source of power which in the end result in hierarchical structures which slowed the change process of the organization. This made the competitors highly competitive. From the research by Baskin (2016) it was concluded that there is no relationship between power and the performance of the organization. However, this study seeks to ascertain how change management strategies impact on performance of telecommunication organisations in Zimbabwe.

Methodology

The study adopted pragmatism research philosophy rooted in both the positivism and constructivism paradigms. The descriptive research design was selected because it minimized research bias whilst enhancing validity and reliability. This is because it fused both the questionnaires and interview guide in data collection and being in synchrony with the nature of the study. The investigation was based on the Zimbabwean telecommunications organisations which are Econet, Telecel and Netone. The population of the study entailed of non-managerial and managerial employees of these telecommunication organisations. The stratified sampling technique was used in selecting the respondents that took part in the survey. The sample size for the study was determined based on the Krejcie and Morgan's sample size calculation formula for

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sample size. In this case the sample size of the study was 200 respondents taken from the population. Data was uploaded on Statistical Package for Social Sciences (SPSS) and analysed using Chi-Square Test of Independence and AMOS. The data was presented in form of tables and figures

Results and Discussion

Respond rate analysis

Table 1: Response rate analysis

Description	Questionnaires Administered	Questionnaires administered and not returned	Questionnaires administered and returned	Percentage of response rate
Respondents	200	50 (25%)	150(75%)	(75%)
Key informants interview	10	10	10	(100)

Source: Survey, (2020)

The study results indicate that of the 200 questionnaires administered (25%) were not returned while (75%) were returned. High percentage response rate was attributed to self-administering of the questionnaires by the researcher in this study. In addition, 10 key informant respondents were interviewed and achieved a (100%) response rate. Impliedly this reflected the importance of the study for transformational change and spearhead telecommunications organisations in this ever-changing global economy. Figure 1 shows demographic characteristics of job positions and gender of respondents in the study.

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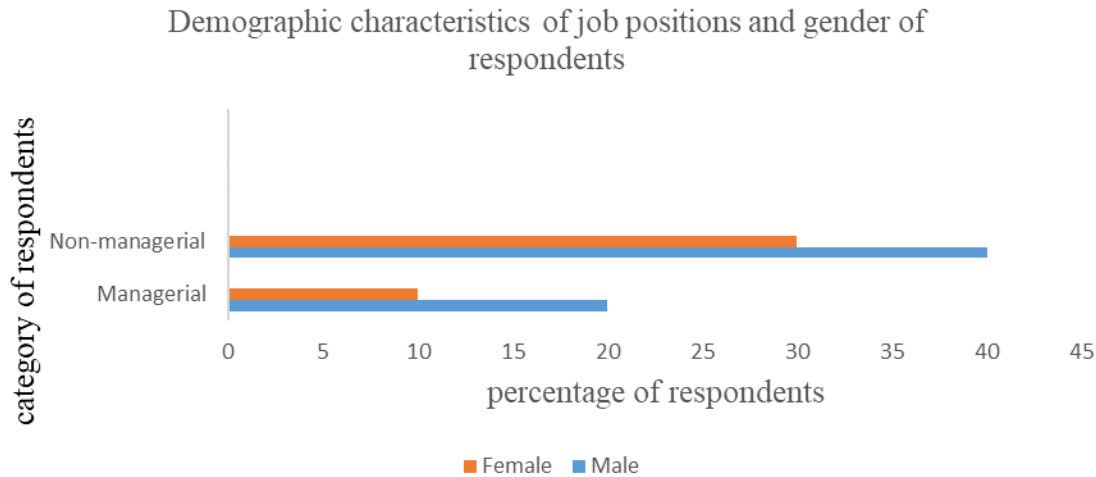


Figure 1: Demographic characteristics of job positions and gender of respondents
Source: Survey (2020)

The study results show that (30%) respondents were non-managerial employees while (10%) were managerial respondents. The study results also show that (40%) respondents were males while (10%) respondents were female. Impliedly this indicate gender disproportionate in organisations in Zimbabwe and how each segment value the importance of change strategies spearheaded by the organisation to achieve their objectives (See Figure 1).

Reliability Test

In order to ensure reliability and validity of the questionnaire, it was composed of carefully constructed statements to avoid ambiguity. The questionnaire was pre-tested to evaluate it for clarity, style, meaningfulness and easy for completion. Revision of the questionnaire was done based on the feedback to ensure consistence and quality prior to final distribution. Therefore the questionnaire was clearly and well understood by potential respondents. Tavakol and Dennick (2011) point out that the Cronbach’s Alpha values should lie between 0.7 and 0.95 to be acceptable. A value lower value than 0.7 can depend on a low amount on questions or too heterogeneous variables.

Table 2 Cronbach’s Alpha

Construct	Number of items	Cronbach’s Alpha
Technological changes	7	0.85
Change implementation strategies	7	0.78
Product diversification strategies	4	0.76

Source: Survey (2020)

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From Table 2, it can be seen that the Cronbach’s Alpha values for the study variables such as technological changes (0.85); change implementation strategies (0.78) and product diversification strategies (0.76) were more than acceptable and recommended Cronbach’s Alpha values. Thus, the scales in the questionnaires satisfactorily measured the constructs for the study. Table 3 show descriptive statistics of variables in this study.

Table 3: Descriptive Statistics

	N	Minimu m	Maximu m	Mean	Std. Deviation
Technological changes have improved active subscriptions	150	3	5	3.64	.859
Change implementation strategies improves market share	150	2	5	3.73	.649
Product diversification is an appropriate strategy as it improves network revenues	150	2	5	3.79	.791
Valid N (list wise)	150				

Source: Survey (2020)

The study sought to determine how change management strategies impact on performance of Telecommunication organisations in Zimbabwe. Study results indicate that technological changes have improved active subscriptions of telecommunication organisations in Zimbabwe with a mean of 3.64 and Standard Deviation of 0.859. The results also indicate that change implementation strategies improve market share of telecommunication companies in Zimbabwe with a mean of 3.73 and Standard Deviation of 0.649. Study results also indicate that product diversification is an appropriate strategy as it improves network revenues of telecommunication companies in Zimbabwe with a mean of 3.79 and Standard Deviation of 0.79 (See Table 3). This implies that change management strategies influence the performance of telecommunication organisations in Zimbabwe. Table 4 show correlations of change management strategies and performance of telecommunication organisations in Zimbabwe.

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Table 4: Correlations of change management strategies and performance of telecommunications in Zimbabwe

Variable 1	Variable 2	Correlation (R)	P-Value
Technological changes	Improves active subscriptions	0.163 ^(**)	0.020
Change implementation strategies	Improves market share	0.013 ^(**)	0.011
Product diversification strategies	Improves network revenues	0.069 ^(**)	0.018

Source: Survey (2020)

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

*Correlation is significant at the 0.05 level (2-tailed)

The study results show that there is a significant correlation between technological changes and active subscriptions ($r=0.163$, $p=0.020$). The results also show that change implementation strategies is made possible and improves market share ($r=0.013$, $p=0.011$). Study results also show that there is a correlation between product diversification strategies improvement of network revenues ($r=0.069$, $p=0.018$) (Refer to Table 4). Impliedly this show that if change management strategies are properly implemented, they produce positive results. Inference to literature denotes that service institutions like telecommunications have also adopted or assimilated change as part of its competitive strategy to ensure that they remain efficient, effective and highly competitive (Alina, 2015). Table 5 shows Chi-Square test of relationship between change management strategies and telecommunications performance in Zimbabwe.

Table 5: Change management strategies and telecommunications performance in Zimbabwe.

Variable 1	Variable 2	Chi-square (x^2) Value	DF	P-Value
Technological changes	Active subscriptions	5.455	3	0.011 ^{**}
Change implementation strategies	Market share	4.503	3	0.013 ^{**}
Product diversification strategies	Network revenues	8.325	3	0.033 ^{**}

Source: Survey (2020)

*Significant at 0.05 level

**Highly significant at 0.01 level

DF=Degrees of Freedom

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The results also indicate that there is evidence to suggest that technological changes is related to the improvement of active subscriptions on voice tariffs of telecommunications companies ($X^2=5.455$, $DF=3$, $p=0.111$) at 95% confidence level. Findings from the study established a relationship between product diversification and an increase of network revenue collection of telecommunications companies in Zimbabwe ($X^2 =4.503$; $DF=4$; $p= 0.013$) at 95% confidence level. The study also tested the relationship between change implementation strategies and market share increase in telecommunications companies. Using Chi-Square test of relationship, there was a significant positive relationship between change implementation strategy and market share increase of telecommunication companies in Zimbabwe ($X^2 = 8.325$; $DF=4$; $p= 0.033$) at 95% confidence level. This implies that change management strategies positively improve performance of telecommunication companies in Zimbabwe. Table 6 show Hypotheses Testing.

Table 6: Testing research Hypotheses

Hypothesis	Hypothesized Relationship	SRW	CR	Remark
H1	AUE → Performance	0.055	0.754	Supported
H2	MOD → Performance	0.331	3.561***	Supported
H3	TCM → Performance	0.358	3.698**	Supported

Notes: SRW standardized regression weight, CR critical ratio, ** significant at $p < 0.05$, *** significant at $p < 0.001$, ^{ns} not significant

Source: Survey (2020)

According to the findings presented in Table 6, it indicates that H₂, H₃, and H₃ were supported. This means that change management strategies impact positively on performance of telecommunication entities in Zimbabwe.

Conclusions and Recommendations

The study sought to establish how change management strategies impact on performance of telecommunications organisations in Zimbabwe. The study results indicated that technological changes positively improve active subscriptions, change implementation strategies positively improved market share and product diversification strategies positively improved network revenues in telecommunications in Zimbabwe. Furthermore, it is recommended that management or other change agents must be privy to the effect that the change strategy in an organisation can only be successful if the management effectively communicates the needs and benefits for organizational change to the employees of the organization and other stakeholders. The magnitude of the challenge faced in trying to effect change determines the type of change strategy required by the organisation and the wider context in which change is to occur. However, change strategies must be implemented within the framework of the law such that the state apparatus will not be violated, rather be supportive for a success to be celebrated. Accordingly, the major practical contribution of the present research is that it provides much

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needed empirical data on change management strategies and performance of the telecommunication entities in Zimbabwe. Therefore, there is need for management and other employees to acquire the necessary management skills and expertise to enhance the future survival in the stiff competitive business environment. The study could also be extended in longitudinal and comparative ways focusing on different sectors of the economy in Zimbabwe rather than focusing only on telecommunications organisations.

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