

Employee Involvement in Change Management in Organisations: A Case of the Zimbabwe Electricity Transmission and Distribution Company (ZETDC)

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Abstract: This study explored the involvement of employees in change management. Specifically, the study sought to analyse change initiatives at the Zimbabwe Electricity Transmission and Distribution Company (ZETDC) by assessing the levels of employee involvement during initiation, planning, implementation, monitoring and evaluation stages. A case study design and mixed research approach were employed. The study was thus both quantitative and qualitative. Questionnaires and interviews were used as tools for collecting data from respondents. Descriptive statistics were used to identify the change initiatives and levels of employee involvement in the same. Chi Square Tests were used to analyse the levels of employee involvement and the factors influencing the involvement. Results revealed that ZETDC has undergone several change initiatives, but minimal employee involvement in change related decision-making was apparent. Employee qualifications, work experience, skills and years of service influenced employees' desire to be involved in change management at ZETDC. The study recommended creation of a shared vision to promote unity and understanding throughout the change process. Ensuring employee engagement, timely access to information, regular feedback, continuous training and development of employees at all levels, promotion of teamwork amongst employees, making use of incentives and ensuring adequate resource provision were some of the recommendations from the study. It was further recommended that managerial employees should empower subordinates by involving them in decision-making.

Keywords: Change, change management, employee involvement, organizational change

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I. Introduction

Whether evolutionary, revolutionary or planned, change is inevitable. No organization will ever survive without changing as the adage goes 'If you do not change, change will change you'. In the business operational environment, success hinges on the ability to envision, plan, manage and execute change. Globalisation, technology advancement and cut-throat market competition to mention but just a few factors have forced organisations to change. To control the costs, pains and shocks associated with change, change must be planned to make it easy to manage. Generally, managers ignore the role of employees in the change process opting to blame them when the change fails or only involve them during implementation stage by way of announcements, directives or policy circulars drafted after executive meetings where employees are not involved or represented. Resultantly, there is incomplete, unsuccessful or incorrect change implementation. This study was about change management and the involvement of employees throughout the change process.

1.1 Background to the study

Organisations in today's business world are faced with fast paced technological development, threats from competitors, increasing complexity of customer requirements, shareholder demands, economic turbulence and more legislative demands than ever before (Luscher and Lewis, 2008; Straatmann, et al., 2016). In order to stay in the game and sustain competitive rivalry, organisations need to adjust to these rapid and radical changes (Oakland and Tanner, 2007; Neves, 2011). The difficulty of change initiatives is however never to be underestimated, as failure in implementing change in business can be devastating leading to closure, huge losses, or even liquidation to the detriment of employees, their families, shareholders, stakeholders and clients including management who will be left jobless with a soiled reputation and curriculum vitae making them

unemployable elsewhere (Straatmann, et al., 2016). Corporate failures caused by failure to plan for change account to over 70% of the companies which have gone under (Kotter and Cohen, 2002).

If everyone in the organization is not involved, change time can be a difficult time. Employees become uncertain leading to disgruntlement; customers lose trust and their loyalty fades and shareholders become skeptical through fear of losing their invested funds. Organisations themselves lose on potential returns and the economies in which these organisations operate also suffer (Pryor, et al., 2008; Oakland & Tanner, 2007). Although change is considered to be the only permanent thing in organisations (Armstrong, 2009; Washinton & Hacker, 2005), change plans still need to be meticulously implemented if the desired outcomes are to be attained (Naghibi and Baban, 2011), failure of which organisations will perish.

No matter how critical and useful, change initiatives may seem to be, they cannot be made without involving those affected, especially employees who are often the executors (Naghibi and Baban, 2011). Employee involvement is meant to enhance employee commitment and performance in any change initiative. There is consensus among academics and professionals that in order to successfully manage change initiatives, there is need for employee support. Non-involvement of employees in the change process can lead to dissatisfaction resulting in employees distancing themselves from organisational activities yet their involvement is always a critical success factor.

1.2 The Zimbabwe Electricity Transmission and Distribution Company (ZETDC) Context

Zimbabwe is among other African nations that corporatized the power sector, with such other nations being Kenya in 1995, Egypt in 1997, Nigeria in 1997 and Malawi in 1998 (UNIDO, 2007). Following the unbundling of ZESA Holdings into five subsidiaries, ZETDC (Zimbabwe Electricity Distribution Company) was left to be in charge of power distribution to promote efficiency (Zhou, 2012).

ZETDC's holding company, Zimbabwe Electricity Supply Authority (ZESA) underwent some transformational change as a way to resolve long-standing problems, key among which were financial as driven by high default rate by ratepayers. This threat almost brought the holding company - ZESA to its knees against an increase in the demand for electricity and high cost of importing power from neighboring countries – South Africa, Zambia and Mozambique. There was also the threat of criminal activities involving illegal power connections, theft of transformers, transformer oil, electric wires and vandalism of equipment. All these demanded ZESA Holdings to change. In order to change and move forward, ZESA unbundled and created subsidiaries namely Zimbabwe Electricity Transmission and Distribution Company (ZETDC), Zimbabwe Power Company (ZPC), ZESA Enterprises (ZENT) and Power Tel.

In 2012, ZETDC resolved to change by introducing the electricity pre-paid metering system to counter defaults by rate-payers. The pre-paid metering technology was successfully launched, as the new technology to replace the old conventional billing system that was posing operational challenges to ZETDC (ZESA, 2012). The introduction of this new pre-paid metering system brought with it a number of changes in the manner the organisation used to operate and suddenly 10% of the employees found themselves redundant. Employees were known to illegally connect homes side-stepping the pre-paid meter for a 'kick-back' making considerable households get electricity without paying bills to ZESA not to mention the vandalism of the pre-paid meters themselves.

After the realization of a gap between strategy formulation and implementation, ZETDC embarked on culture change beginning 2015 (Utete, 2016). To that end, the organisation had to work on its structures to be in tandem with the current business strategies, a move which was expected to see a reduction in establishment by around 10%. Such development brought high levels of uncertainty, anxiety and fear as employees at all levels faced the threat of job insecurity. If the required change objectives were to be fully realized, there was need to manage the change initiatives. The place of employees in driving, managing and facilitating change had to be re-defined and that is what drove the interest of this study.

1.3 Statement of the problem

Generally, organisations fail to implement change initiatives correctly and completely despite having sound and feasible plans on paper. Failure to fully implement change at ZETDC affected various stakeholders in different ways. In an effort to address the problem of aborted change, employees were identified as a critical factor. There was need for ZETDC to involve employees in the change process but little research had been conducted to explore the concept of employee involvement in organisational change given that most literature on change management is Euro-centric. This gap became the departure point which attracted this study. What then needs to be done for organisations to be in a position to correctly and holistically implement their change plans? This study sought to explore the people side of change and how it promotes success in the implementation of change within organizations with specific reference to ZETDC.

1.4 Research objectives

The main objective of this study was to explore the involvement of employees in change management at the Zimbabwe Electricity Transmission and Distribution Company (ZETDC). The specific research objectives were:

- 1.4.1 To establish the extent to which employees are involved in change initiatives at ZETDC
- 1.4.2 To establish perceptions on factors influencing employee involvement in the change process at ZETDC.
- 1.4.3 To recommend strategies that enhance successful and holistic change implementation which is company-wide driven.

II. Literature Review

2.1 Change Management

Change management involves getting all concerned stakeholders to accept, participate, own and work with commitment to ensure successful implementation (Fugate et al, 2012). It is a conscious process to systematically conceptualise, plan, implement, monitor and evaluate organisational change.

2.2 Employee involvement

Employee involvement refers to direct participation of employees to help an organisation in fulfilling its vision, mission and key deliverables to meet set objectives. In this context, employee involvement refers to employee participation in planned change which takes on board employees' views and inputs from conceptualization or ideation right through to planning, implementation, monitoring and evaluation including tapping their expertise in problem-solving.

2.3 Change

Change refers to the state of transition from the current to a better future state. Often, the words change and innovation move hand in hand. While change is improving on the current, innovation refers to change which is novel such as coming up with an idea which is completely new. Organisational change is movement of an organisation from its existing state towards a desired future state so as to improve on its effectiveness and efficiency in achieving set targets and customer delight.

2.4 Change problems at ZETDC

Transformation efforts by ZETDC have been hindered by several challenges which include rampant corruption, political interference, insufficient funds, lack of buy-in from staff, vandalism, poor debt recovery for electricity consumed and billed as well as a heavy wage bill (Utete, 2016). Change initiatives at ZETDC have not always been a success as there has been a gap between strategy formulation and implementation. To bridge this gap, the organisation embarked on a culture change journey.

2.5 Employee Involvement

Over the past three decades, the need to integrate employee involvement as part of a business imperative aiming at improving productivity has taken centre stage (Gratton, 2004, Harrison and Freeman, 2014). Employee involvement denotes an approach in which all the employees participate in project and work-related decisions for improvement purposes (Hussain et al, 2017). The realisation that the person performing the job is best positioned to identify and pinpoint any areas that require change is the principle behind this approach. This approach is in tandem with the Japanese philosophy Poka Yoke. A *poka-yoke* is any strategy in any process that helps employees to avoid (*yokeru*) mistakes (*poka*). Its purpose is to eliminate errors in a process by preventing, correcting or drawing attention to management. In short, continuous improvement and continuous change should be driven by the employees – they know how, what, when and why change is necessary (Wilkinson et al., 2013, Qi and Wang, 2016). Employee involvement takes place at different levels, in different forms and at different times. Approaches to employee involvement vary from sharing information, providing input, making suggestions, engaging in self-directed responsibilities such as setting goals, making business decisions, solving problems and also evaluation feedback on performance (Qi and Wang 2016). Teamwork, motivation, participation, performance appraisal, recognition and rewards are the major components relating to employee involvement.

2.6 Rationale for employee involvement

The involvement, participation and empowerment of employees in decision-making are among the important antecedents to the people side of change management. Employees are either the change implementers or the change recipients thus their ultimate commitment does determine the extent to which the change initiatives will be a success making them a critical change ingredient (Georgalis, et al., 2015). If employees take part in decision making, they are more likely to implement and support the change initiatives (Besterfield ,

2005). Employee involvement promotes more effective communication and reduce industrial friction. Levels of employee moral are known to improve through employee involvement as it creates a sense of belonging. Employee involvement promotes change acceptance. Where there is employee involvement, levels of commitment amongst employees towards goal attainment tend to be high. Employee involvement works for the good of any given change plan. The people side of change management is as important as the technical side thus the human element cannot be ignored (Fugate , et al., 2012, Georgalis , et al., 2015). If employee's contributions are taken on board, the final output may surpass the initially anticipated outcome (Georgalis , et al., 2015).

2.7 Change management

Change has become synonymous with standard business practices and for organisations, the only way to stay competitive is to change. Change for organisations and individuals is inevitable thus both organisations and individuals should develop coping strategies to deal with change. Change management can be regarded as a systematic way through which organisations and people deal with change (Song , 2009). Change management can be viewed as the activities that are involved in the definition of attitudes, behaviours, norms and values which will uphold the new ways of doing things. In different wording, change management is the continuous process of organisational renewal in terms of direction, structure as well as capabilities such as to suit the ever changing demands of the business environment and that of various stakeholders (Wiesner, et al., 2017).

2.8 Types of change

Evolutionary change is slow change, always associated with Charles Darwin's Theory of Evolution. This type of change is natural, progressive and slow such that it may not be noticed. On the other hand, revolutionary change is fast change. It is sudden and sometimes violent, shocking and unbelievable. Under revolutionary change, things can take a complete turn overnight. Planned change is deliberate, it is well-thought out, controlled and managed (Liu, 2009). It can be fine-tuned, adjusted, re-directed, guided, monitored, evaluated and controlled. Most change in organisations should be planned and this is where the involvement of employees is critical. The planned approach to change management is underpinned by assumptions that organisations operate in constant and stable environments where outcomes are pre-determined through deliberate efforts (Senior, 2002, Bamford & Forrester , 2003, Liu, 2009, Bhattacharyya , 2013).

2.9 Resistant to change

Resistance occurs when employees in an organisation try to preserve their sense of identity and meaning by holding on to their old ways of doing things (Washington & Hacker , 2006). In managing resistance during change times, communication is key. Judson (1991) argued that there are six factors that determine an organisation's level of resistance to change namely; feelings about the change in general, conflict between the existing culture to be changed and that which is to be introduced, the number of unanswered questions that arise, some historical events about the pain brought by previously failed change, the extent to which change threatens basic needs and the extent to which the change will impact on feelings of self-importance and worth (Wilkinson , et al., 2013).

However, Fugate et al (2012) argue that there is no worker and no human being who resists change. People of all ages, gender or races desire change and they have innate ability to welcome it. They argue that from babyhood, employees themselves grew to know that life is all about change. Employees have experience of unstoppable change when they grew from neonate, babyhood, infant, childhood, adolescent right up to adulthood. Employees are aware that change is life and that resisting change is resisting life. Employees are more than aware that no organisation can remain the same as such they are ready to welcome change. To show that employees desire change, they will do everything possible to resist routine as they find it boring. This is a clear message to managers that employees feel threatened if change is not introduced. They want to change their post, change office, change duties, change location, change uniform, change service, change products, change the tools and machinery used at work or even change managers etc. If a new manager is introduced at a work place, the moral and enthusiasm employees rise, a clear expression of readiness for change. If the new manager spends six months without introducing any change, he/she will lose the respect and trust of employees. This study argues that people or employees do not resist change, they resist the way change is introduced. If they are not involved, if there is no prior communication on the rationale for the change and if they envision the change as adding more workload or making their experience, qualifications and skills redundant, they will resist the change (Besterfield, 2005). This view has seen a revolution in management thinking and has made management appreciate the importance of employee involvement not only in change initiatives but in the day-to-day management of organisations.

2.10 Theoretical framework

2.10.1 Change Management Theories and Models

There are several change theories and models that have been propounded by different theorists and scholars. For the purposes of this study; Lewin's Change Models, McKinsey 7S Model, Kotter's Eight Step Model, and the ADKAR Change Model will be discussed. In this study the word 'Theory' and 'Model' are used interchangeably knowing fully well that they are not exactly same in meaning but they have a lot in common. This study views both a theory and a model as proven truths. While a theory leads to generalised statements, modelling can help to explain a theory because a model can be a visual illustration of a theory to lead to generalised statements of application. Thus in this context, Kurt Lewin's Change Theories are also Kurt Lewin's Change Models.

2.10.2 Kurt Lewin – The Three Step Change Model and the Force Field Analysis

Widely considered the founding father of change management is Kurt Lewin. His 'unfreeze–change–refreeze theory' also called 'Three step change model' and the 'Force Field Analysis' have been widely used globally (Cummings , et al., 2016).

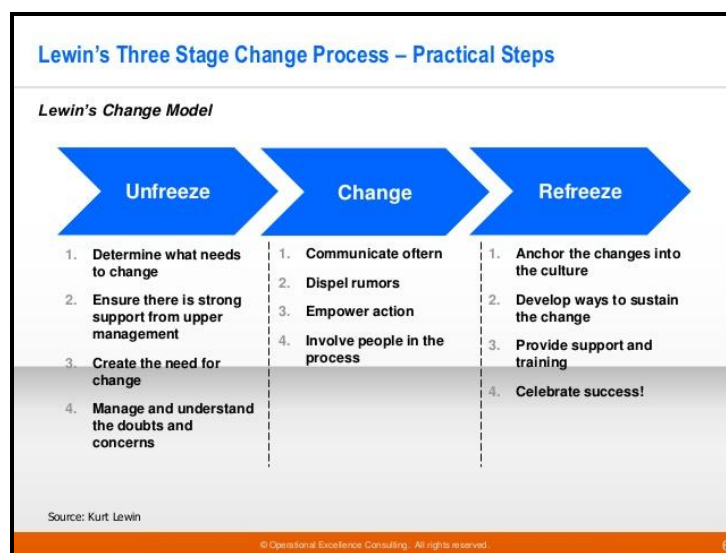


Figure 1: Lewin's Three Stage Change Steps

Source: www.pinterest.com/pin/177962622754250205/

As illustrated on Fig. 1 above, Lewin noted that successful change should involve three stages/ processes or steps namely unfreezing, moving (change) and refreezing. Lewin advised that before introducing change, the previous conduct and ways of doing things must first be discarded and there must be action to make employees feel the need for changing/ leaving the old ways. This step of letting go the old behaviour is called Unfreezing. Unfreezing has to do with challenging of the status quo and creating appetite to move on. Lewin's next step is called Moving. This is the acceptance to change after being convinced that the new way is better. The third and last step is Refreezing. This is making people happy in the new situation, celebrating success and making the new way of doing things a culture in the organisation. It is making staff 're-freeze' in the new state so that they will not slide back to their old ways.

Lewin's other change model is Force Field Analysis which states that for every change, there is a driving force (those who support the change or those things and situations which drive us and make it necessary to change). Lewin argues that while there are driving forces for every change, there are also forces that resist/ restrain change. The more you push for change, the more the restraining forces resist the change as illustrated below.



Figure 2: Lewin's Force Field Analysis

Source: <https://daniellock.com/force-field-analysis/>

Lewin advised that the role of the change agent is to neutralise/ weaken the restraining/ resisting forces before allowing the driving forces to push through the change process (Bamford and Forrester, 2003). Neutralising can take many forms i.e. involving employees right from the start, communicating the change, singling out opinion leaders and making use of them, creating quick wins and giving incentives. The uniqueness of Lewin's change models is in their simplicity and this is what has contributed to their wide use and ZETDC could easily adopt them.

2.10.3 McKinsey 7S Model

This model was developed by Robert Waterman, Tom Peters and Julien Philips in the 1980s, the McKinsey 7S Model has been extensively used by consultants and managements across organisations. The McKinsey 7S Model is hinged on the belief that an organisation is made up of interconnected elements namely: Structure, System, Strategy, Staff, Skill, Style and Shared values (Armstrong, 2009). Of these seven elements, three namely structure, strategy and systems are referred to as the hard elements while the remaining four elements namely skill, staff, shared values and style are the soft elements.

Due to the interconnectivity that exists among the seven elements, each one of them affects the others hence the need to align them strategically in order for change to be successfully managed. Any change in one of these elements will have repercussions on the other elements. For example, a change in the organisation's systems will have an implication on the skills, staff, structure and in turn will have an implication on the strategy. Trying to change just one element and maintain the others static will result in the other elements resisting thus the status quo will be maintained. In this regard, any form of change is seen best as a shift in the whole picture (Bhattacharyya, 2013). This model can significantly assist in managing the change process at ZETDC as well.

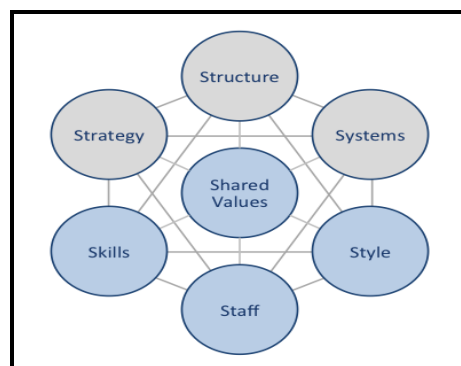


Figure 3: McKinsey 7S Model

Source: www.pinterest.com/pin/14566398770266589/

2.10.4 Kotter's Eight Step Change Model

Kotter's Eight Step Model of change management was pioneered by John Kotter (1995). After learning that majority of change efforts were failing, Kotter developed this eight step change model so as to provide organisations such as ZETDC with a rubric and a more practical means through which the change process can be applied. The Figure below is an illustrative diagram displaying Kotter's 8 Step Change Model.



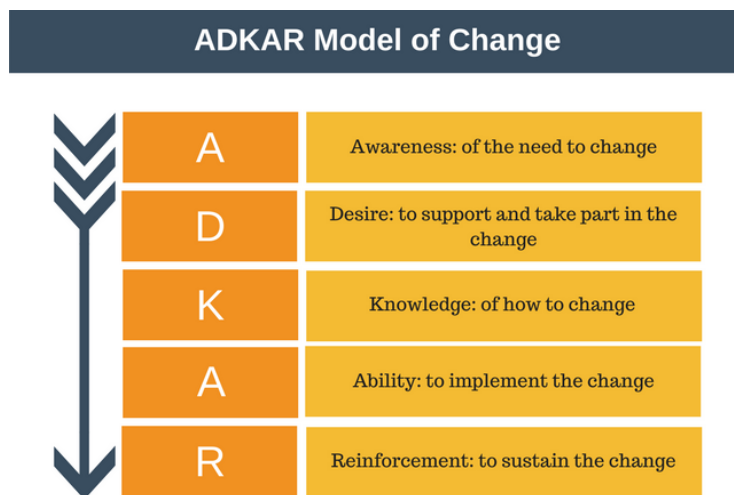
Figure 4: Illustrative diagram of Kotter’s 8 Step Change Model

Source : www.pinterest.com/pin

Kotter’s Eight Step Model of organisational transformation was developed after a study of over hundred (100) organisations of different sizes and in different industries (Lunenburg, 2010). The steps are as indicated on the diagram.

2.10.5 ADKAR Change Model

ADKAR model by Hiatt (2006) has gained acceptance in the change management field. ADKAR is acronym for **A**wareness of the need to change, **D**esire to support and participate in the change, **K**nowledge of how to change, **A**bility to implement that change and **R**einforcement to sustain the change (Bhattacharyya , 2013). This model of change management focuses more on individuals as critical factors in the change process and how to enable the person to make a successful transition.



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Figure 5: ADKAR’s Change Model

2.11 Conceptual Framework

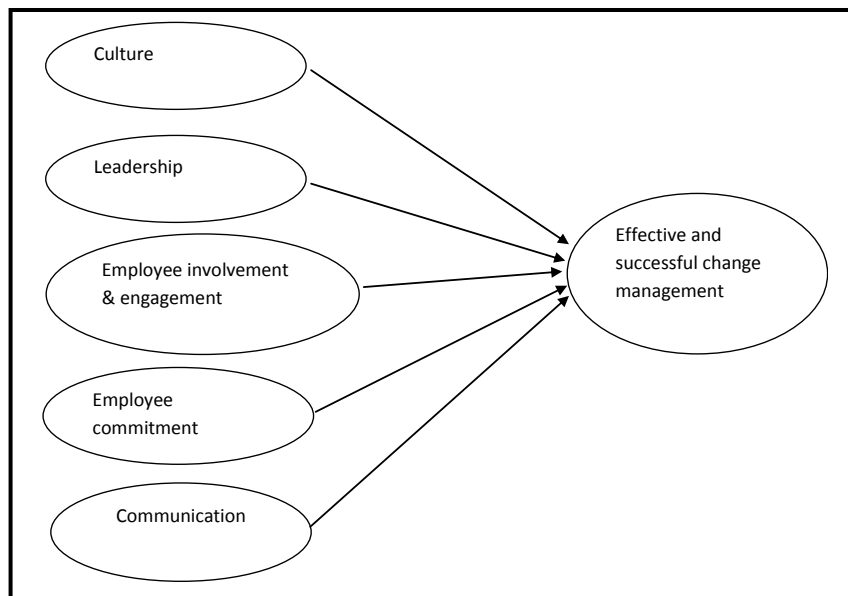


Figure 6: Conceptual Framework

If the organisational culture, leadership, employee engagement and involvement and communication are all appropriate in the organisation, the results are that there will be effective and successful change.

III. Research Methodology

This study was a mixed research anchored on Positivism and Interpretivism which informed the adoption of qualitative and quantitative research strategies. The study adopted the case study design in order to achieve depth in understanding the phenomena at hand. Stratified random sampling and purposive sampling were the sampling techniques employed for this study. This study used interview guides and questionnaires as research instruments for purposes of data collection. The Population and sample size were as summarized on the Table below:

Table 1: Sample Size

Target sample group	Total population	Sample Size
Management	20	2
Supervisory Staff	80	8
Skilled Staff	200	20
Semi-Skilled & General Staff	500	50
Total	800	80

Source: Research data

IV. Results

4.1 Response analysis

Of the eighty (80) questionnaires distributed sixty-three (63) were usable thus representing a response rate of 78.75%. This was a high response rate by any measure. Of the 63 respondents, 74,6 % were male while 25,4 % were female. Most respondents (82.3%) had been with ZETDC for 6 years or more and that made their responses well informed.

4.2 Change initiatives at ZETDC

The research sought to find out the change initiatives that have been implemented in ZETDC. The findings revealed that the organisation had undergone a variety of changes including emergent change and planned change. The list of change introduced included: use of pre-paid meters, leadership change, new strategic plan, cost-cutting measures, new procurement systems, corporate governance system, recruitment policies and assets disposal systems to mention but just a few.

Unless people change first, all other forms of change will not succeed (Kuye & Sulaimon , 2011). Respondents constituting 82.5 % were in agreement that the organisation has implemented culture change, with only 6.3 % disagreeing. Such a high percentage in agreement indicated that culture change is indeed an initiative

that ZETDC has taken in a bid to align people attitudes, efforts and actions with the organisation’s new strategies, work processes and systems.

4.3 Levels of employee involvement

Table 2: Descriptive Statistics – levels of employee involvement

	F	Minimum	Maximum	Mean	Std. Deviation
Consulted on changes to be introduced	61	1	7	2.69	1.962
Responsibility to participate in DM	62	1	7	3.00	2.088
Change problems can be identified and solved by any employee	62	1	7	3.29	1.962
ideas valued and considered	62	1	7	3.02	1.895
satisfaction with how employee contributions are taken	62	1	7	2.74	1.958
employees involved at the highest level	62	1	7	2.85	2.047
get feedback on changes that take place	62	1	7	3.79	2.058

To identify the levels of employee involvement, questions on a seven-point Likert scale were asked. These covered issues on consultation, participation, involvement of employees at highest decision-making level and communication on change related issues.

Generally, the research findings indicated that employee involvement levels in change processes at ZETDC are very low as revealed by mean values of below four (4) for all the questions presented to the respondents.

Majority of the respondents disagreed ($\bar{x}=2.69$) that they were consulted on any changes that management introduced before the changes were effected. Results indicate that employees did not have responsibility to make sound decisions ($\bar{x}=3$). On whether management recognised that change-related problems could be identified and solved by any employee, respondents disagreed ($\bar{x}=3.69$). Findings indicated that employee ideas regarding change implementation were not valued or considered by management ($\bar{x}=3.02$).

Respondents highly disagreed ($\bar{x}=2.85$) that there was involvement of employees at the highest level of decision-making. The respondents also disagreed that there was feedback relating to change that would have transpired in the organisation ($\bar{x}=3.79$). Responses on satisfaction with the manner in which employee contributions were taken during change processes exhibited that there was no satisfaction, with a mean value of 2.74. This indicated that employees were not satisfied with how their contributions were being handled. The research findings indicated that there are low levels of employee involvement during change initiatives at ZETDC.

4.4 Chi-Square test for association – levels of employee involvement

From the chi-square test that was run, findings revealed that gender, qualification, manning level and years of service all do not have a significant association with employee involvement. Only age happened to have a significant association with the extent to which employees’ contributions are taken during change processes: $X^2(4) = 14.876; p < 0.05$. The detailed test results are shown in Appendix A

The findings showed an even distribution trend. Those in age group 18-25 years responded with satisfaction with the manner in which their ideas where handled during change as well as those of age range 56 and above. Those in the age range 25-55 constituted the largest percentage of those who were in disagreement that they were satisfied with the manner in which employees ideas were handled during change processes.

4.5 Factors influencing employee involvement

Table 3: – Factors influencing employee involvement

	N	Minimum	Maximum	Mean	Std. Deviation
-Empowered to participate in DM (decision-making) at my level.	62	1	7	5.11	1.641
-Contributions in DM valued because of work experience.	62	1	7	4.27	1.671
-Contributions in DM valued because of skill.	62	1	7	4.35	1.728
-Contributions in DM valued because of level of education.	61	1	7	4.03	1.807
-Years of service considered to decide on whether one participate in change activities.	62	1	7	2.71	1.623
-TU representation influences employee involvement in DM concerning change.	62	1	7	3.55	1.947
-Management’s leadership style promotes employee involvement in change activities.	62	1	7	3.50	1.965

On perceptions influencing the involvement of employees, findings indicated that Trade Union (TU) representation does not influence employee involvement.

4.6 Chi-Square test for association - Factors influencing employee involvement

A chi-square test was run to test for association between factors influencing employee involvement and respondents characteristic. Age, gender, and manning level did not have any significant association with the perceptions on factors influencing involvement. These results are presented in Appendix B. The results showed a significant association between qualification and the consideration of years of service by management: $X^2 (5) = 10.164; p < 0.05$ and years of service and trade union representation: $X^2 (5) = 13.180; p < 0.05$. The crosstabs show that the more educated one is the more they perceive that management does not consider one’s years of service when deciding whether or not to involve an employee in change-related decision-making.

4.7 Strategies for enhanced successful change implementation

Table 4: Strategies for enhanced successful change management

	N	Minimum	Maximum	Mean	Std. Deviation
-Communication influences correct and successful change implementation.	63	1	7	5.94	1.512
-T&D (Training &Development) helps correct and complete change implementation.	63	1	7	6.00	1.459
-Incentives influence efforts on change implementation.	63	1	7	5.52	1.595
-Clearly defined roles promote interest on successful change implementation.	63	1	7	5.92	1.336
-Teamwork enhances successful change implementation.	63	1	7	6.27	1.019
-Enough resources are provided.	63	1	7	3.21	2.141
-Ability to change work methods influences successful change management.	63	1	7	5.25	1.470
Valid N (listwise)	63				

As part of the research objectives, the research sought to find out the strategies for enhanced employee involvement in change management. Findings revealed that respondents were in agreement that communication, training and development, clearly defined roles and teamwork would enhance successful change implementation.

4.8 Chi-Square Test for association –Strategies for enhanced successful change implementation and respondent’s characteristics

The research findings indicated that gender, manning level and years of service had no significant association with the strategies for enhancing successful change implementation. Results are shown in Appendix C. Age and qualifications were found to be significantly associated with resource availability and promotion of successful change through clearly defined roles. Age was found to be significantly associated with resource availability: $X^2 (4) = 13.445; p < 0.05$. Employee qualification was found to be significantly associated with promotion of successful change through clearly defined roles: $X^2 (5) = 10.100; p < 0.05$, and also significantly associated with resource availability: $X^2 (5) = 11.941; p < 0.05$.

From these findings, it can be concluded that the more one is educated, the more they are in agreement that clearly defined roles will promote their interest in successful change management at ZETDC (100% of those with Honours and Masters degrees and 80% of those with diplomas)

4.9 Interview Findings

This section presents the findings obtained from the interviews conducted with members of the management team. Of the targeted seven (7) interviews, five (5) sailed through representing 72.4 % response rate.

4.9.1 Understanding of employee involvement and levels of involvement in ZETDC

The managers who were interviewed proved to have an understanding of what employee involvement is. Thus management feels that employee involvement is being practiced. These findings conflict with those obtained from the generality of the employees, which instead revealed that employee involvement levels are low.

4.9.2 Importance of employee involvement in change related decision making

Interview findings reveal that management appreciated the involvement of employees in decision-making concerning change. It was pointed out that if employees are taken on board to participate in issues that concern them, they would commit themselves to work towards the fulfillment of the targeted change goals.

Interviewees however pointed out that not all forms of change allowed the involvement of employees as there are cases where a decision has to be made with urgency. In such cases, management acts accordingly and then just relay the feedback to employees.

4.9.3 Factors considered when deciding whether or not to involve employees

Management respondents revealed that such factors as employee grade, employee's skill, experience, conduct, level of education and the change initiative at hand are taken into consideration when deciding whether or not to involve an employee in change related decision-making.

4.9.4 Strategies to enhance successful change implementation

The interview findings revealed that training and development, resources availability, proper planning and coordination and communication enhance the extent to which change is successfully implemented. In explaining why communication was critical in enhancing successful change, a managerial respondent highlighted: *Communication, if properly done would ensure that everyone across the organization is aware of the happenings and thus they are better capacitated to play their role.*

V. Conclusions

5.0 Change initiatives at ZETDC

The introduction of prepaid metering saw the organisational structure being changed at ZETDC. Levels of employee engagement at ZETDC were low. A majority of employees in the organisation pointed out that they were not being involved in decision-making concerning change; even that which affects them directly. In contrast, managerial employees were of the view that employee involvement levels were on the higher side. There was a significant association between 'age' and the extent to which employees were satisfied with the way they were involved in decision-making.

5.1 Perceptions of factors influencing involvement

Work experience, employee's skill and level of education were found to be the factors that influence the involvement of employees. Years of service, trade union representation and management's leadership style were among the factors that were found not to be as influential in employee involvement. Management respondents were of the opinion that type of change to be implemented would also determine the extent to which employees are involved. There is a significant association between an employee's qualification and the possibility of management involving that employee in change-related decisions.

5.2 Strategies for enhancing correct and holistic change implementation

Communication, training and development, incentives, teamwork and clearly defined roles were indicated as strategies that would enhance correct and holistic change implementation.

VI. Recommendations

In light of the above findings and conclusions, the study came up with the following recommendations:

- a. ZETDC should create a shared vision by involving employees in the change process right from ideation or initiation right up to monitoring and evaluation.
- b. Management should facilitate timely access to information in order to allow employees to communicate their views in the change process.
- c. ZETDC should make use of the organisation's intranet group e-mail platform such that each and every employee is informed of the pending change for their input.
- d. ZETDC should ensure continuous training and development of employees at all levels.
- e. Incentives which could be monetary or non-monetary such as recognition, should be given to promote employees' interests and commitment to change implementation.
- f. Management can identify influential individuals and make them change champions in order to promote a culture change amongst employees.

VII. Implications For Future Research

This study focused on ZETDC, as such the results should be generalized with caution, especially to other organisations outside the energy industry. Future research should explore the involvement of employees in change management in other industries and comparison of the findings could draw similarities for future generalisations.

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APPENDIX A: Levels of employee involvement in change processes.

Levels of Employee involvement	Age			Gender			Qualification			Manning Level			Years of Service		
	X ² (df 4)	p	ø	X ² (df 1)	p	ø	X ² (df 5)	p	ø	X ² (df 3)	p	ø	X ² (df 5)	p	ø
Consultation on changes management intends to introduce	2.024	.731	.184	.046	.830	.028	3.447	.631	.242	2.292	.514	.195	3.344	.647	.236
Responsibility to participate in decision making	9.657	.047	.398	1.608	.205	.161	1.694	.890	.168	3.531	.317	.241	6.759	.239	.333
Change related problems can be solved by any employee	7.252	.123	.345	1.303	.254	.145	7.791	.168	.360	1.039	.792	.131	3.918	.561	.253
My ideas regarding change implementation are valued and considered	8.090	.088	.364	.063	.081	.032	8.116	.150	.368	1.137	.768	.137	2.415	.789	.199
Am satisfied with employee involvement decision making	14.876	.005	.494	.933	.334	.123	5.505	.357	.303	.602	.896	.099	3.672	.598	.245
Employees involved at highest level of decision making	6.624	.157	.330	1.376	.241	.149	4.400	.493	.271	1.174	.759	.139	3.393	.640	.236
I always get feedback concerning changes that take place in the organization	2.942	.568	.220	.231	.631	.061	6.764	.239	.336	1.982	.576	.180	4.513	.478	.272

χ²: Chi square test statistic; df: degrees of freedom; *significant at p < .05; ø: Phi coefficient

APPENDIX B: Perceptions on factors influencing employee involvement

Perceptions of factors influencing involvement	Age			Gender			Qualification			Manning Level			Years of Service		
	X ² (df 4)	p	ø	X ² (df 1)	p	ø	X ² (df 5)	p	ø	X ² (df 3)	p	ø	X ² (df 5)	p	ø
Supervisor empowerment	2.942	.568	.220	2.819	.093	.213	2.892	.717	.220	3.089	.378	.225	6.147	.292	.317
Work experience	1.712	.789	.168	2.536	.111	.202	1.994	.850	.182	2.856	.414	.216	3.513	.621	.240
Skill	4.521	.340	.272	.022	.881	.019	4.601	.466	.227	3.996	.262	.256	7.669	.175	.355
Level of education	2.905	.574	.218	1.147	.284	.137	4.044	.543	.262	1.116	.773	.136	4.754	.447	.281
Management's consideration of years in service	3.650	.456	.247	1.187	.276	.138	10.164	.050	.412	.998	.802	.128	4.508	.479	.272
Trade union representation	1.620	.805	.163	.316	.574	.071	6.594	.253	.332	3.117	.374	.226	13.180	.022	.465
Leadership style influence employee involvement	5.391	.250	.297	.013	.908	.015	7.603	.179	.356	1.175	.759	.139	5.915	.315	.311

χ²: Chi square test statistic; df: degrees of freedom; *significant at p < .05; ø: Phi coefficient

APPENDIX C: Strategies for enhanced successful change implementation

Perceptions of factors influencing involvement	Age			Gender			Qualification			Manning Level			Years of Service		
	X ² (df 4)	p	ø	X ² (df 1)	p	ø	X ² (df 5)	p	ø	X ² (df 3)	p	ø	X ² (df 5)	p	ø
Communication	3.123	.537	.226	2.681	.102	.206	2.812	.729	.215	.744	.863	.110	6.531	.258	.325
Training and Development	.922	.921	.122	2.681	.102	.206	2.812	.729	.215	1.057	.787	.131	5.422	.367	.296
Incentives	.950	.917	.124	1.487	.223	.154	6.404	.269	.324	1.140	.767	.136	4.979	.418	.283
Clearly defined roles promote interest in successful change implementation	5.046	.283	.285	3.120	.077	.223	10.100	.050	.407	2.216	.529	.189	1.881	.865	.174
Teamwork	.509	.973	.091	1.072	.300	.130	.884	.917	.120	5.000	.172	.284	5.156	.397	.288
Availability of resources	13.445	.009	.466	.328	.567	.072	11.941	.036	.442	7.237	.065	.342	7.577	.181	.350
Ability to change work methods	3.950	.413	.252	.271	.603	.066	4.455	.486	.270	1.906	.592	.175	2.256	.813	.191

χ²: Chi square test statistic; df: degrees of freedom; *significant at p < .05; ø: Phi coefficient

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