

# MIDLANDS STATE UNIVERSITY



**FACULTY OF SOCIAL SCIENCES**

**DEPARTMENT OF PSYCHOLOGY**

**ATTITUDES AND INFLUENCES OF ATTITUDES TOWARDS ORGANIZATIONAL  
RESTRUCTURING AT ZIMASCO KWEKWE ZIMBABWE.**

**BY**

**CYNTHIA SIMELENI CHIKOSI**

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# CHAPTER I

## 1.1 Introduction

The progressively competitive market pressure, globalization of markets and changing business environment have compelled some organizations in Zimbabwe to continuously search for interventions that would help them fit in the changing and demanding environment. Besides globalization, information technology further adds pressure to the need of constantly reinventing ways to compete (Zupan and Ugrojensek, 2004). Thus organizations widely accepted organizational restructuring as an intervention that would assist them suit the changing business environment and Zimbabwe Mining and Alloy Smelting Company (ZIMASCO) is one them. Although the basic assumption that organizational restructuring will inject new, enthusiastic work life into the organization and members that will suit in the current business environment, it is often entrenched in complications that mount pressure and strain on the existing attitudes of the employee. Consequently, it is widely accepted that an intervention such as organizational restructuring can significantly contribute towards attitude changes among employees, which in turn affects workforce loyalty, productivity and morale either positively or negatively, depending on the nature and direction of the attitude change (CEC, 2008, Brand and Wilson, 2000, Luthan and Sommer, 1999 and Donaldson, 1994). Relatedly, many organizations that restructured in order to increase productivity and gain competitive advantage are finding that what they have gained is a depressed, anxious and angry workforce at a time when they need spirit and creativity to ensure future success (Lewin and Johnston, 2000). Therefore, the precarious challenges fronting restructured organizations is the capability of the employees to adjust to the predominant work Situation by retreating of old work roles and developing new and favorable work attitudes those are dependable with goals and standards in the work situation. Hence, the main focus of this research study is on describing the attitudes and influences of attitudes of employees towards organizational restructuring at ZIMASCO Kwekwe. The chapter covers the background of the research study, the statement of the research problem, the hypothesis made by the researcher, objectives of the research study and aim of the research study. The assumptions made by the researcher, delimitation, limitations of the

study and definition of key terms are also included. Finally a brief summary of the whole chapter will be at the end of this chapter.

## **1.2 Background to the Study**

Grinnell (1992) maintains that it is the current state of knowledge of a subject area that ultimately determines the specific problem to be studied. Organizational restructuring has become an undeviating feature of the present day's economy. Restructuring may be impelled by forces internal and external to the organization. It creates pressure upon employees in any organization especially if the organization has not had that major change before (Beck hard, 1996). International and regional researches have been conducted in attempt to address the issue of attitudes and influences of attitudes of employees towards restructuring in organizations, however very few studies have been conducted locally. Thus, it has come to the realization of the current researcher that the study needs to be carried out at locally. Hence, the current research focused on the attitudes and influences of employee attitudes towards organizational restructuring. The research has been done at ZIMASCO Kwekwe.

Since there has been a depression in the world market chrome manufacturing companies have put production on hold and one of these companies is ZIMASCO(Sadomba,2013).This has resulted in ZIMASCO engaging in an organizational restructuring so as to endure in this economic unstable condition. However there are aspects influencing the employee attitudes towards this organizational restructuring process.

ZIMASCO means Zimbabwe Mining and Alloy Smelting Company. The company originated in 1926 as an exporter of Chromite ore. It is biggest Chrome producer in Zimbabwe and is the 5<sup>th</sup> largest high-carbonated ferrochrome producer in the world. It has four Chromite ore mining locations along the Great Dyke of Zimbabwe that is Shurugwi, Guinea Fowl, Lalapanzi and Mutorashanga.(Jangara,2013) The overall operations are co-ordinate by Harare office which includes Group strategy, Human Resources, Legal & Secretarial, Marketing, Commercial and Technical Services.Zimasco's Chrome operations are housed in the wholly owned subsidiary Zimasco Pvt Ltd.The Chromite Ore is mined and transported to Zimasco Kwekwe where it is smelted in combination with reduntants and fluxes to produce high carbon ferrochrome alloy. Zimasco Kwekwe furnaces are divided into the East plant and the West plant. The East plant

comprises of furnaces 1, 2, 3 and 4 whilst the West plant comprises of furnaces 4 and 5 respectively. There are 3 070 people employed directly by Zimasco whilst 5 500 are indirectly employed through tributary and co-operative miners. (Mhlanga, 2013)

December 2007 heralded a new era in the life of Zimasco as Sino steel Cooperation of China purchased 92% of Zimasco share and became the majority shareholder of Zimasco holdings. Sino steel Corporations is a central enterprise under the administration of the Chinese State owned Assets Supervision and Administration Commission. There are 86 subsidiaries under the administration of Sino steel Corporation Limited. Sino steel is mainly engaged in the development of metallurgical raw materials and products, related engineering technical services as well as equipment manufacture. This has led to the sudden organizational restructuring of Zimasco affecting employees in operating areas of Zimasco and Zimasco Kwekwe employees were not spared (Jangara, 2013). Over 3 000 Zimasco employees were put on forced compulsory leave on rotational basis preliminary from October 2012 and required to report for work two weeks a month as two of its furnaces were shut down and 1 200 affected were from Zimasco Kwekwe (Mhlanga, 2013). Salaries were slashed down to 50% and employees in grades one and two were the most affected as they are took home paltry salary of \$50 a month (Mhlanga, 2013).

All this remained in an effort to stream live its wage bill and operational expenses. However employees are exhibiting mixed attitudes towards this restructuring process as there are issues influencing their attitudes towards that restructuring process. It has been reported that employees are now begging for food relief programs to reach their mines as they no longer have enough money to feed their families(Jangara,2013).Evidence has it that some of the employees have resigned due to the organizational restructuring that has occurred(Sadomba,2013). Zimasco Kwekwe management reported that employees are put on compulsory leaves so as to protect them from retrenchment and also the company has no money for exit packages however, employees are finding it difficult to understand this fact (Sadomba,2013).

As a citizen of Kwekwe where the ZIMASCO smelting company is located the researcher has been motivated to do a research study on the attitude and influences of employee attitudes towards organizational restructuring at Zimasco Kwekwe employees as she has witnessed other fellow citizens who work there reacting differently to the change that has occurred at their workplace. It seems organizations restructure without putting into consideration how employees

respond to the process therefore and what influences those responses thus ,a gap has been left out in research conducted in the Zimbabwean context on the attitudes and influences of employee attitudes towards organizational restructuring. Therefore the research study is focused on describing the attitudes and influences of employee attitudes towards organizational restructuring.

### **1.3 Statement of the Problem**

As organizations restructure they seem not to consider the attitude of employees towards the restructuring process and what influences those attitudes, thereby affecting their relationship with employees. It has been reported that 1 200 Zimasco Kwekwe employees were put on compulsory leaves, salaries slashed down to 50% and also some of the company benefits for employees were expurgated (Jangara, 2013).Thus, employees were reported to have mixed attitudes towards the restructuring process which therefore calls for attention as to what influences those attitudes towards organizational restructuring. Though international and regional studies have been conducted on the attitudes and influence of employee attitudes towards organizational restructuring, focus was mainly given on influence of organizational culture, perceptions, stress on attitudes of employees towards organizational restructuring. .However, the current researcher has been greatly motivated by the situation at ZIMASCO to further research on the attitudes and influence of employee attitudes towards organizational restructuring. Therefore the focus of the research is to describe the attitudes and influences of employee attitudes towards organizational restructuring.

### **1.4 Objectives of the study**

1.4.1 To analyze and describe the attitudes that employees have towards organizational restructuring.

1.4.2 To find out on what influences employees attitudes towards organizational restructuring.

1.4.3 To determine whether employee characteristics influence the attitudes of ZIMASCO employees.`

1.4.4 To scrutinize pathways in which organizational restructuring affects employee attitudes.

## 1.5 Hypothesis

This study aimed at describing the attitude and influences of employee attitudes towards organizational restructuring. Thus, the research will test if the employee characteristics influence their attitude towards organizational restructuring. Based on that objective the following hypotheses were formulated:

Ho There is no significant relationship between employee characteristics and attitudes of employees towards organizational restructuring.

- There is no significant relationship between age and attitudes of employees towards organizational restructuring.
- There is no significant relationship between marital status and attitudes of employees towards organizational restructuring.
- There is no significant relationship between gender and attitudes of employees towards organizational restructuring.
- There is no significant relationship between number of children of employees and attitudes of employees towards organizational restructuring.
- There is no significant relationship between education level and attitudes of employees towards organizational restructuring.
- There is no significant relationship between years of employment and attitudes of employees towards organizational restructuring.
- There is no significant relationship between employee position and attitudes of employees towards organizational restructuring.

## 1.6 Significance of the Study

As little research has been carried out in Zimbabwe regarding the attitudes and influences of employees attitudes towards organizational restructuring, it is hereby hoped that this research will greatly contribute to this body of knowledge. The research will analyze and describe the attitudes and influences of employee attitudes towards organizational restructuring within a specific local organization called Zimasco Kwekwe. By accruing the current research to the body of knowledge, other researchers specifically psychological researchers will be able to use the research to better craft more pathways that improve the restructuring process in organizations so that it becomes an employee favorable and conducive process. This is because the employee

attitudes will then be considered before making any move in decision making process by management in organizations. The current research will enable organizations to see the degree to which employee characteristics influence attitude towards organizational restructuring and consider them whenever they implement the restructuring intervention in future. Psychological researchers will thus have the ability to craft processes that help improve employee attitudes towards restructuring thereby protecting their wellbeing which then results in improved employee performance. This then increases the success of the restructuring initiatives in organizations in the future.

### **1.7 Aim of the study**

The primary aim of this study is to find out if employee characteristics influence attitudes towards organizational restructuring.

### **1.8 Assumptions of the Study**

- Most of the employees have a negative attitude towards organizational restructuring.
- Employee characteristics influence attitudes of employees towards organizational restructuring.

### **1.9 Delimitations of the study**

The research study was done at ZIMASCO Smelting Company in Kwekwe only. Employees of diverse levels have been randomly picked to respond to the questionnaire. The research study focused on the attitudes and influence of employee characteristics on the attitudes of employees working at Zimasco Kwekwe towards organizational restructuring.

### **1.10 Limitations of the study**

Employees exhibited negative attitudes towards the researcher due to the anger they contain towards restructuring process that took place at their workplace. Participants from the managerial level refused to complete the questionnaire despite the fact that they were included in the sample because of they did not want to expose their demographic information. The research was time consuming as the researcher faced the challenge of semi-literate employees who needed translation of the questionnaire. Some of the employees were biased in responding to the questionnaires.

## **1.11 Definition of Key Terms**

### **1.11.1 Attitude**

According to McGuire (1996) an attitude is an expression of favor or disfavor towards a person, place, thing or event. It may also be defined as a positive or negative evaluation of people, objects, events, activities, ideas or just about everything in the environment. In this case an attitude refers to employee feelings of favor or disfavor towards organizational restructuring.

### **1.11.2 Organization**

An organization is a closed network of interrelated people within an identity of its own. It is the relationship between the participants that create a distinct identity for the network or group, giving it a sense of coherence and wholeness (Huffine, 2000). In this case Zimasco is the organization supposed to have a sense of cohesiveness and coherence but due organizational restructuring that sense of cohesiveness is strained.

### **1.11.3 Organizational restructuring**

Springs (1999) defines organizational restructuring as a situation whereby an organization makes changes in personnel and departments and how workers work to meet market conditions. In this stead organizational restructuring implies to the change in working conditions of employees at Zimasco Kwekwe.

### **1.11.4 ZIMASCO**

Zimbabwe Mining and Alloy Smelting Company.

## **1.12 Chapter Summary**

The research study focused on an investigative description on the attitudes and influences of employee attitude towards organizational restructuring at Zimasco Kwekwe. The first chapter was concerned with the introduction, background to the study, the statement of the problem, the significance of the study, aim of the study and objectives of the study, delimitations and limitations of the study, assumptions of the researcher on the research study and also the definition of the key terms.

## CHAPTER II

### Literature Review

#### 2.1 Introduction

The first section of this chapter of literature review includes a brief sketch of the intended research. This will be followed by a general description of studies previously done and the knowledge gap. The third section encompasses general overview of attitudes and facets of attitudes. The fourth section includes an overview of organizational restructuring and various aspects of organizational restructuring. This will be followed by a section on the influences of employee attitudes towards organizational restructuring. The sixth section involves issues on the complications of organizational restructuring. The seventh and final section then includes a general overview of the theoretical framework. Lastly, the summary of the chapter marks the end of the literature review chapter. Thus, detail on the above mentioned concepts is to be unraveled as the chapter progresses.

#### 2.2 Conceptual Framework

##### 2.2.1 Attitudes

The section involves the definition of, structure of, formation of attitudes and how they change. In order to understand the concept of attitudes there is need to look at all the above mentioned aspects.

##### 2.2.2 Attitudes Defined

This is a term frequently used in the field of Social Psychology. The word 'attitude' is traced back to the Latin word 'aptitudo' meaning 'fitness' meaning negative or positive mental and emotional positions people have towards certain facts or situations (Giambra, 2003). These mental and emotional positions towards something (attitudes) are formed as a result of experience or observation. According to the classic tripartite view offered by McGuire (1969) an attitude contains Cognitive, Affective and Behavioral in structure. However, it should be noted that

attitudes change as a result of either favorable or unfavorable beliefs or feelings that one holds towards an event or a situation (Smith and Mackie, 2007). In this context it refers to either negative or positive mental and emotional positions that employees have towards organizational restructuring.

Psychologists such as Allport (1935) define attitudes as an expression of favor or disfavor toward a certain person, place or event. Wood (2000) went on to say that an attitude is a positive or negative evaluation of people, events, activities, ideas or just about anything in your environment. It is also defined as the readiness of the psyche to respond in a certain way that is either negative or positive (Jung, 1921). This means that employees have either a negative or positive evaluation of the organizational restructuring process.

### **2.2.3 Structure of Attitudes**

According to McGuire (2001) attitudes can be divided into three structural components namely: the Cognitive component, the Affective component and the Behavioral component. He went on to explain the structure of attitudes as follows:

#### **i) Cognitive Component**

This refers to our thoughts, beliefs and ideas about something. This is said to be the opinion or belief segment of an attitude. In this context employees seem to hold certain thoughts, beliefs and ideas about organizational restructuring. These thoughts beliefs and ideas may be influenced by an external aspect to become negative or positive and they then influence behavior.

#### **ii) Affective Component**

This is referred to as the feelings or emotions that something evokes for example fear, anger, and hate and so on. This is also referred to as the emotional or feeling segment of an attitude. Therefore, employees are influenced to hate and be angry with the organizational restructuring as it seems to be a life threatening event to them.

#### **iii) Behavioral Component**

This is the tendency to act in certain ways towards something. This is referred to as the action segment of an attitude. This is the extrinsic and observable component of attitudes that can help

tell if the attitude is negative or positive. Thus, Zimasco employees in this case seem to act negatively towards the organizational restructuring process as evidenced by the complaints made by some of the unnamed employees to news crew.

#### **2.2.4 How Attitudes Form**

Myers (1999) propounds that attitudes form directly as a result of experience and may emerge due to direct personal experience or they may result from observation. In this case attitudes are being formed as a result of personal experience as each and every employee affected by the restructuring process has his or her own thoughts, feelings and actions towards the restructuring of the organization. Liska (2001) went on to say that attitudes are created by first creating beliefs and employee beliefs are the knowledge that an employee has about objects, their attributes and losses or benefits provided by the objects or events. She said that employee beliefs are created by processing information-cognitive learning. Thus, in this setting employees have their attitudes formed as a result of the knowledge they have about organizational restructuring. The beliefs might be negative or positive thus, resulting in a negative or positive attitude towards organizational restructuring.

#### **2.2.5 How Attitudes Change**

According to Smith and Mackie (2007) the same influences that lead to attitude formation can also create attitude change that is experience, personal experience or observation. Theories such as Yale Attitude Change and others reveal how attitudes change and they are explained in this chapter

#### **2.2.6 Organizational Restructuring**

The section will look at the definition of and other aspects of organizational restructuring. It is hereby crucial in this study to look at the concept of organizational restructuring before looking at the attitude of employees towards it.

### 2.2.7 Organizational Restructuring Defined

Springs (1999) define organizational restructuring as a situation whereby an organization makes changes in personnel and departments and how workers work to meet market conditions. Also, Ogunbameru (2007) maintains that organizational restructuring is a term used to encompass a whole range of activities which leads to change in an organization. Organizational restructuring has become a very common practice amongst the firms in order to match the growing competition of the market (Colquitt, Jeffery and Wasson, 2011). ZIMASCO has gone through a process of restructuring in response to the changing market environment (Mhlanga, 2012). Organizational restructuring hovers around the changes in organizational design meaning that it brings about changes in the decision making, information flow, working conditions and management (Huffine, 2000). Thus, restructuring within an organization is necessary as it is an opportunity of discovering, articulating and realizing its potentials at all times and all structural levels.

### 2.2.8 The Concept of Organizational Restructuring

Organizational restructuring has become a very common practice amongst the firms in order to match the growing competition of the market (Colquitt et al, 2011). This is because the world in which organizations exist and will be operating for the rest of this century is continuously in change (Beck hard and Harris, 1998). Some of the reasons why organizations restructure according Huffine (2000) include the changing nature of the markets, the continuous innovations in technology, work processes, organizational culture, materials, products, global competitors demands amongst the few.

Furthermore, Organizational restructuring is essential for making organizations flexible in an era of deregulation and global competition (Cronje, 1995). Frigenti (1993) went on to say restructuring within an organization is necessary as it is an opportunity of discovering, articulating and realizing its potentials at all times and all structural levels. Restructuring in an organization mostly involves three distinct conditions: **The future state**-where the leadership wants the organization to get to, **the present state**-where the organization is and **the transition state**-the set of conditions and activities that the organization must go through to move from the present to the future (Beck hard and Harris, 1987). Due to depression of World Market

ZIMASCO a chrome manufacturing company has put production on hold and therefore been forced to engage in organizational restructuring (Jangara, 2013).

Moreover, in case of an organization, it is difficult to imagine how they restructure themselves, by virtue of the organizations residential buildings; it is therefore easy to visualize parts of the building that remains intact (Robbins, 2012). In the case of ZIMASCO ,its smelting company in Kwekwe had its furnaces 1 and 4 on the West plant closed resulting in some positions becoming redundant or excess to requirement(Mhlanga,2012).Therefore change can be noted visually by the closure of other furnaces of ZIMASCO.

However, restructuring in organizations has its own problems on the organization and its employees(Tearle,2011) .Employees usually have their own fears and uncertainties towards the transformation or restructuring process, whereas management see it as a way of making the organization flexible in the era of deregulation and global competition(Train,1991).Change and transition are situational and psychological in that people are forced with the new working conditions, new site, new boss, new team roles, new policy and coming into terms with the new situation(,Bridges 1993).

Organizational restructuring is neither pleasant nor easily achieved because some people view organizational restructuring as life-threatening and exhibit negative attitudes towards it which is sometimes caused by uncertainties that might come with the restructuring process (Train,1991). Employees at ZIMASCO are finding it difficult to accept the change in working conditions that have been implemented which includes being put on compulsory leave on rotational basis and salaries slashed down to 50 %( Jangara, 2013).Therefore they see this change as threat to their lives and have negative attitudes towards the changes.

#### **2.4 Attitudes of Employees towards Organizational Restructuring**

According to McGuire (1969) an attitude is an expression of favor or disfavor towards a person, place, thing or event. He went to say that they may be a positive or negative evaluation of an event. This means that attitudes may be negative or positive views towards something. Maguire (1969) discovered that attitudes can be viewed by three components which are Cognition component (the opinion or belief segment)-the thoughts of an individual towards organizational

restructuring, Affective component (the emotional or feeling segment of an attitude)-Is there the presence of anxiety related to the restructuring or Does the restructuring feels like a betrayal or an opportunity? and finally the Behavioral component (behaving in a certain way towards something)-actions of an individual towards restructuring of an organization, will he or she resist change. According to Robbins (2012) in organizations attitudes are important because they affect job behavior.

In addition, Elias(2009) has it that attitude towards organizational restructuring may be viewed as an employee's overall positive or negative evaluative judgment of change initiatives implemented by their organization. Bianey, Ulloa and Adams (2004) goes on to define organizational restructuring as the internal state that influences an individual's choices of personal action. Employee attitudes towards organizational restructuring may range from positive attitudes to negative attitudes, therefore it may be accepted with either happiness and excitement or fear, anxiety and anger (Elias, 2009).Other employees may view organizational restructuring as an opportunity for growth and improvement whilst others may take it as insultative, life threatening and instability (Jones, Watson, Hobman, Bordia, Gallois and Callan, 2008).

While change is implemented for positive reasons such as to maintain the competitiveness of the organization and improving profitably, employees often respond negatively towards change and may resist the change efforts(Jones et al,2008).Organizational restructuring has an impact on the attitude of employees towards their work , job satisfaction and job involvement are found to decline as a result of restructuring(Kieselback,1996),Like in the case of ZIMASCO it was reported changes were implemented in order to stream live its wage bill and operational expenses as a result of the Chrome manufacturing that was put on hold due to the depression of the World market(Mhlanga,2012).This was also done in an effort to protect employees from retrenchment but however most of the employees at ZIMASCO responded negatively as they received it with fear and anxiety. Thus, the general sentiment in change literature is that different employees at different levels of authority within the organization have different responses towards change (Jones et al., 2008).

Thus, with the above evidence it can be noted that organizational restructuring affects the attitudes of employees either negatively or positively for the attitudes change when the process occurs. Kochan and Useem support this by saying that it is almost impossible to implement organizational restructuring without affecting the prevailing employee attitudes within the organization. Various theories have been coined in an attempt to explain how attitudes change and detailed information is given in the theoretical framework section.

### **2.3.1 Influences of Employee Attitudes towards Organizational Restructuring**

When organizations undergo a restructuring process employees usually have their own uncertainties towards the change process thereby exhibit negative attitudes towards organizational restructuring. Employee characteristics such as age, employee position, employee working period and educational level influence their attitudes towards organizational restructuring (Chardonnet, 2010).

#### **i) Age of employee**

According to (Head, 1997) the age that an employee has may affect his or her response towards organizational restructuring or change in an organization. This is because older employees find it burdensome to cope with the new working conditions and are thus forced with the present situation to exhibit negative attitudes towards organizational restructuring. Thus aged employees working at Zimasco Kwekwe are finding it difficult to cope with the new way of life brought upon them by restructuring of their organization.

#### **ii) Employee Position**

The position that the employees hold can have a bearing on their attitudes towards organizational restructuring (Chardonnet, 2010). This is because employees have an attachment to the position that they hold in an organization and do not want to be separated from that position (Baff, 1995). However when organizational restructuring occurs it might cause the separation of the employee to their former positions to new one, thus causing them to have negative attitudes towards the restructuring process. Marais (1995) purports that when organizations restructure they have to consider the issue of the position that an employee holds so as to make sure that they craft restructuring strategies that do not affect the employee attitudes. In this case employees at supervisory levels exhibit negative attitudes

towards organizational restructuring as they would want to protect the positions they are attached to in their organizations because it helps them maintain a better social status in the society.

### **iii) Employee Working Period**

The working period of an employee refers to the years of service of an employee (Eby, 1998). This working period according to Huffine, 2000 can influence the employees' attitudes towards organizational restructuring because by working for at the organization for long period of time, the employee then feel that they deserve to be honored and feel it as their right for their interests to be considered first. Thus, Berman (2000) suggested that organizations have to consider the period of time that an employee served in that organization when implementing restructuring of that organization to avoid negative attitudes rising. This is because if not considered well the employee feels betrayed hence, have negative attitudes towards the restructuring process thereby affecting the progress of the organization (Huffine, 2000).

### **iv) Employee Education Level**

The level education that an employee completed affects their attitude towards organizational restructuring. The employees who have completed lower educational levels lack a better understanding on what organizational restructuring is aimed at, whilst those who have completed higher levels of education have better understanding of the aspect (Kieselbach et al, 2009). Thus when organizational restructuring occurs those with lower level of education are likely to exhibit negative attitudes as they would want to rescue their selves from the process they view as threatening. Therefore, these employees need to be educated well on matters concerning the restructuring of an organization as to get favorable attitudes in the future organizational restructuring initiatives (Tearl, 2011).

### **2.3.2 Complications of Organizational Restructuring on employees**

Negative employees' attitudes such as skepticism stress, cynicism and denial may result in the sabotage of intended change initiatives (Armenakis and Bedeian, 1999). Employees feel that they may have lost something of great value as a result of organizational restructuring. According to Kieselbach et al (2011) this is because a lot of complications are brought upon employees when organizations restructure and these are as follows:

#### **i) Feelings of Job Insecurity**

According to Alterman, Luckhaupt, Dahlhamer, Ward and Calvert (2013) job security refers to the probability that an individual will keep his or her job. Thus, job insecurity is the probability that an individual will not keep his or her job. Job insecurity causes employees to have negative attitudes towards organizational restructuring because they are usually not sure if their jobs are secured or not secured (Tearl, 2011). Employees no longer feel in control or discern what the future holds or where they stand in the organization. Thus, dissatisfaction on careers may have an impact on employee's response to organizational restructuring.

#### **ii) Feelings Personal Insecurity**

Personal insecurity can be referred to as a feeling of general unease or nervousness that may be triggered by perceiving of oneself to be vulnerable or inferior in some way or a sense of vulnerability or instability which threatens one's self-image or Ego (McGuire, 1969). It grows out of a persistent sense of being unaccepted. Negative attitudes hereby serve an Ego-defensive function as employees would want to protect their self-image. McGuire (1969) has it that the Ego-defensive function involves Psychoanalytic principles where people use defense mechanisms to protect themselves from psychological harm. Thus, employees feel personally insecure as a result of the restructuring process and others may feel embarrassed when faced with new tasks, as they do not know how to do them (Katz, 1960). Relationship with an organization may be strained therefore a sense of belongingness may be affected.

Furthermore, personal security may include territory. Territory refers to psychological as well as physical space (Scott and Jaffe, 1997). Thus personal insecurity may involve invasion of territory Pasmore and Woodmen, (2007). Feelings of loss of physical space may result and this includes work, space and job responsibility. The losses can trigger an emotional response.

### **iii) Poor Communication**

Poor communication in business whether written or oral can obstruct the efficiency of an organization (Alexis, 2013). If communication skills are poor employees lack enthusiasm in doing their assignments and they will be demoralized (Alexis, 2013). That is why it is vital for management to involve their employees in any change effort transpiring in an organisation. When employees are not involved they tend to perform badly in their work because of the uncertainties they are working under (Head, 1997). Poor communication therefore, may have an impact on employee's response to organizational restructuring. Dissemination of honest information and open communication also contributes in subsiding negative attitudes towards restructuring as employees feel that the organization is concerned with their worries and wishes to protect them. Communicating effectively may show the employees the new opportunities that may arise from the intended change initiatives (Pasmore et al., 2007: 158).

### **iv) Negative Perceptions**

According to Katz (1960) perceptions refer to the process, act or faculty of perceiving by means of senses or the mind, cognition, understanding. Some employees may perceive organizational change as an opportunity for growth and improvement, whereas others may perceive it as instability and risk (Cochran, Bromley & Swando, and 2002: 509).

### **V) Stress**

Negative reactions towards change occur because change causes increased pressure, stress and uncertainty for employees (Jones et al., 2008: 294). According to Colquitt et al (2011) when a company restructures it causes a great deal of stress because they become worried. Organizational restructuring may result in anxiety in employees (Head, 1997).

Stress is based upon subjective perceptions of an objective reality that is constantly shifting. Announcement of a broad range of questions initiative usually raises more questions than it provides answers. Restructuring organizations is hard on employees and the stress and uncertainty that it brings can reduce productivity.

#### **Vi) Poor Social Identity**

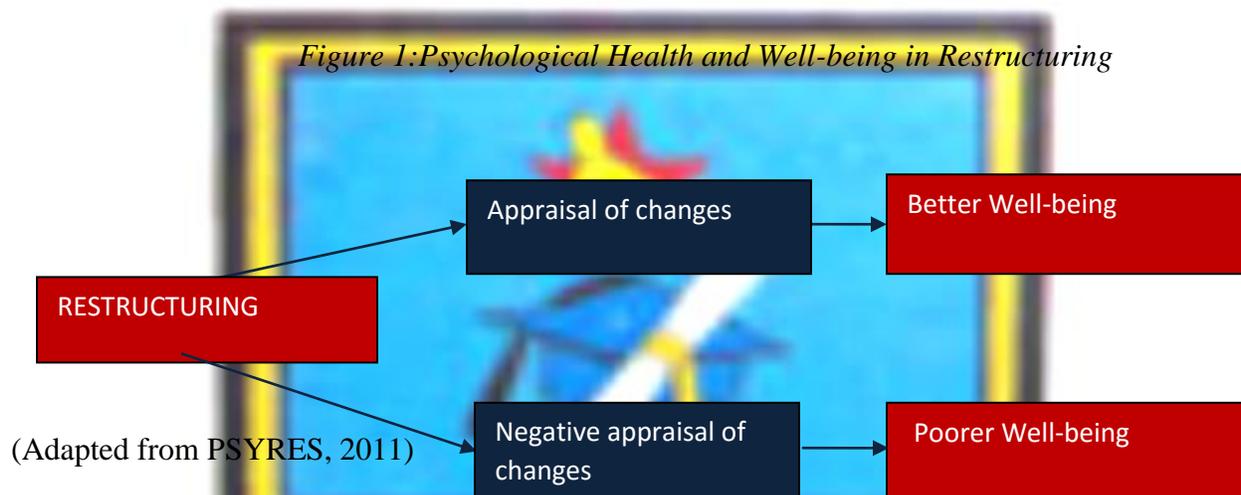
According to Jones et al (2008) during organizational restructuring, social identities may become more important, especially when restructuring is perceived as threatening such as in the event that the intended change involves a downsizing or restructuring exercise. Pasmore and Woodmen, (2007) went to say that an individual's reaction toward the intended change will be related to the strength of the individual's identity, importance of identity and seriousness of the threat to the identity of the individual. Hence, management in organizations should frame pathways that protect the sense of identity of individuals as that may diminish negative attitudes towards organizational restructuring. It is therefore commanding that managers in organizations significantly look at issues of individual identity when implementing restructuring interventions.

#### **vii) Poor Wellbeing**

According to the PSYRES (2011) Restructuring affects employee wellbeing not only directly but also indirectly through several work related factors. For example restructuring increases job demands, emotional demands and time pressures for employees and in turn decreases employees' well-being. It was also found that the change process is a challenge for social relations within the organization (PSYRES, 2011). Supervisory support decreases during change, while conflicts in supervisor subordinate relationships and between colleagues become more common. This decreased social support in turn, has a negative effect on well-being. Another consequence of an organizational change is an increase in job insecurity among employees, especially during downsizing. Job insecurity in turn reduces employees' well-being. Despite the fact that restructuring usually involves change, it has been found that restructuring has a negative effect on the flexibility and openness to change in organizations which in turn negatively affects well-being. A positive path is also possible. If restructuring increases the autonomy of employees, the level of participation in decision making and support from organization, well-being increases.

It is to the consciousness that restructuring in organizations occurs when one entity comes to an end and something new and different comes. This is when people are mandated to let go of the past and embrace the future. It means moving from the familiar to the unknown. Change can bring about a feeling of loss as it is difficult to Positive accept a new direction (Scott and Jaffe, 1997).

*Figure 1: Psychological Health and Well-being in Restructuring*



Thus, positive appraisal of restructuring results in better well-being of employees whereas negative appraisal of restructuring results in poorer employee well-being. Earlier research has shown that restructuring has a negative impact on health and increases risk factors that lead to poor health. Research also shows that restructuring has an impact on the attitude of employees towards their work (PSYRES, 2011). Although in most cases, the effects of restructuring are negative, restructuring may also lead to experienced improvement in one's own job position, which in turn is linked to better well-being. Perceived improvement in one's own position after restructuring led to less emotional exhaustion, cynicism and stress and to better work ability. It is also linked to higher job satisfaction, innovative behavior and work engagement.(PSYRES,2011).Negative attitudes will be a disabling factor when trying to successfully implement change initiatives (Vakola& Nikolaou, 2005: 162).

## **2.4 Previous Studies Related to the Study on the Attitudes and Influence of Employee Attitudes towards Organizational restructuring.**

Research examining attitudes and influences of employee attitudes of employees towards organizational restructuring have been conducted extensively internationally and regionally. As far as could be established, little research related to this subject has been conducted locally that is in Zimbabwe thereby living room for further researches to be done. Thus, it came to the realization of the researcher that there is need to tackle the phenomenon at a local level.

### **2.4.1 International Studies**

#### ***Employee Characteristics Influence on Attitudes towards Organizational Restructuring***

The research study conducted by Primson(2000) in UK on Psychological attitudes after organizational restructuring investigated the attitudes of employees who survived after retrenchment occurred. The researcher found out that the employees who remain behind after retrenchment change attitudes due to the uncertainties brought upon by restructuring. He also found that employees exhibit negative attitudes towards restructuring because they would want to protect the positions they hold for long periods of time in the organization. Thus the current research aims at verifying if such employee characteristics as employee positions, employee working period and others have a bearing on the attitudes of employees towards organizational restructuring locally as this study was done international. This is because there is need to know if employee's characteristics influence attitudes towards organizational restructuring in Zimbabwe.

#### ***Influence of Employee Position on Attitude towards Organizational Restructuring***

Moreover, the research study conducted by Bernadette Watson(2001) in Australia employee perceptions of organizational change examined the impact of the hierarchical level on employees' perceptions to a complex organizational change involving proposed workforce redesign, downsizing and physical move to a new hospital. The researcher discovered that employees perceptions on organizational change influence their attitude towards organizational change. As the previous study seem to have dwelt more on influence of employee perceptions on attitude towards organizational change, the current study will however find out if employee characteristics influence the attitudes that employees have towards organizational restructuring

other than perceptions .It is crucial to research on the influence of employee characteristics on the attitudes towards organizational restructuring.

### ***Employee`s Years of Service on Attitude towards Organizational Restructuring***

In addition, Christine Theissen(2002) in New Zealand carried out a research study on the impact of organizational restructuring on employee commitment. The researcher found out that organizational restructuring highly affects commitment of employees who have worked for long period of time at the organization. The researcher deeply examined various levels of commitment of employees with long working periods and measured them looking at how they are affected by organizational restructuring. Conversely, the study looked at effects of organizational restructuring on employee commitment of employees who have served many years at the organization leaving out a gap to study on the how much those years of working influence of employee attitudes towards organizational restructuring. Therefore, the current research study will describe the influence that employee characteristics such as years of service have on attitudes towards organizational restructuring process and will measure attitudes in doing so.

### ***Influence of Employee Educational level on Attitude towards Organizational Restructuring***

Also, the research study by Rashid, Sambusivon and Rahman (2001) in Malaysia on the influence of organizational culture on attitudes towards organizational change investigated how organizational culture influences the attitudes of the whole staff towards organizational change .In this study, it was discovered that organizational culture directs the attitudes that employees have towards organizational change that is whether in a negative direction or positive direction. In their study they also discovered that educational levels of employees as an organizational culture influences their attitudes towards organizational restructuring. The previous research study considered education level as an organizational culture which influences attitudes towards change and, however the current research study will deeply focus on more influences of employee attitudes other than educational level only. Employee characteristics will be measured as in the current study as they also assist in finding out the possible aspects that might be influencing the attitudes of employees towards organizational restructuring

### ***Influence of Employee Age on Attitude towards Organizational Restructuring***

In addition, the study by Vakola and Nikolaou(2003) conducted in Greece looked at the impact of stress on attitudes towards organizational change. The researcher looked at how stress affect employee attitudes towards change. The researcher revealed that employees in middle adult age and late adult age are the ones who have high stress levels as a result of organizational change. However this study will describe the influence of employee characteristics on attitudes towards organizational restructuring process. This study will not only focus on one employee characteristics but will measure a handful of them to clearly see if they influence employee attitude towards organizational restructuring. This is because this study is aimed at describing the attitude and influences of employee attitudes towards organizational restructuring.

#### **2.4.2 Regional Studies: Southern Region**

##### ***Influence of Employee Characteristics on Attitudes towards Organizational Restructuring***

Under this section, the research study carried out by Wilson (2002) in South African on the impact of organizational restructuring on organizational climate and employee attitudes. In this study, the researcher discovered that attitudes of employees are influenced by the organizational culture formed by the organizational restructuring. Surely, the study described how attitudes of employee change as a result of the influence of organizational culture. However, the current study will focus on the influence that employee characteristics have on the attitude towards organizational restructuring. It should also be noted that the study was done in South Africa meaning that there is room for further research on the same phenomenon in Zimbabwe.

##### ***Influence of Employee Position on Attitude towards Organizational Restructuring***

To add on, Visage Cameron Maurice (2000) in South Africa conducted a research study on the relationship between employee attitudes towards planned organizational change and organizational commitment. The researcher found out that employees are influenced by their perceptions on organizational change to change attitudes towards organizational change. The researcher found out that employees are committed to the positions that they hold in an organization hence changing them as a result of organizational change result in them having negative attitudes towards organizational restructuring. The current researcher would want to

find out if those employee positions influence employees attitudes towards organizational restructuring. The research had a large sample which reached to 200 employees because its population size reached to 2000. The research study measured three variables which are perceptions, commitment and attitudes towards a planned organizational restructuring. However, the current research will measure only two aspects which are the employee characteristics and attitudes towards organizational restructuring. The current researcher will describe the influence of employee characteristics on attitudes that employees exhibit towards the organizational restructuring. The current research use a sample size of 120 participants as compared to the previous studies' sample which reaches to 200. This is because the population size of the current research is 1200 whilst of the previous study reached to 2000.

#### ***Influence of Employee Years of Service on Attitude towards Organizational Restructuring***

Furthermore, the research study done by Longe Olukayude (2013) in Nigeria on social effects of organizational restructuring on employee workplace attitudes. The researcher found out that there are no significant social effects on the workplace attitudes of employees towards organizational change. He also discovered that years employees serve in an organizations is one of the effects of employee attitudes towards restructuring. The current study will further look if the employee years of service influences attitudes towards organizational restructuring .. The previous study tried to attribute attitude that employees have towards organizational restructuring to social effects but no significant relationship was found. Thus, this left room for the current researcher to further research on the phenomenon and find out if employee characteristics such as years of service might be the ones influencing attitudes of employees towards organizational restructuring. The population of the study was drawn from four manufacturing industries and the sample size was 725 participants. The current research will draw its population from only one organization with a sample size of 120 participants.

#### **2.4.3 Local Research Studies**

##### ***Influence of Employee Characteristics on Attitudes towards Organizational Restructuring***

At a local level a study has been carried out by Dr Gideon Zhou(2012) on the Public enterprise restructuring. He found out that the public enterprise sector has gone through various phases of

restructuring due to the economic state of the country. However he did not mention a single word on attitudes of employees towards organizational restructuring. This therefore, left room for the current researcher to examine the phenomenon on influence of employee characteristics on attitudes towards organizational restructuring at a local level specifically Zimbabwe.

## **2.5 Theoretical Framework**

Bestowing to McGuire (1969) an attitude is an expression of favor or disfavor towards a person, place, thing or event. Kochan&Useem (1992) has it that it is almost impossible to implement organizational change or restructuring without affecting the prevailing employee attitudes within the organisation. This means that restructuring of an organization results in employee changing their attitudes. Various theories have been proposed in an attempt of explaining the process of change which occurs in employees' attitudes when some form of organizational change is implemented, for example, the Cognitive Dissonance Theory, The Yale attitude change Theory and the Group Dynamic approach. It is widely accepted that an intervention such as organization restructuring or change, can significantly contribute towards attitude changes among employees, which in turn affects employee loyalty, productivity and motivation either positively or negatively, depending on the nature and direction of the attitude changes (Donaldson, 1994; Heymans, 1997; Robbins, 1996).

## **2.6 Theories on Attitude Change**

### **2.6.1 The Cognitive Dissonance Theory by Festinger**

The theory of Cognitive Dissonance was discovered by Leon Festinger in 1951. The word Cognitive refers to the mind or thinking and Dissonance refers to inconsistency or conflict. Thus, Cognitive Dissonance is a psychological conflict from holding two or more incompatible beliefs of something (Festinger, 1951). Cognitive dissonance produces a feeling of discomfort leading to an alteration in attitudes. In this context, employees have cognitive dissonance towards organizational restructuring therefore when it is implemented attitudes change as a result of feelings of discomfort produced by the dissonance. According to Festinger (1951) people can also change their attitudes when they have conflicting beliefs about a topic or event. This is because people hold much cognition about the world and themselves when they clash a discrepancy is evoked resulting in a state of tension known as Cognitive Dissonance. He also

said that when someone is forced to do something they really did not want to do, dissonance is created between their cognition (I did not want to do this) and their behavior (I did it). In this context, employees who have their beliefs on organizational restructuring feel that they are being forced to comply with the process when it is implemented and dissonance is created thereby changing attitudes.

### **2.6.2 The Yale Attitude Change Theory**

The Yale Attitude Change Approach is the Social Psychology study of the conditions under which people are most likely to change their attitudes. This theory was propounded by Phillip Zimbardo at Yale University in the year 1991. Zimbardo (1991) defined attitudes as an evaluative disposition towards some object based upon cognitions, affective reactions that can change. He went on to say attitudes are latent and not directly observable in themselves but they act to organize or provide direction to actions and behaviors that are observable. They are related to how people perceive the situations in which they find themselves in. They vary in direction (either positive or negative) and in intensity (the amount of commitment with which a position is held) change. This means that in this case, employees' attitudes change differently in direction and in intensity. The evaluative disposition employees have towards organizational restructuring influence their attitudes and result in them changing in either positive direction or negative direction.

### **2.6.3 The Group Dynamic Approach**

The theory was propounded by George Homans in 1992. He defines a group as several individuals who come together to accomplish a particular task or goal. Group Dynamics refers to the attitudinal and behavioral characteristics of a group that is their form, their structure, process and their function (Cherrington, 1994). Greenberg and Baron (2000) went on to say in an organizational setting, and groups are very common. Groups develop based on sentiments, activities and interactions and basically when individuals share common activities and more interaction attitudes will develop and when they change every individual in the group will have their attitude changing. In this case Zimasco employees share common activities of working for Zimasco Kwekwe and were affected by the restructuring process implemented thus resulting in

their attitude changing. Individuals attitude change because the people surrounding the individuals and the environment are in a constant state of change.

## 2.7 Knowledge Gap

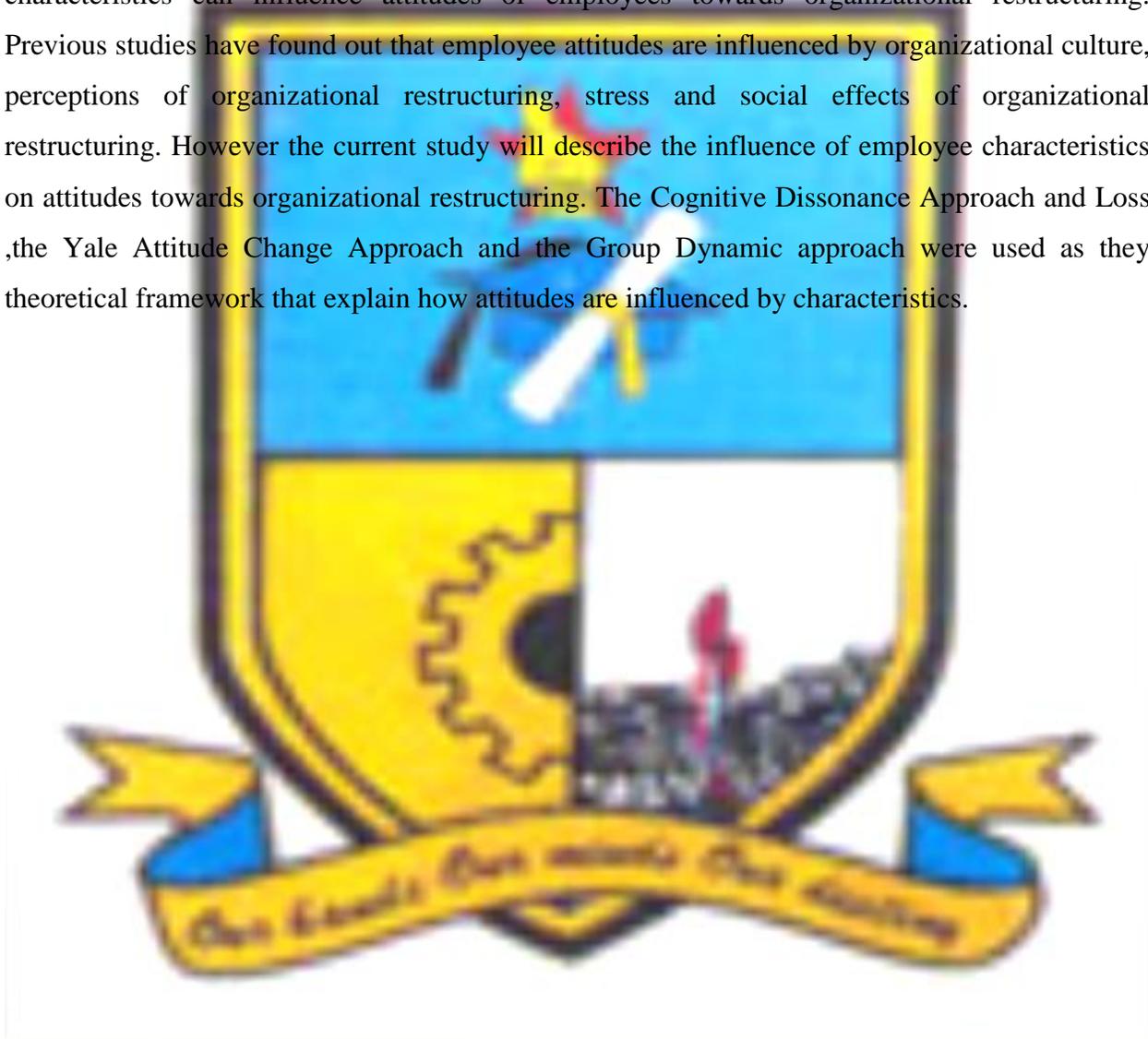
Various studies related to the study on the influence of employee characteristics on employee attitudes have been done internationally and regionally as highlighted in the above mentioned evidence. However the current research is aimed at making an investigative description of the influence of employee characteristics on attitudes towards organizational restructuring.

On the other hand, gaps were noted in the studies carried out and these issues need to be addressed so as to make the whole picture clear. Researches done in internationally emphasized on such issues as the perceptions of employees, organizational culture and social effects as the ones that influence employee attitudes towards organizational restructuring. Thus, a gap has been left for the current researcher to find out if employee characteristics such as employee position, employee years of service, education level influence the attitudes of employees towards organizational restructuring. Some of the previous researches have been done with very large population size such as 4500 and 2000. However the current research will have the population size of 1200. Thus, in the current research study much of the attention is centered on description of the attitudes and influences influence of employee attitudes towards organizational restructuring.

As it had been noted in this thesis, extensive research has been done internationally and regionally on the issues related to the current research. Nonetheless, it has also been noted that very little research on the same phenomenon has been conducted at a local level specifically the Zimbabwean context. Consequently, this phenomenon merits supplementary research in the Zimbabwean context.

## 2.8 Chapter Summary

The chapter looked at what literature says on attitudes and influence of employee characteristics on attitudes towards organizational restructuring. Literature revealed that employee characteristics can influence attitudes of employees towards organizational restructuring. Previous studies have found out that employee attitudes are influenced by organizational culture, perceptions of organizational restructuring, stress and social effects of organizational restructuring. However the current study will describe the influence of employee characteristics on attitudes towards organizational restructuring. The Cognitive Dissonance Approach and Loss, the Yale Attitude Change Approach and the Group Dynamic approach were used as they theoretical framework that explain how attitudes are influenced by characteristics.



## CHAPTER III

### Research Methodology

#### 3.1 Introduction

The literature review in the previous chapter provided a theoretical foundation on attitudes of employees towards organizational restructuring. This chapter outlines the research methodology in detail that is the research designs the methods for collecting data. Finally, description of the data analysis methods used in this study will follow. As previously mentioned in Chapter one, the primary aim of this research is to describe the attitudes and influences of employees attitudes towards organizational restructuring at Zimasco Kwekwe.

#### 3.2 Nature of the Study

This research study is quantitative in nature therefore quantitative research methodology was deemed suitable for this study. Quantitative research means working with data that is numerical. According to Creswell (2009) quantitative research is a psychological research which performs mathematical modeling and statistical inference or a means for testing by examining the relationship between variables. The main aim in quantitative research is to determine the relationship between an independent variable and a dependent variable. It falls under the branch of statistical studies or empirical studies.

Reid and Smith (1981) purports that the quantitative approach to research has the following characteristics:

- The researcher's role is that of objective observer.
- Studies are focused on relatively specific questions and these remain constant throughout The study
- Data collection procedures and types of measurement are constructed in advance of the Study applied in standardized manner.
- Measurement is focused on specific variables that are quantified through rating scales, frequency count and other means.
- Analysis proceeds by obtaining the statistical breakdown of the distribution of variables.

- Statistical methods are used to determine associations or differences between variables.

### 3.3 Research Design

Thyer (1993) defines the research design as a blueprint or a detailed plan of how a research study is to be conducted. The research design used in this study is the **Descriptive Cross-sectional Survey**. Creswell (2009) maintains that the Descriptive Cross-sectional Survey is used to collect data to make inferences about the population of interest. In this case data was collected at the same time by taking a section of people to be studied. In this case by Descriptive it means that the researcher described the attitudes that employees had towards organizational restructuring that is describing the responses as either negative or positive towards organizational restructuring. Also, the Cross-sectional part meant that the researcher cut across all sections of employees affected by the organizational restructuring looking at their response towards the organizational restructuring process. As survey was considered necessary for this research by the researcher because it is a descriptive method of collecting data and it was useful on collecting data on attitudes as they are phenomena that cannot be directly observed.

### 3.4 Target Population

According to Fowler (1984) a target population is the entire set of units for which the survey data is to be used to make inferences. The target population of this study was the 1 200 employees working at Zimasco put on compulsory leaves on a rotational basis as reported by some supervisory level employees. This is because they are the ones affected by the restructuring process so they are in a position of saying out their feelings and responses towards what they went through. The population included some employees at managerial positions, supervisory positions, skilled, semi-skilled and unskilled.

### 3.5 The Sample

According to Bless and Higson-Smith (1995) a sample is the subject of the whole population actually investigated by a researcher and whose characteristics will be generalized to the entire population. They went on to say the sample size is important primarily because of its effect on statistical power (the probability that a statistical test will indicate a significant difference when there truly is one). Reports from the company did indicate that there were about 1 200 employees who were affected by the restructuring process. Originally the sample size drawn from the 1 200 population was supposed to have 120 participants in support of what Newman (2010) said that one has to use 10% of the population if working with the population number ranging from 1500 to 3000. However the sample decreased to 80 participants because of a number of employees at managerial category who refused to participate in filling in the questionnaires. The sample was used for its feasibility and its representativeness meaning that the sample had approximately the characteristics of the population relevant to the research in question. The sample was divided in groups according to employee categories specifically managerial employees, supervisory employees, skilled employees, semi-skilled employees and unskilled employees. No managerial employees completed the questionnaire and the scale despite the fact that there were a number of them included in the sample. The most likely reasons for them not to complete the questionnaire were that they may not have wanted to divulge their personal and demographic data and may be due to work pressures. Most of the participants in the sample were males than females because the majority of employees working at Zimasco Kwekwe are males. Most of the participants included in the sample were married; some were divorced, widowed or single. Most of the participants had a number of children ranging from 2-4, 5 and more. In terms of educational qualifications most of the employees completed Ordinary level, few of them completed diploma level and very few completed degree level and none of the employees who participated in the sample completed the Post-graduate degree level. Other employees were studying towards various degrees, diplomas and were on work related learning.

### 3.5.1 The Sampling Procedure

Bless and Higson-Smith (1995) define sampling as a technical actuating device used to rationalize the collection of information, to choose in an appropriate way the restricted set of objects, persons, events and so forth from which actual information will be drawn. The sampling strategy used in this study was the **Probability sampling**. According to Fowler (1984) Probability Sampling is whereby every person in the population has an opportunity of being included in the sample. Participants were picked at random meaning that everyone had an opportunity of being included in the sample. Specifically the sampling procedure followed in this research study was the **Stratified Random Sampling**. By Stratified it means that participants in the sample were divided into groups. By Random sampling it means the researcher took a random sample from each group. This means that the participants are divided into groups that are mutually exclusive and members are homogenous on the basis of the same characteristics such as gender, age amongst a few. The current research study had five groups divided according to designations which included the Management staff, Supervisory staff, skilled staff, semi-skilled staff and unskilled workers. The employee categories were given to the researcher by the Training officer at Zimasco Kwekwe Company.

### 3.6 Data Collection Instrument

The researcher used a background questionnaire and an adopted standardized scale in collecting data. The main drive of using the background questionnaire was to obtain personal information of the respondents specifically their age, gender, education level, marital status, number of children, employee position and years of service as these would assist in measuring the influences of attitudes of employees. The **Attitude towards Transformation Scale (ATTS)** a standardized scale by Faul and Hanekom (1997) was adopted by the researcher for use in the current research. The scale was originated by Faul and Hanekom in 1997 for measuring attitudes employees have towards any form of organizational transformation. The questionnaire contains 69 items and is a self-reporting instrument of measurement that requires 5-10 minutes to complete. The Attitude towards Restructuring Scale is partitioned into 8 different subscales representing the following constructs of attitudes:

- Feelings of Stress
- Feelings of Job Insecurity

- Feelings of Personal Insecurity
  - Resistance to organizational restructuring
  - Attitude towards management
  - Communication barriers
  - Perception of transformation
- 
- Attitude towards Worker`s Unions

The main goal of adopting this scale was to get an impression of employee`s attitudes towards organizational restructuring. Faul and Hanekom (1997) maintain that the scale is a standardized instrument which has reliability coefficients above 0.80 for all its subscales. They went on to say that the different subscales also have good Content Construct and Criterion validity. The instrument has been used in collecting data by Caroline Tshabalala (2001) in South Africa and it proved to be efficient in measuring attitudes towards organizational transformation. It proved efficient as well in the current study in measuring attitudes towards organizational restructuring. Close ended questions were used to prompt responses on the attitudes of employees towards organizational restructuring. The questionnaire is a Self-administered Questionnaire.

### **3.6.1 Pre-Testing of the Instrument**

The researcher conducted a quick pre-test of the questionnaire with 10 people from a Kwekwe small enterprise and found out that the items under the scale entitled Attitude towards Worker`s Unions did not apply in the current study as participants could not respond to them. Therefore the researcher considered it necessary to leave out that section to suit the current study. By conducting a pre-test of the instrument the researcher noted that there was need of reviewing the instructions which enabled participants to understand the tool better. The researcher noted as well that the scale used the transformation but did not specify the form of transformation so the researcher had to change the word transformation to restructuring for the respondents to vividly understand what the researcher was looking for.

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### **3.6.2 Reliability and Validity of the Instrument**

When a pre-test of the instrument was done it showed good Construct and Criterion validity however it had low content validity. Thus the researcher had to change some of the terms used such as transformation to restructuring for it to suit the current research study. However, after using a Test-retest method and co-related the results they came out with the same reliability coefficients that is above 0.80 even after some of the content in the instrument was changed.

### **3.7 Data Gathering Procedure**

First and foremost the researcher required data collection permission from ZIMASCO management using the data collection request letter given to her by the Midlands State University Psychology department. However it took a lot of time for the organization to grant permission collect data as they were critical on the issue of confidentiality even after the researcher explained the issue of critically observing ethics in conducting research. The research permission was later granted for the researcher to proceed with the collection of data but the atmosphere was tense to the extent of managerial participants refusing to respond to questionnaires. Soon after the permission was granted the researcher then selected the group of people who participated in the data collection process. An appointment was made on the date the collection was to be held.

Administration of the questionnaire was done in the morning before people commenced their daily duties. The researcher began by orienting the participants on the data collection process that is the data collection instruments to be used and how the instruments were to be used. The orientation was conducted outside the buildings but within the company yard. Ethical issues were discussed before the process of collecting data commenced giving more emphasis on the upholding of the principle of confidentiality. The data collection instruments were then distributed to each and every participant. The individuals completed the given instruments at the same time and handed them back to the researcher at the same time with the aim of avoiding the problem of not getting the instruments back. However participants from the managerial level refused to take part in the filling in of the questionnaires and this affected the sample size. The

researcher gave words of appreciation to the participants together with the company management for the giving her the permission and time for collecting data. After data collection the researcher worked with the data collected

### **3.8 Ethical Considerations in Collecting Data**

There are several ethical issues to be considered when collecting data because data collection always costs someone something. Data collection always costs the people in the population from which the data are collected a certain amount of time, discomfort and potential harm (Sudman, 1976). Some of the ethical issues considered by the researcher during the collection of data include:

#### **3.8.1 Informed Consent**

It is one the important ethics to be considered when collecting data. Gall et al (1996) purports that another important issue in student research involving human intervention is to ensure that participants fully understand what they are being asked to do and that they are informed of any potentially negative consequences of such participation. The researcher explained fully to participants and made sure participants understood what they were to do and the consequences of participating in the data collection process.

#### **3.8.2 Voluntary Participation**

According to Gall et al (1996) participation in all research should be voluntary and there should be no coercion or deception. Participants should not be given pressure to participate but should do that out of their own freewill. Participants had leeward to make choices on whether to participate or not. This is evidenced by the managerial participants who chose not to participate though they were included in the sample.

### **3.8.3 Voluntary Participation**

Participants have a right to privacy and confidentiality; they should know who has access to the data. Every effort should be made to prohibit unauthorized access to the data (Gall, 1996) The researcher convinced the participants that the information collected stays safe from unauthorized people and will inform participants on who will access the information.

### **3.8.4 Dissemination of Information**

The information will be in the form of a presentation and also in the form of a dissertation. The dissertation will be placed in the library for other students to have access and refer to on their academic studies. No publications of this information will be done without the consent of the Zimasco Kwekwe board of management and directors.

### **3.9 Data Analysis**

Data analysis is a very important phase in interpreting research findings which means categorizing, ordering, manipulating and summarizing of data obtain answers to research questions (Hudson and Hudson 1994). In this research study the respondents completed the **background questionnaire** and **standardized scale** and the data collected was captured to obtain statistical data for interpretation and analysis. Thus, data derived from the questionnaire and the scale were quantitatively analyzed by means of the descriptive statistics using the Statistical Package of the Social Sciences (SPSS) Windows computer program version 20. Univariate analysis was used to and describe one variable. Bivariate data analysis was used to organize raw data into cross tabulations and contingency tables. Pearson Product correlation method was used so as to find an association between employee characteristics and attitudes towards organizational restructuring.

### 3.10 Chapter Summary

The chapter highlighted more on the research methodology used by the researcher. The research study was Quantitative in nature, the research design used was the Survey (quantitative-descriptive design), and data was collected using a background questionnaire and the standardized scale of measurement. The probability sampling method was used and 80 participants were used as the sample of the population. The Statistical data was analyzed using the SPSS-WINDOWS version 20 computer program.



## CHAPTER IV

### Data Presentation, Analysis and Interpretation

#### 4.0 Introduction

The previous chapter which is chapter 3 revealed the research methodology used in collecting data for this study. However, the current chapter which is chapter 4 reveals how the data collected is analyzed and interpreted. The Statistical Package of the Social Sciences software was used in analyzing the data collected through stratified random sampling method. Results are reported following the order of the questionnaire and scale administered.

#### 4.1 Survey Response

Participants in the managerial category could not participate in the survey though they were included in the sample thus a total response received was 80 out of 120 responses. The responses given were in line with the study as they revealed negative attitudes towards organizational restructuring.

#### 4.2 Analysis of Demographic Data of Respondents

The background questionnaire consists of the following employee characteristics: age, gender, level of education, marital status, and number of children, employment position and number of years of service. A total of 80 respondents completed the questionnaire and the data was recorded, computed and results came out as follows:

#### 4.2.1 Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	11	13.8	13.8	13.8
31-40	26	32.5	32.5	46.3
41-50	16	20.0	20.0	66.3
51-60	22	27.5	27.5	93.8
above 60	5	6.3	6.3	100.0
Total	80	100.0	100.0	

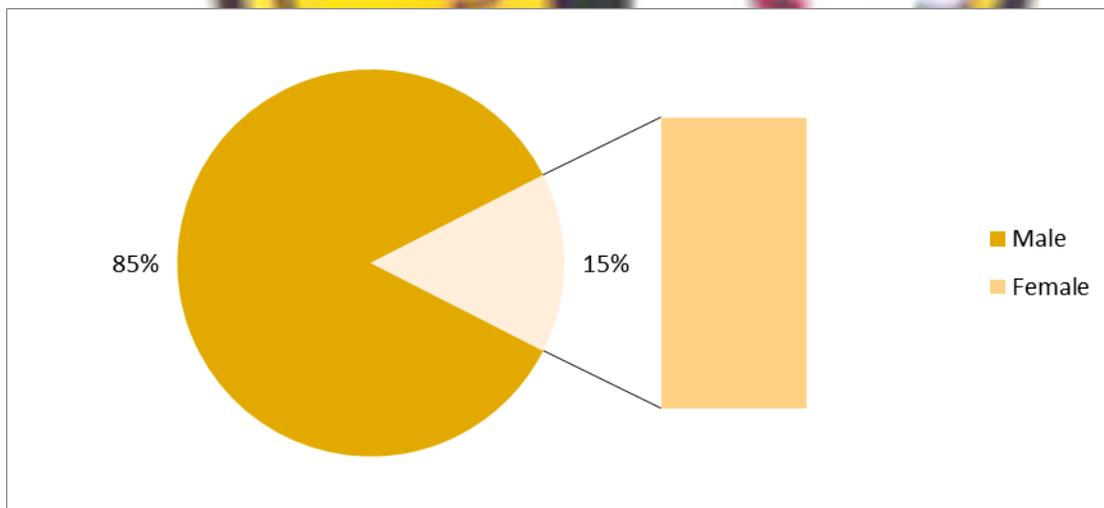
Table: 1 showing the frequency distribution of the age of respondents

#### Distribution of Age of Respondents

Table 1 shows the distribution of the age of respondents. The age range was from 20 years to above 60 years. Most of the respondents' age range was from 31 to 40 years as indicated by 32.5%. Very few of the employees were above the age of 60 as indicated by 6.25%.

#### 4.2.2 Gender of Respondents

Figure 2: Showing the percentage distribution of the gender of respondents



#### Distribution of Gender of Respondents

The above figure presents the distribution of the gender of respondents. The majority of the employee working at Zimasco Kwekwe are males as indicated by 85% whilst the minority are females shown by 15%.

#### 4.2.3 Education Level of Respondents

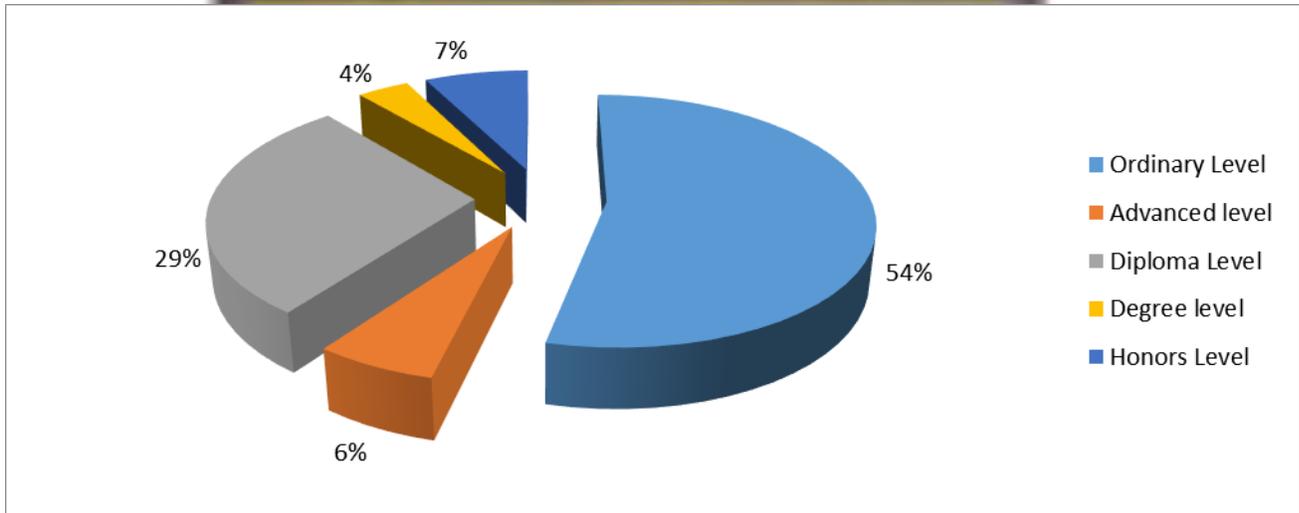


Figure 3. Showing the percentage distribution of the education level of respondents

#### Distribution of Education of Respondents

The above figures present the highest level of education completed by respondents. The majority of the respondents have completed the ordinary level of education indicated by 54%, followed by 29% who have completed the diploma level. Very few people have completed the degree level as indicated by the 4%. The possible reason why there are few people who have completed the degree level at such a big and popular mining company is that the managerial people did not respond the questionnaires given to them due to their personal unknown reasons. 7% of the respondents are those working towards their honors degrees and are on work related learning.

#### 4.3.4 Marital Status of Respondents

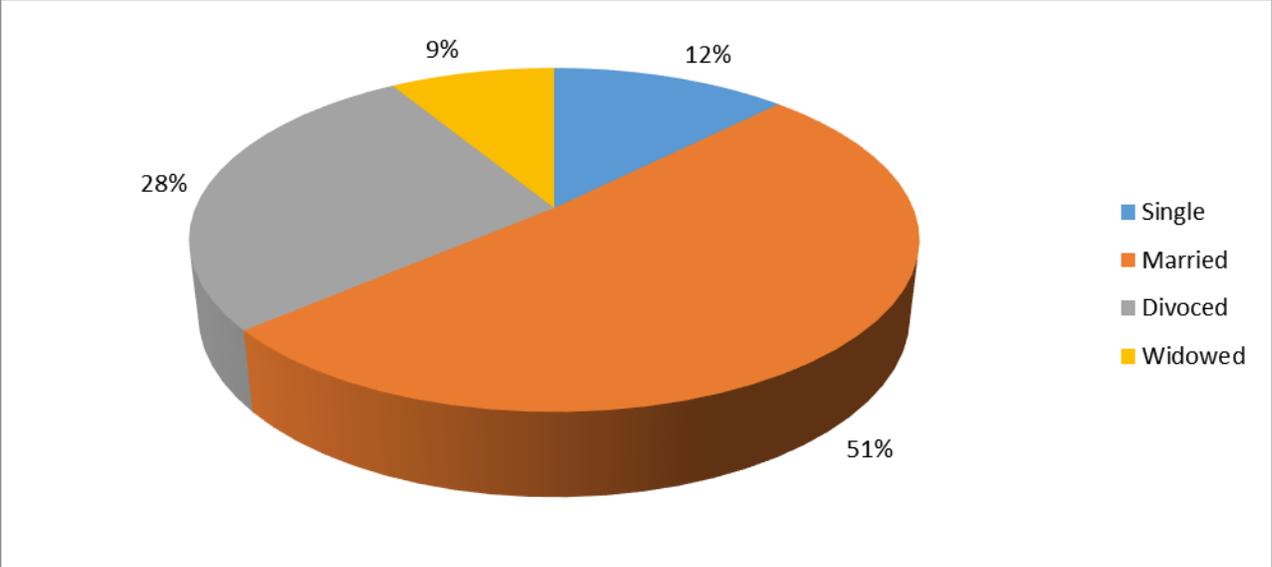


Figure 4: Showing the percentage distribution of the marital status of respondents

**Distribution of Marital Status of Respondents**

The marital status is also shown in the above figure. Of the total of 80 respondents, 51% are married, followed by 28% who are divorced and 12% who are single as well as 9% who are widowed. This entails that the majority of employees at Zimasco are married.

**4.3.5 Number of Children of Respondents**

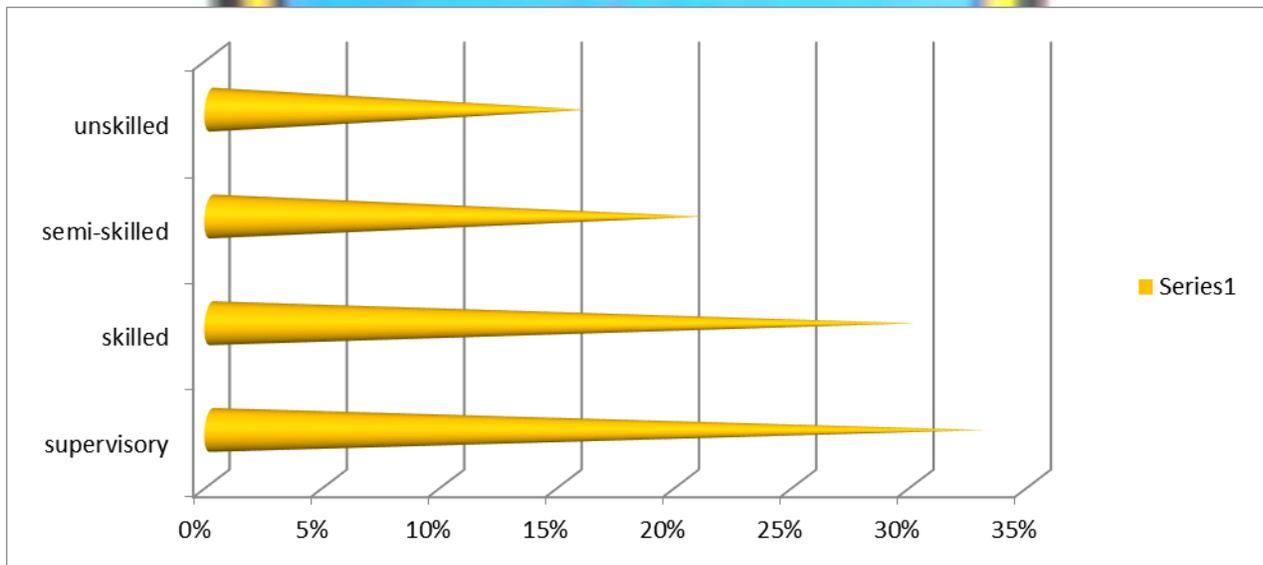
Table 2: Showing the frequency distribution of the number of children of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
0-1	14	17.5	17.5	17.5
2-3	22	27.5	27.5	45.0
Valid 4-5	31	38.8	38.8	83.8
more than 5	13	16.3	16.3	100.0
Total	80	100.0	100.0	

**Distribution of Number of Children of Respondents**

Majority of respondents indicated by 38.8% have a number of children under the range of 4 to 5, followed by 27.5% who have children under the range of 2 to 3. 17.5% of the respondents have 1 or no children and only 16.25% of the respondents have more than 5 children. Thus, the majority of employees at Zimasco Kwekwe have 4 or 5 children to take care of.

#### 4.3.6 Employee Category of respondents



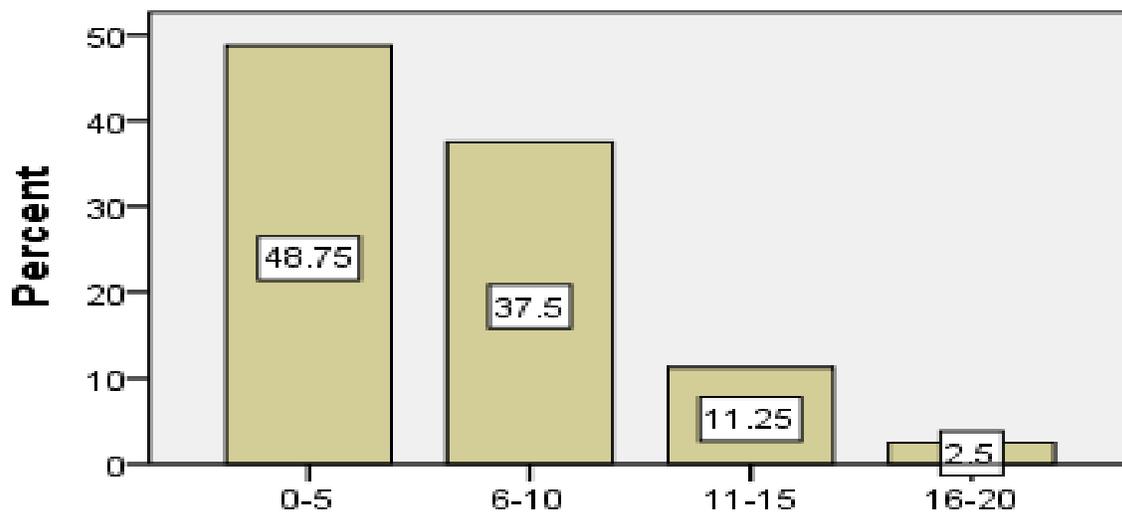
Percentage

Figure 5: Showing the percentage of employee category of respondents

#### Distribution of employee category of Respondents

33% of the respondents are at supervisory level, followed by 30% who are skilled and 21% are semi-skilled employees, 16% are unskilled employees. However no percentage response for the employees in the managerial category as they refused to participate in the survey.

#### 4.3.7 Years of service



#### Years of Service

Figure 6: Showing the distribution of the years of service of employees

#### Distribution of years of service

Most of the respondents indicated by 48.75% have a working period under the range of less than 0 to 5 years. These are followed by 37.5% of respondents who have a working period of 6 to 10 years, whilst 11.25% have a working period of 11 to 15 years the other 2.5% respondents have 16 to 20 years working period. This shows that most of the employees at Zimasco have very short working period and very few have long working periods at that organization.

#### 4.4 Analysis of Data from the Attitude towards Restructuring Scale

The section documents the correlation between variables and attitudes towards organizational restructuring. Correlations are regarded as statistically significant when  $P < 0.05$  and when  $P > 0.05$  then there no significant relationship between variables.

**4.4.1Sub Hypothesis: There is no significant relationship between age and attitude towards organizational restructuring**

Variable	Df	Chi-squared Value	P-value
Age	6	12.9102	0.03

Table 3: Showing an association between age and attitude towards restructuring

Table 3 shows that there is an association between age and attitudes towards organizational restructuring. This is because the P-value of age (0.03) has reached a level of significance that is below 0.05. This means that the age of an employee affects the attitude that they have towards organizational restructuring. Thus the null hypothesis is rejected as the findings show that there is an association between the two.

**4.4.2Ho: There is no significant relationship between education level and attitudes towards organizational restructuring**

Variable	Df	Chi-squared Value	P-value
Education level	4	12.4403	0.042

Table 4: Showing an association between education level and attitudes towards organizational restructuring.

Table 4 reveals that there is a statistically significant association between education level and attitudes towards organizational restructuring. This is indicated by the P-value (0.042) which reached a level of significance. This means that the level of education that employees' working at Zimasco has completely influenced their attitudes towards organizational restructuring. Meaning that employees with low education levels exhibit negative attitudes because they lack enough knowledge on the issue of organizational restructuring and therefore take it as a threat whilst those with higher education level understand it view it as a way of improving an organization. The null hypothesis is rejected as there exists a significant association between educational level of employees and attitudes towards organizational restructuring.

**4.4.3Ho:There is no significant relationship between employee position and attitude towards organizational restructuring**

Variable	Df	Chi-squared Value	P-value
Employee Position	6	13.941	0.026

Table 5: Showing an association between employee position and attitudes towards organizational restructuring

The table 5 shows that a statistically significant association exists between employee position (0.026:P<0.05).As noted the association exists between employee position and attitudes towards organizational restructuring because the P-value has reached the level of significance. This means that the positions that the employees at Zimasco have in their organization influence their attitudes towards organizational restructuring.

**4.4.4 Ho: There is no significant relationship between years of service and attitude towards organizational restructuring**

Variable	Df	Chi-squared Value	P-value
Years of service	6	14.561	0.021

Table 6:Showing an association between years of service and attitudes towards organizational restructuring

The table 6 reveals that there is a statistically significant association between years of service and attitude towards organizational restructuring (0.021:P<0.05), The P-value has reached the point of significance showing an association between years of service and attitudes towards organizational restructuring. This means that the years of service spent by an employee in the organization influences their attitude towards organizational restructuring.

**4.4.5 Ho: There is no significant relationship between number of children and attitude towards organizational restructuring**

Variable	Df	Chi-squared Value	P-value
Number of children	6	11.144	0.024

Table7: Showing an association between number of children and attitude towards organizational restructuring

Witnessed is the existence of a significant association between number of children and attitudes of employees towards organizational restructuring as shown by the P-value which has reached a point of significance. This entails that the number of children that man employee has influences the attitude they have towards organizational restructuring. Employees with more children have negative attitudes towards organizational restructuring as the demands of their children do not tally with the salaries they receive for their salaries where slashed as a result of organizational restructuring.

**4.4.6 Ho: There is no significant relationship between gender and attitude towards organizational restructuring.**

Variable	Df	Chi-squared Value	P-value
Gender	2	4.5045	0.777

Table 8: Showing an association between employee gender and attitude towards organizational restructuring

The table 6 shows that there is an insignificant association between gender and attitudes towards organizational restructuring(0.777  $P>0.05$ ).The P-value has not reached a point of significances as it is above 0.05 meaning to say the gender of employees do not affect the attitudes they have towards organizational restructuring.

**4.4.7 Ho: There is no significant relationship between marital status and attitudes towards organizational restructuring**

Variable	Df	Chi-squared Value	P-value
Marital Status	6	6.789	0.341

Table 9: Association between marital status and attitudes towards organizational restructuring

Table : shows that there is an insignificant association between marital status and attitudes towards organizational restructuring. The fact that the employee is married, single ,widowed or divorced does not influence their attitudes towards organizational restructuring.

**4.4.8 Main Hypothesis: There is no significant relationship between employee characteristics and attitude towards organizational restructuring.**

This study aimed at describing the influence of employee characteristics on attitudes towards organizational restructuring and it was based on testing the null hypothesis which say that there is no significant relationship between employee characteristics and attitude towards organizational restructuring. Thus, based on the findings obtained from the sub hypotheses the null hypothesis is rejected as it is clearly shown that there is a significant association between employee characteristics and attitudes towards organizational restructuring. The majority of the variables have P-values that have reached a point of significance such as employee position,

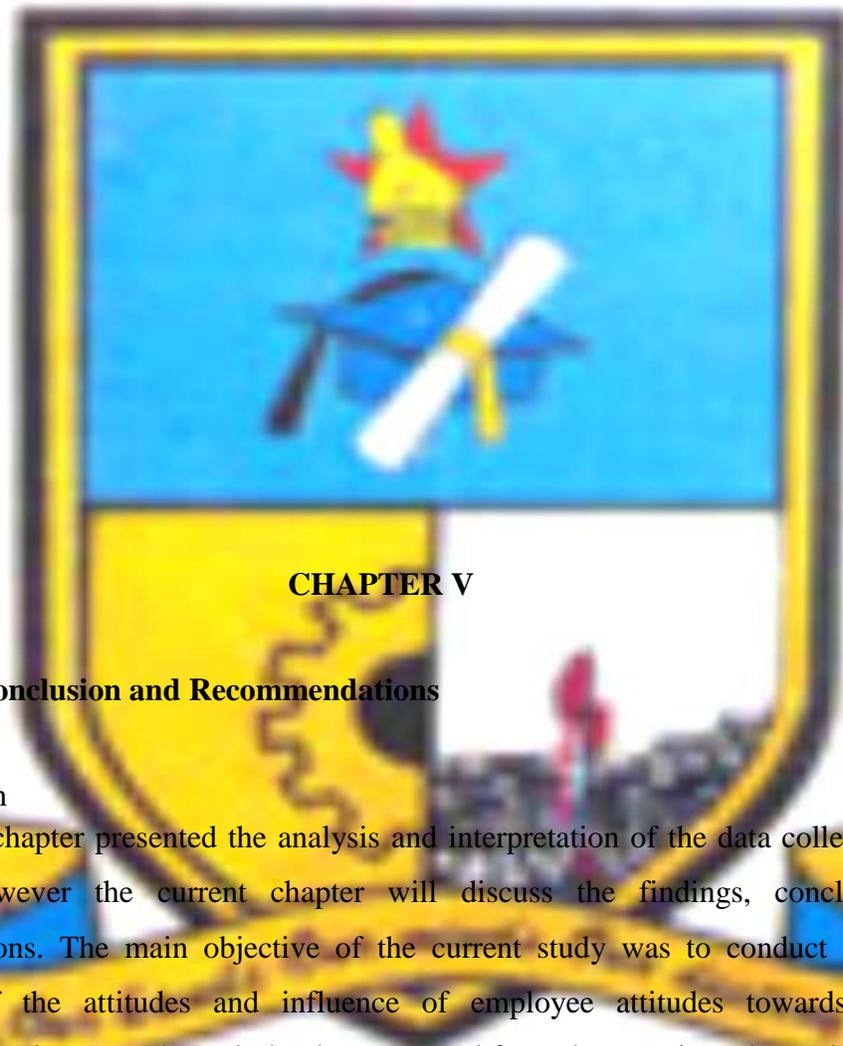
years of service, education level, number of children and age of employees hence showing that there is significant association between employee characteristics and attitude towards organizational restructuring. This means that the characteristics of employees influence their attitude towards organizational restructuring. However few variables have failed to reach a point of significance because their p-values are above 0.05 thus there is an insignificant association between the marital status of employees and attitudes towards organizational restructuring.

#### **4.5 Summary of Findings from the Attitude towards Organizational Restructuring Scale**

An overall assessment findings shows that there is a statistically significant relationship between the employee characteristics and attitudes towards restructuring. An association between age and attitudes towards organizational restructuring shows a statistically significant association between the two because of the P-value (0.03) which is below 0.05. An association between education level and attitudes of employees towards organizational restructuring as the P-value (0.042) has reached a point of significance. A statistically significant association is witnessed between the employee position and attitude towards organizational restructuring as evidenced by the P-value (0.026) which is below 0.05. It was also witnessed that there is a significant association between years of service and attitude towards organizational restructuring as the p-value is below 0.05 that is (0.021). Finally the other association noted was that of the number of children and attitudes of employees towards organizational restructuring as the P-value has reached significance that is below 0.05 (0.024) that is. However the P-values of gender (0.777) and marital status (0.341) failed to reach the point of significance because their P-values are above 0.05. Thus, the majority of the P-values have proven that there is a significant association between employee characteristics and attitudes towards organizational restructuring. This has shown that the attitude of employees working at Zimasco Kwekwe is influenced by their characteristics. The attitudes they exhibit towards organizational restructuring stem from the influence of their characteristics. Thus the null hypothesis is rejected as there exist a significant association between employee characteristics and attitudes towards organizational restructuring.—

#### **4.6 Conclusion**

This chapter gave a report on the findings of the data collected from 80 respondents who completed the questionnaires and a standardized scale. The findings show that employee characteristics influence the attitude of employees towards organizational restructuring as there exist a significant association between the two variables. The areas of concern were pointed out and the discussion on the results will be in the following chapter



## CHAPTER V

### **Discussion, Conclusion and Recommendations**

#### **5.0 Introduction**

The previous chapter presented the analysis and interpretation of the data collected at Zimasco Kwekwe. However the current chapter will discuss the findings, conclude and make recommendations. The main objective of the current study was to conduct an investigative description of the attitudes and influence of employee attitudes towards organizational restructuring at Zimasco. Through the data executed from the questionnaire and scale completed by 80 respondents out of the 120 respondents the objective has been achieved. A discussion on the findings will be made, followed by a conclusion and lastly recommendations.

#### **5.1 Review of Methodology**

This study is quantitative in nature thus a quantitative research design was used in collecting, analyzing, interpreting and presenting data. A descriptive cross-sectional survey was used to

collect data so as to make inferences about the population of interest. A sample of 120 participants was drawn from a population of 1200 employees affected by the organizational restructuring, however only 80 respondents responded to the questionnaires. Probability sampling technique was used in selecting participants of the sample specifically the Stratified Random Sampling strategy was used. A background questionnaire and an Attitude towards Restructuring Scale by Faul and Hanekom (1997) were used as tools of collecting data.

## **5.2 Presentation of Findings**

From the findings of data analyzed in chapter four it was discovered that the employee characteristics indeed influence their attitudes towards organizational restructuring. This was because the P-values of age(0.03), education level(0.042), employee position(0.026), years of service(0.021) and number of children had P-values below 0.05 which means have reached a point of significance. This is because these indeed influence the attitude of employees towards organizational restructuring. However there are some that failed to reach the level of significant such as gender and marital status because they do not influence the attitude of employees towards organizational restructuring. This was indicated by their P-values which are above 0.05

## **5.3 Discussion**

A discussion is to be done following the hypothesis of the study beginning by sub-hypotheses and finally the major hypothesis follow.

### **5.3.1 There is no significant relationship between age and attitudes towards organizational restructuring**

The findings analyzed in chapter four revealed that age influences the attitude of employees towards organizational restructuring. Age is an employee characteristic and it thus influences attitudes of employees working at Zimasco Kwekwe towards organizational restructuring. Literature has it that age may influence how employees respond towards organizational restructuring. According to (Head,1997) older employees find it difficult to cope with the new working conditions brought upon by organizational restructuring thus exhibit negative attitudes towards the restructuring process. Also the study by Nikolaou (2003) also discovered that middle adult employees and late adult employees are affected by stress brought upon by organizational restructuring. This therefore supports the findings of the current study that the age of employee

affects their attitudes towards organizational restructuring. Thus employees at Zimasco Kwekwe within the age range of 40-50 years and 50 to 60 years exhibit negative attitudes towards organizational restructuring for they can no longer cope with the new working conditions brought upon by organizational restructuring.

### **5.3.2 There is no significant relationship between educational level and attitudes towards organizational restructuring.**

The findings from chapter IV showed that there is an association between education level of employees and attitudes towards organizational restructuring. Educational level is an employee characteristic which influence their attitudes towards organizational restructuring. This is supported by Kieselbach et al(2009) who suggested that employees who have completed lower educational levels lack enough knowledge on the concept of organizational restructuring hence exhibit negative attitudes towards it, whilst those who have completed higher educational levels exhibit positive attitudes towards organizational restructuring as they understand what the process is all about. The study by Rashid, Sambusivon and Rahman (2001) revealed that education level of employees as an organizational culture influences the attitudes of employees towards organizational restructuring. Most of the employees at Zimasco Kwekwe have completed ordinary level of education so they do not understand the purpose of organizational restructuring and view it as a threat, whereas those who have completed the degree level view organizational restructuring as step of improving the organizational effectiveness. As evidenced by Sadomba (2013) who said the compulsory leaves and slashed salaries are meant to protect employees from retrenchment. Therefore the educational level of employees influences their attitudes towards organizational restructuring.

### **5.3.3 There is no significant relationship between employee position and attitudes towards organizational restructuring.**

The findings from the data analyzed in chapter iv showed that the employee position influence the attitudes towards organizational restructuring. The employee position as an employee characteristic is found to have influence on the attitudes that employees have towards organizational restructuring. Literature also supports the finding that employee position influences the attitudes that employees have towards organizational restructuring. Baff (1995) purports that the employees have an attachment to the positions they hold in an organization and

thus do not want anything to separate them from those positions. The employees then view negative attitudes towards the organizational restructuring process as they view it as that which wants to separate them from their positions. According to the study by Maurice (2000) employees are committed to the positions assigned to them by the organization, thus exhibit negative attitudes towards organizational change as they feel it is aimed at disturbing their attachment to the positions they hold. Skilled employees at Zimasco have negative attitudes towards organizational restructuring because they do not want to be separated from positions they are attached to. Thus, employee position influences the attitudes of employees towards organizational restructuring.

#### **5.3.4 There is no significant relationship between years of service and attitudes towards organizational restructuring.**

The results received reveal that the employee years of service influence the attitudes that employees have towards organizational restructuring. The years of service are employee characteristics which influence their attitude towards organizational restructuring. Berman (2000) has it that the working period that an employee has in an organization have a bearing on their attitudes. This means that the years of service that employees have in an organization influence how they react towards organizational restructuring. The study done by Olukaoyude (2003) show that years that employees served in an organization is one of the social repercussions of organizational restructuring on employees attitudes. This supports the findings that years of service influence the attitude of employees towards organizational restructuring. Thus, employees who have served many years at Zimasco Kwekwe have negative attitudes towards organizational restructuring as years of service influence employee attitudes towards organizational restructuring.

### **5.3.5 There is no significant relationship between number of children and attitude towards organizational restructuring**

Also, it has been noted from the findings of chapter iv that the number of children employees have, influences the attitude they have towards organizational restructuring. The number of children is one of the employee characteristics found to have an influence on the attitude of employees towards organizational restructuring. Literature has it that the number of the children an employee has, influences their attitudes towards organizational restructuring. This is because children have lots of demands that need to be taken care of but due to change in working conditions due to restructuring the ability to fend for the children is affected. This then results in employees exhibiting negative attitudes towards organizational restructuring. According to Baron(2000) organizational have to consider the number of children employees have when planning an organizational restructuring as this affects the attitudes that employees have towards organizational restructuring. The number of children that employees at Zimasco have, has influenced their attitudes towards organizational restructuring as they felt they have lost the capabilities to meet the demands o their children due to the slashed wages and salaries they receive(Jangara,2013).Hence, the number of children influence the attitudes that employees have towards organizational restructuring.

### **5.3.6 There is no significant relationship between gender and attitudes towards organizational restructuring.**

It has also been noted from the findings obtained and analyzed in chapter four that gender has an insignificant association with attitudes towards organizational restructuring. This is because the gender of an employee does not influence the attitude they have towards organizational restructuring. Hence, no previous study has been noted that describes an influence of gender on attitudes o employees towards organizational restructuring. This does not however affect the point that employee characteristics influence their attitudes towards organizational restructuring.

### **5.3.7 There is no significant relationship between marital status and attitudes towards organizational restructuring.**

The results received from an analysis conducted in chapter iv and have shown that there is an insignificant relationship between marital status and attitudes towards organizational restructuring. This is because the marital status of an employee does not influence their attitudes towards organizational restructuring. However this does not drive away the point that employee characteristics have a bearing on attitudes towards organizational restructuring.

### **5.3.8 Major Hypothesis: There is no significant relationship between employee characteristics and attitudes towards organizational restructuring**

This study was based on testing the main hypothesis which states that there is no significant relationship between employee characteristics and attitudes towards organizational restructuring. However, due to the findings received the null hypothesis was rejected. This is because the results reveal that there is a relationship between employee characteristics and attitudes towards organizational restructuring.

The findings have indeed fulfilled the main aim of this study of having an investigative description of the influence of employee characteristics on attitudes towards organizational restructuring. This also has verified the study done by Rashid, Sambusivon and Rahman (2001) in Malaysia who investigated the influence of organizational culture on the attitudes of employees towards organizational change and found out that culture influences the attitudes of employees towards organizational change. However, in verifying the previous study the current study found out those employee characteristic influences their attitude towards organizational restructuring other than organizational culture.

In addition the study by Visage (2002) in Nigeria investigated the social effects of organizational restructuring on the attitudes of employee towards organizational restructuring. It was discovered that the social effects of organizational restructuring do not influence the attitude of employees towards organizational restructuring as they found that there was no significant relationship between the two. However, the current in verifying the previous study found out that employee characteristics influence their attitudes towards organizational restructuring other than social effects of organizational restructuring.

Moreover, the study by Vakola and Nikolaou (2000) conducted in Greece investigated the influence of stress on attitudes towards organizational restructuring. It was found out that indeed stress influence the attitudes of employees towards organizational restructuring. The current study verifies this study at a local setting that is in Zimbabwe by investigating and discovered that employees characteristics influence the attitudes of employees towards organizational restructuring. Indeed it was discovered that employee characteristics influence attitudes towards organizational restructuring. Therefore the aim of the study was achieved.

From the overall findings, employee characteristics influence attitudes towards organizational restructuring process. Thus the null hypothesis has been rejected as the findings prove that the employee characteristics influence the attitude of employees towards organizational restructuring.

#### **5.4 Conclusion**

With the above discussion, it can be concluded that employee characteristics influence the attitudes of employees towards organizational restructuring. Findings from this study indicate that there exist an association between the employee characteristics and attitudes towards organizational restructuring. Other previous studies lined up with the findings of the current study on the influence of employee position, employee years of service on attitude towards organizational restructuring. Other studies discovered that organizational culture, stress, social effects influence attitudes of employees towards organizational restructuring. Hoping that further discussion and research on the attitudes and influences of attitudes of employees towards organizational restructuring has been triggered.

#### **5.5 Limitations**

The research was carried out with 80 participants out of 120 because the respondents from the management could not complete the questionnaire and scale due to the fact that they did not want to disclose their demographic information and personal data for reasons known to them. However the researcher could not force the participants to continue participating as there were ethics that were supposed to be observed and in this case the principle of free will to participate. This however impacted on the stratas that the researcher had formulated as they decreased room

being 5 to four. Thus another study needs to be done with a larger sample size using 5 stratas under the stratified random sampling so as to be sure of the result found in this study.

## **5.6 Recommendations**

**The research was mainly aimed at describing the attitudes and influences of employee attitudes towards organizational restructuring so as to capture the attention of Zimasco management and other organizations to see what really happens to their employees after implementing an organizational restructuring intervention. Despite the fact that the organizations will be moving with the times of the changing environment they have to consider the attitudes of their employees and assess the influences of those attitudes towards organizational restructuring as that would assist them restructure effectively.**

### **5.6.1 Recommendations for the Zimbabwe Alloys Smelting Company.**

The organization should conduct a survey on the employee characteristics and how they influence attitudes towards organizational restructuring as it assists them know the situation on the ground and try to mend damages done by the restructuring process implemented. ZIMASCO Kwekwe Company should employ strategies that help them address employee characteristics that influence attitude towards organizational restructuring so that they implement the organizational restructuring. According to Durmaz (2007) if an organization truly wants to restructure, then the restructuring managers and leadership should first understand all aspects relating to it. Scott and Jaffe (1997) went on to say substantial changes are not usually much fun, take them seriously make sure you understand why you are changing and whether it is necessary. Head (1997) propounds that during a restructuring effort whether it is a company-wide restructuring or small restructuring initiative, employees need to be highly involved in decision making. He adds on those employees during restructuring need honest information about the restructuring effort before they commit to it. Beckhard and Harris (1990) purports that organizations need to have an investigative analysis Organizational restructuring an apparently agonizing intervention can be implemented successfully if organizations management maintains a pleasant relationship with their employees by understanding their characteristics and their influence on attitudes towards

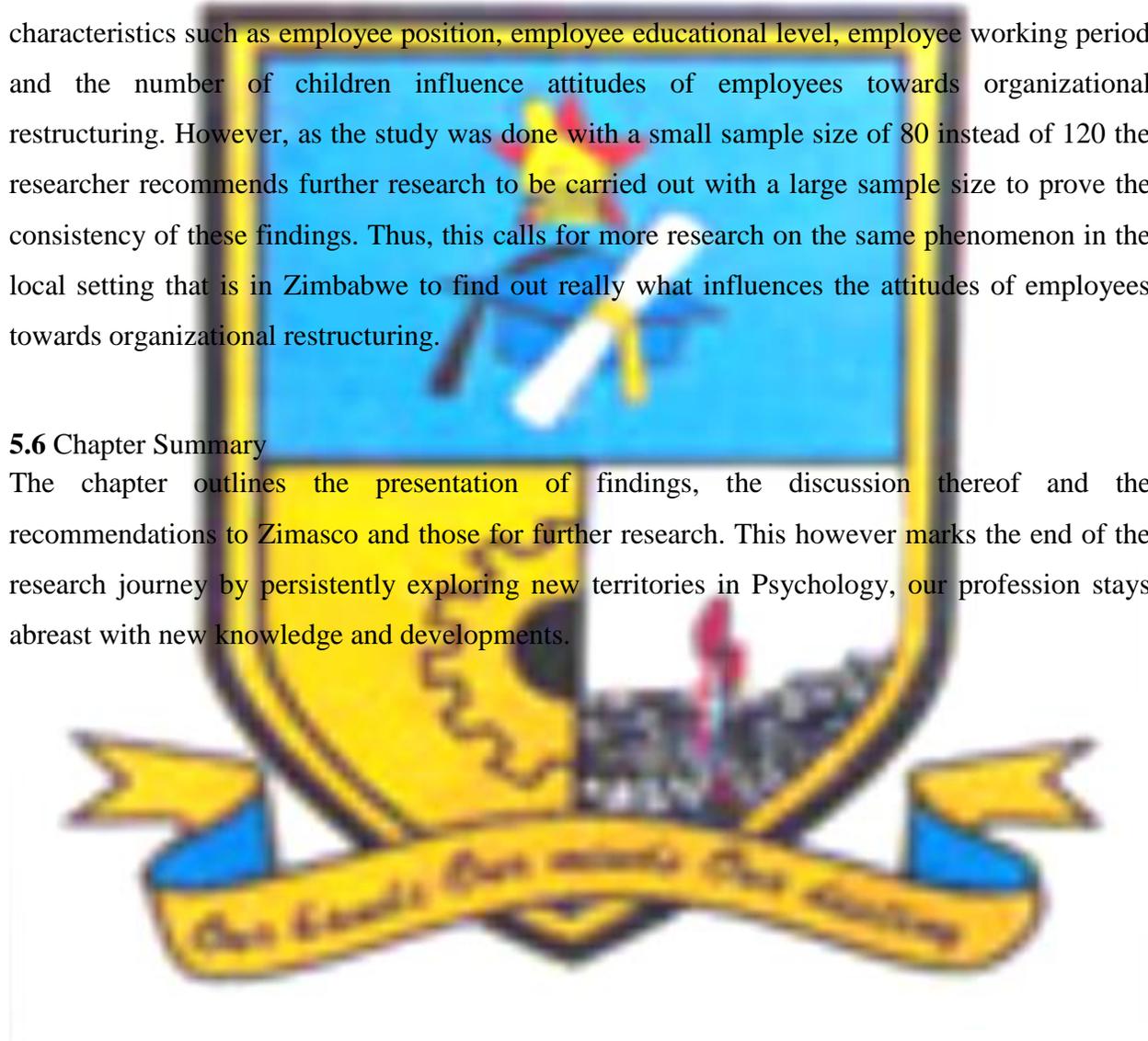
the restructuring process. on the employee characteristics as they hinder the efforts of organizational restructuring.

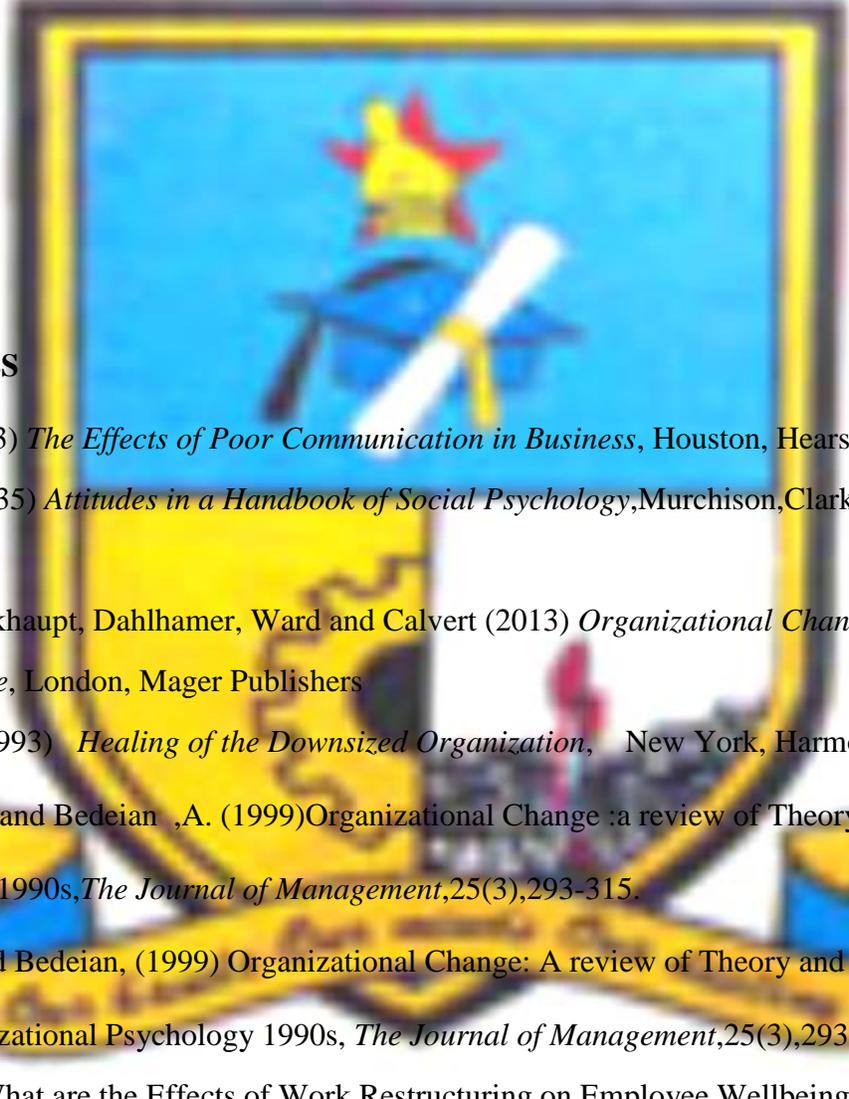
### **5.6.2 Recommendations for Further research**

The aim of the current research study was to describe the attitudes and influences of attitudes towards organizational restructuring. From the findings it has been concluded that employee characteristics such as employee position, employee educational level, employee working period and the number of children influence attitudes of employees towards organizational restructuring. However, as the study was done with a small sample size of 80 instead of 120 the researcher recommends further research to be carried out with a large sample size to prove the consistency of these findings. Thus, this calls for more research on the same phenomenon in the local setting that is in Zimbabwe to find out really what influences the attitudes of employees towards organizational restructuring.

### **5.6 Chapter Summary**

The chapter outlines the presentation of findings, the discussion thereof and the recommendations to Zimasco and those for further research. This however marks the end of the research journey by persistently exploring new territories in Psychology, our profession stays abreast with new knowledge and developments.





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**APPENDIX I : SUPERVISOR-STUDENT AUDIT SHEET**

**Department of Psychology: Research Project  
Supervisor-student Audit Sheet**

DATE	ACTIVITY/CHAPTER	STUDENT'S SIGNATURE	SUPERVISOR'S SIGNATURE
01/05/2013	Problem Statement		
06/05/2013	Topic		
10/05/2013	Amendments		
17/05/2013	Proposal		
22/05/2013	Amendments		
05/06/2013	Final Proposal		
17/06/2013	Defending Topic		
21/06/2013	Approval of Topic		
02/08/2013	Chapter 1		
09/08/2013	Amendments		
15/08/2013	Chapter 1 Final		
20/08/2013	Chapter 2		
23/08/2013	Amendments		
27/08/2013	Chapter 2 Final		
06/09/2013	Chapter 3		
13/09/2013	Amendments		
20/09/2013	Chapter 3 Final		
23/09/2013	Chapter 4		
26/09/2013	Amendments		
30/09/2013	Chapter 4 Final		
02/10/2012	Chapter 5		
07/10/2013	Amendments		
10/10/2013	Chapter 5 Final		
14/10/2013	First Draft		
16/10/2013	Amendments		
18/10/2013	Final Draft		

**APPENDIX II: APPROVAL LETTER**

**Midlands State  
University**

Established 2000

P BAG 9055  
GWERU

Telephone: (263) 54 260404/260337/260667/260450  
Fax: (263) 54 260233/260311



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**FACULTY OF SOCIAL SCIENCES  
DEPARTMENT OF PSYCHOLOGY**

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Date 20-09-13.....

To whom it may concern:

Dear Sir/ Madam

**RE: REQUEST FOR ASSISTANCE WITH DISSERTATION INFORMATION FOR  
CYNTHIA CHIKOSI STUDYING BACHELOR OF PSYCHOLOGY HONOURS  
DEGREE**

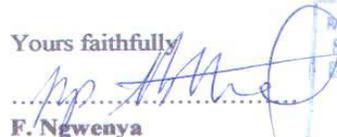
This letter serves to introduce to you the above named student, studying for a Psychology Honors Degree and in her 4<sup>th</sup> year. All Midlands State University students are required to conduct a research in their 4<sup>th</sup> year of study. The research study is for academic purposes for this student so high degree of confidentiality of the information obtained will be maintained.

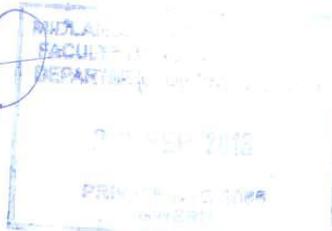
We therefore kindly request your organization to assist the above named student with any information that she require to do her dissertation.

**Topic: Attitudes of employees working at Zimasco towards organizational restructuring**

For any information regarding the above, feel free to contact the department.

Yours faithfully

  
.....  
F. Ngwenya  
Chairperson



**APPENDIX III: RESEARCH QUESTIONNAIRE**



**FACULTY OF SOCIAL SCIENCES**

**DEPARTMENT OF PSYCHOLOGY**

**APPENDIX A: LETTER**

**ATTITUDES OF EMPLOYEES WORKING AT ZIMASCO KWEKWE TOWARDS ORGANISATIONAL RESTRUCTURING**

Dear respondent

I am a student pursuing Bachelor of Social Sciences Honors Degree in Psychology at Midlands State University. My research will seek to describe the attitudes of employees towards organizational restructuring. This questionnaire will be anonymous and confidential; hence none of the respondents will be recognizable. The section relating to demographic data is for analysis and statistical purposes for this study only.

Respondents may you please note that there are 2 sections to this questionnaire that will measure attitudes towards organizational restructuring and a section that will obtain demographic data. All questions will have to be completed for a particular section before being able to move onto the next section. Section 1 is a survey of demographic data that will be used for statistical analysis in this study. Section 2 includes questions pertaining to attitudes towards organizational restructuring. The questionnaire should take approximately 5 to 10 minutes to complete and it will be available till the 24<sup>th</sup> of September 2013.

Your participation is very much appreciated

Kind Regards

Cynthia.S.Chikosi

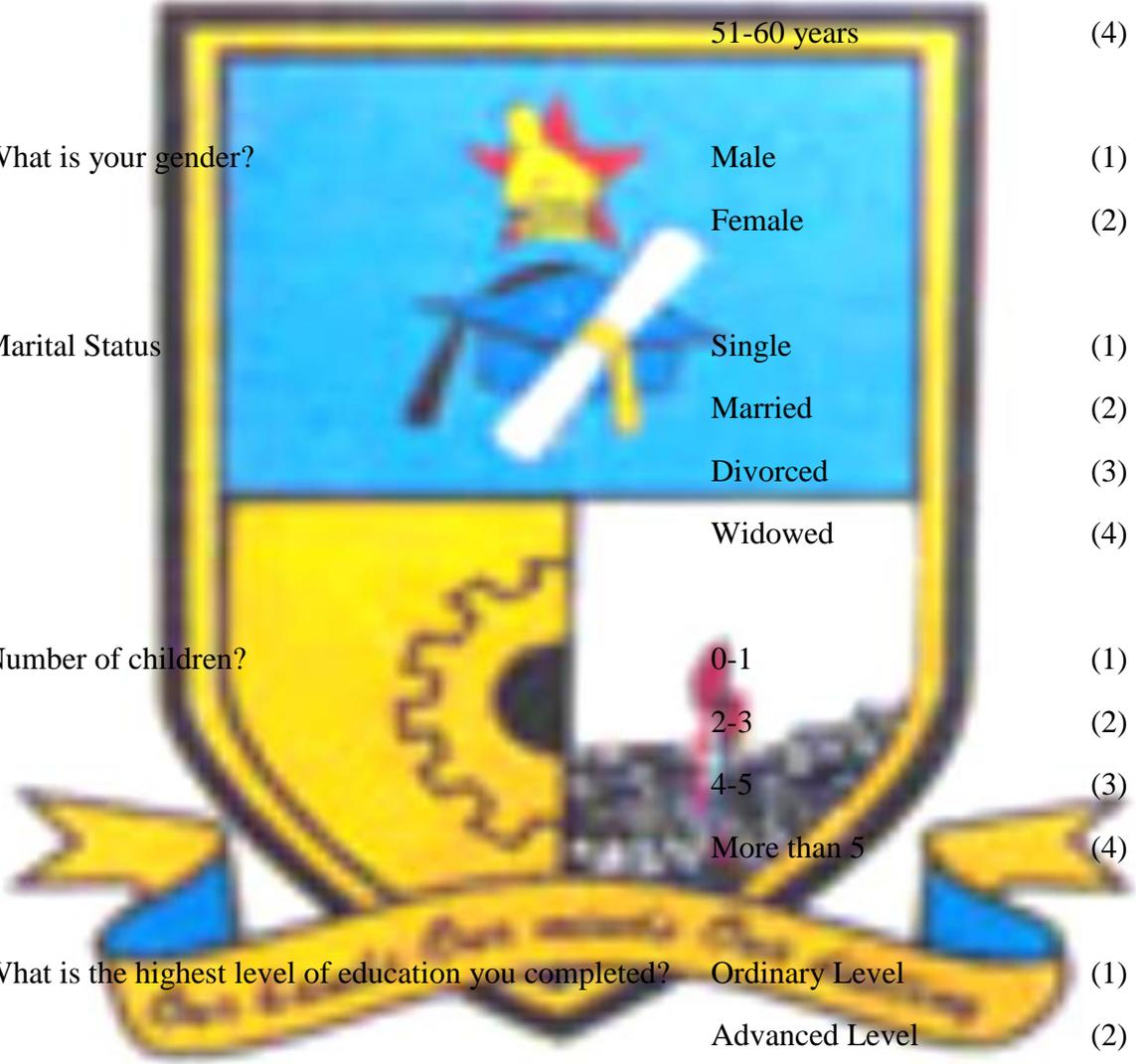
*BSc Psychology Honors Degree student (Midlands State University)*

**APPENDIX IV:BACKGROUND QUESTIONNAIRE**

**SECTION A**

## BIOGRAPHICAL DATA

May you please indicate your response by placing a tick inside brackets:

- |  |                 |     |
|--|-----------------|-----|
| 1. What is your age in numbers                           | 20-30 years     | (1) |
|  | 31-40 years     | (2) |
|  | 41-50 years     | (3) |
|  | 51-60 years     | (4) |
| 2. What is your gender?                                  | Male            | (1) |
|  | Female          | (2) |
| 3. Marital Status  | Single          | (1) |
|  | Married         | (2) |
|  | Divorced        | (3) |
|  | Widowed         | (4) |
| 4. Number of children?                                   | 0-1             | (1) |
|  | 2-3             | (2) |
|  | 4-5             | (3) |
|  | More than 5     | (4) |
| 5. What is the highest level of education you completed? | Ordinary Level  | (1) |
|  | Advanced Level  | (2) |
|  | Diploma         | (3) |
|  | Degree          | (4) |
|  | Honors Degree   | (5) |
|  | Master's Degree | (6) |
- 

6. What is your present employment level
- Management level (1)
  - Supervisory level (2)
  - Skilled level (3)
  - Semi-skilled level (4)
  - Unskilled level (5)

7. How long have you been employed at this organization
- 0-5 years (1)
  - 5-10 years (2)
  - 10-15 years (3)
  - 15-20 years (4)



**APPENDIX 3: ATTS SCALE**

SECTION B

## ATTITUDE TOWARDS ORGANISATIONAL RESTRUCTURING SCALE

<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
1	2	3	4	5

**Please indicate your level of agreement with each of the following statements:**

	Item	1	2	3	4	5
	<b>Feelings of Stress</b>					
1	I easily feel overstressed					
2	I easily feel nervous					
3	I feel washed out					
4	I feel as tense as a tightly coiled spring					
5	I easily become worried					
6	I feel people demand too much from me					
7	I feel close to breaking point					
8	I feel overburdened					
9	I panic easily					
10	I find it difficult to keep the pace					
11	I feel that there is too much pressure on me					
	<b>Feelings of Job Insecurity</b>					
12	I work under uncertain circumstances					
13	I still have promotion possibilities in my job					
14	I am certain I am going to keep my job					
15	I feel insecure after this restructuring process					

16	I have suffered loss because of organizational restructuring					
17	There is great future for me in my job					
18	I am afraid I may lose my job					
19	I feel secure within my job					
	<b>Feelings of Personal Insecurity</b>					
20	I have been hurt emotionally by this organizational restructuring					
21	I easily get panicky					
22	I feel secure within my circumstances					
23	I am afraid of the future					
24	I experience security					
25	I feel accepted					
26	I feel threatened by my current circumstances					
27	I experience insecurity					
	<b>Resistance towards Restructuring</b>					
28	I hate organizational restructuring					
29	I am in favor of organizational restructuring					
30	Organizational restructuring presents a challenge					
31	Organizational restructuring is unnecessary					
32	I do not trust the organizational restructuring process					
33	Organizational restructuring creates stress within me					
34	I like organizational restructuring					
35	I am ready for organizational restructuring					
36	Organizational restructuring is necessary to secure survival					
37	I support the organization restructuring process					

	<b>Communication Barriers</b>						
38	My superior speaks honestly to me about organizational restructuring						
39	I get organization restructuring information on a regular basis						
40	I like the way in which I get information about organizational						
41	I get the opportunity to say what I want about restructuring						
42	My superior speaks openly to me about organizational restructuring						
43	I do not get information about the restructuring process						
44	I get enough feedback about the restructuring process						
45	I believe what is said to me about organizational restructuring						
46	I receive enough information about organizational restructuring						
	<b>Attitudes Towards Management</b>						
47	The organizational restructuring management takes all decisions						
48	The management does not care much about what is going to happen						
49	The management looks after my interests						
50	The management is competent						
51	Management makes organizational restructuring easy						
52	My opinion is also asked about organizational restructuring						
53	I feel part of the management process						
54	The management is more concerned about results than people						
	<b>Perception of Organizational Restructuring</b>						
55	Organizational restructuring causes unrealistic workloads						
56	Organizational restructuring is a smoke-screen for retrenching people						
57	In organizational restructuring it is “everyone for himself”						

58	Organizational restructuring is unnecessary					
59	The management of organizational restructuring costs more than it saves					
60	Organizational restructuring is unfair					



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