

1. INTRODUCTION

The role of employees in any organisation going through a process of change is very vital. In June 2010 the South African Broadcasting Corporation (SABC) embarked on a turnaround strategy to try and address its operational challenges and reposition itself within the broadcasting market. This study explores the perceptions of SABC employees about the impact of its turnaround strategy on its training and development programme. This introductory chapter describes the research problem and the rationale for the study. In addition, an overview of the research methodology is provided, the limitations of the study and the organisation of this research report.

1.1 STATEMENT OF THE PROBLEM AND RATIONALE FOR THE STUDY

The South African Broadcasting Corporation (SABC) was established in 1936. It functioned arguably well until recently when it began to experience major challenges. In the period between 2007 to date, the SABC has been faced with various challenges such as, poor financial management and political interferences from the ruling party (Fourie, 2007). These challenges have resulted in low staff morale, high staff turnover, several industrial actions, untimely resignations of two Chief executive Officers in a short space of time and the dissolution of its board of directors by the parliamentary portfolio committee. In order to respond to these challenges the SABC came up with a turnaround strategy.

The objective of the turnaround strategy was to effect changes in the following aspects of the SABC as an organisation: performance management, financial controls, recruitment and management of staff, training and development, and its structure (Sigula & Mnyandu, personal communication, February 25, 2011). The expected outcomes of the turnaround strategy were to improve the organisation's financial controls and to re-shape the SABC and position it for success in the future digital media environment (SABC, 2011).

Although no evaluation of the turnaround strategy has been done as yet, indications from the current developments are that it has negatively affected the training and development programme. To be successfully implemented, the turnaround strategy required that the budget be cut on some of the programmes of the SABC. Amongst

some of the programmes and structures of the SABC that were affected by the turnaround strategy was the training and development programme. According to Sigula and Mnyandu (personal communication, February 25, 2011) after the implementation of the turnaround strategy less and less budget was allocated for the training and the development of the personnel. Previously, employees who were willing to further their knowledge and skills would easily qualify for the financial assistance. However, with the introduction of the turnaround strategy more courses offered within the organisation were cancelled and it has become difficult for the employees to find bursaries within the organisation.

During the process of the turnaround strategy the main expected outcome of the human capital development was to develop critical skills and capabilities within the organisation which could adapt to the changing needs of the organisation, thereby enhancing productivity, and instilling a culture of good people management processes” (SABC, 2011). However, since the inception of the turnaround strategy, less and less employees have benefited from the SABC’s training and development programme, and that includes training in critical skills such as technical and operational development. Although not intended by the turnaround strategy, the adverse result of this strategy means that the organisation might run the risk of compromising the quality and the development of its human capital.

The study acknowledge that the turnaround strategy has not yet reached its full implementation, however given the current developments, particularly within the training and development programme, one is of the opinion that the strategy might not yield its intended purpose.

This research seeks to explore the SABC’s employees’ perceptions about the impact of the organisation’s turnaround strategy, particularly in relation to its training and development programme.

The main assumption of this research project is that the development and the training of the employees are critical and should be central to the SABC’s developmental efforts. The study might be beneficial to the SABC’s attempts to improve its operation and repositioning itself within the media market. The SABC can use this

study as an on-going evaluation and assessment of its turnaround strategy, in terms of its training and development.

Van Breda (2009) defines occupational social work as “a field of practice in which social workers attend to the human and social needs of the work community by designing and executing appropriate interventions to ensure healthier individuals and environment”. This study is relevant to the discipline of social work, particularly occupational social work because SABC’s turnaround strategy does have the direct effect in the SABC workers as a work community. Also, the study aims to come up with ways through which the turnaround strategy can be improved to ensure healthier working environment within the SABC. It is within this context that I assert that this study does have a potential to contribute immensely to the discipline of occupational social work.

1.2 PROBLEM FORMULATION

1.2.1 Research aim

The primary aim of this study is to explore perceptions of SABC employees about the organisation’s turnaround strategy.

1.2.2 Research objectives

In pursuit of the above mentioned aim, the study’s objectives are:

- (i) To establish SABC’s employees’ understanding of the organisation’s turnaround strategy.
- (ii) To establish if SABC employees participated in the decisions surrounding the turnaround strategy.
- (iii) To examine the perceptions of SABC employees about the outcomes of the turnaround strategy with respect to the training and development programme.
- (iv) To elicit the opinions of SABC employees on how the turnaround strategy can be strengthened

1.2.3 The research questions

The study sought to answer the following questions:

- (i) What is the SABC's employees' understanding of the organisation's turnaround strategy?
- (ii) How did the SABC employees participate in the decisions surrounding the turnaround strategy?
- (iii) What is the perception of the SABC employees about the outcomes of the turnaround strategy with respect to the training and development programme?
- (iv) What are the opinions of the SABC employees on how the turnaround strategy can be strengthened?

1.3 RESEARCH METHODOLOGY

The study used a qualitative research design, which study participants within their natural setting, and a case study was used as a research strategy. A Non-probability snow-ball sampling was used to select a sample of ten participants. In addition the study also interviewed four managers as key informants.

Two different semi-structured interview schedules were developed to cater for difference in scope between participants and key informants. The questions in the interview schedules were open-ended and this allowed for rich responses. The research tool developed for the participants was pre-tested which enhanced trustworthiness of the data. A total of fourteen face to face interviews were conducted. A thematic content analysis was used to analyse data.

1.4 ORGANISATION OF THE REPORT

The report is organised as follows; chapter two reviewed the literature related to the research topic. Also, the chapter discusses the system theory of organisations which is related to organisational change and turnaround strategy. Chapter three presents methodology used in this study including methods of data collection and analysis. Chapter four gives analysis of research findings. The last chapter presents summary

and conclusions of the main findings. The chapter also, makes recommendations based on the findings of this study.

2. THEORETICAL FRAMEWORK AND LITERATURE REVIEW

2.1 INTRODUCTION

Over the years there have been various theoretical frameworks which have been used by social scientists in discussing and researching organisations. Amongst some of these theories are classical and scientific management theories; human relations and human resources development theories; motivation theories of management; and Systems and Contingency theories of organisations (Neher, 2009).

The objectives of organisational theories are not only to give a theoretical framework and basis to organisational studies, but to also serve as a premise from which future organisational theories can be developed and critiqued.

2.2 THEORETICAL FRAMEWORK

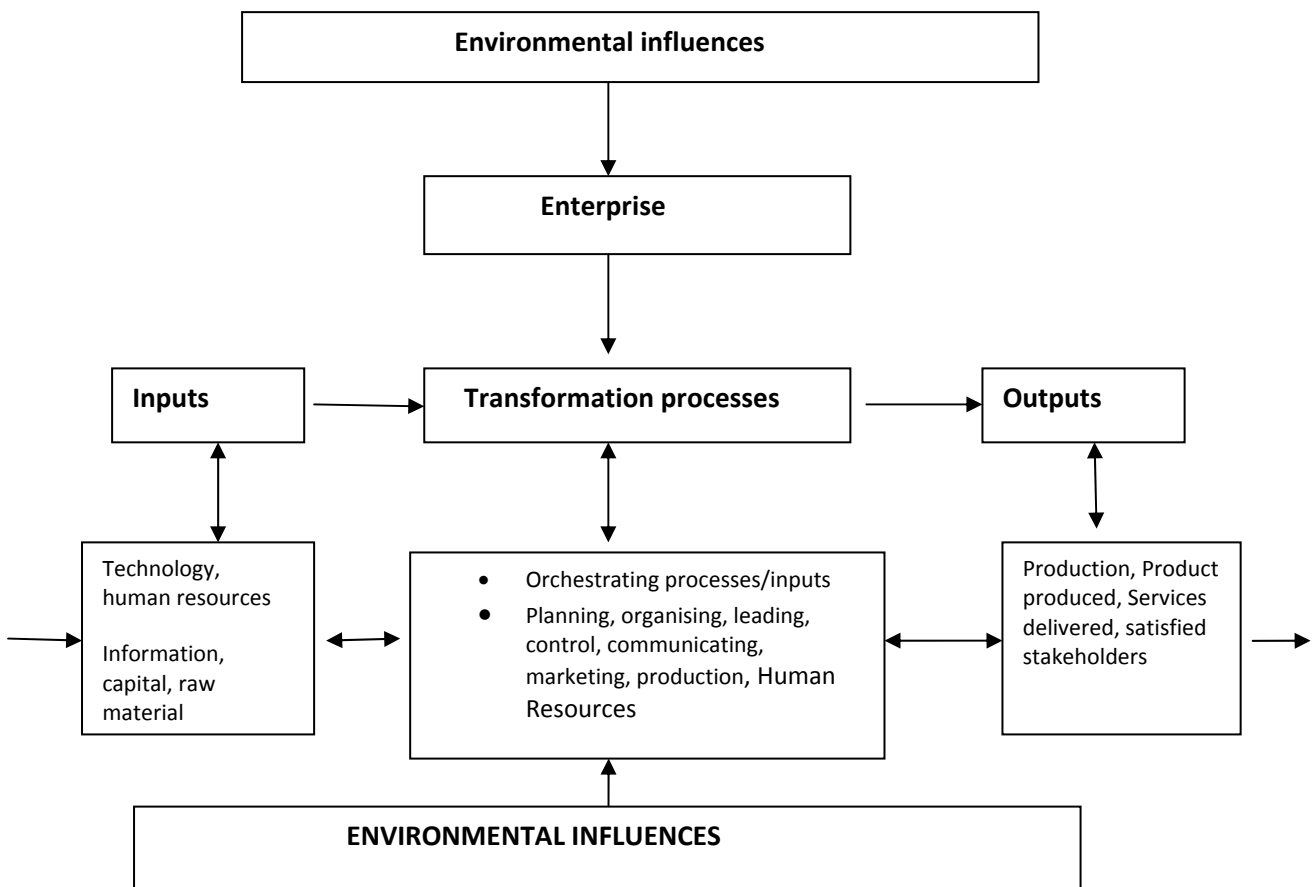
2.2.1 Systems theory of organisations

System theory looks not only at the organisation itself, but it also looks at the other systems around the organisation. According to Neher (2009, p.105) systems theory emphasizes the relationship between the organisation (or organism) and its environment. In terms of the systems theory, the organisation does not exist in isolation, but it is in a continuous relationship and interaction with other organisations or systems within its environment. Burke (2002) asserts that an organisation depends on and continually needs to interact with the environment in which it resides. Neher (2009) compares an organisation with a biological organism which depends upon exchanging energy (such as sunlight) and materials (such as food) with their environments. The systems theory stresses the fact that in order to survive organisations should look for the successful ways of interacting with their environments. No organisation is self-sufficient but organisations interact and network with other organisations to supplement their services. For example, the theory looks at the SABC's interaction with its systems such as, advertising agencies, workers unions, legislative bodies i.e. Independent Communication Authority of South Africa (ICASA) and other related organisations.

According to Neher, (2009) and Burke, (2002) systems theory can be divided in to either open system or closed system. An open system is a situation whereby the organisation is open to its environment and its surroundings. What happens here is that the organisation is dependent on the environment and continues to interact with the environment for its survival. On the other hand, closed system is a situation whereby the organisation does not have an open interaction with its environment. System theory is more concerned with the continual interaction between the organisation and its environment. Erasmus, Loedolff, Mda and Nel (2010, p.5) assert that a system should, therefore, obtain inputs from the environment, process them, and provide outputs to the environment. The assertion by Erasmus et al (2010) means that the organisation is not only influenced by the systems within its environment, but that in turn as a system the organisation does have the potential to influence its environment.

The figure below depicts an organisation as a system within its environment.

Figure 2.1 The organisation as a system (Erasmus et al., 2010, p. 5



Important aspects of the system theory are that it focuses on the other systems within the environment within which the organisation interact with. This theory is in line with some of the propositions undertaken by this research. This research asserts that most organisations implements strategies as a response to the developments within their environments.

However, as it is expected within the scientific world, systems theory has been criticised for being too broad in scope. According to Amagoh (2008) because of the ever increasing complexity of the organisational environment, the systems theory no longer seems adequate in dealing with complex phenomena. Amongst some of the criticisms of systems theory is that it fails to acknowledge potential conflict amongst various systems within the organisational environment. According to Sullivan and Wang (as cited in Amagoh, 2008, p. 4) in systems theory there seems to be less stability and predictability. The major argument is that if the organisation over-relies on its environment as the systems theory suggests, it becomes difficult for the organisation to develop an internal stability and predictability. Systems theory suggests that an organisation relies mostly on its interaction with the environment. This argument tends to undermine the fact that an organisation is an autonomous entity that has its own values and objectives. One can therefore argue that the organisation does not solely rely on the systems within its environment as it is over-emphasised by the systems theory, but also on its own internal systems. According to Kast and Rosenzweig (as cited in Amagoh, 2008, p. 5) it is impractical to compare a human organisation with natural organisms as indicated by the systems theory. Unlike natural organisms, social organisations do not occur naturally in nature, but they are artificially made by humans. Kast and Rosenzweig (as cited in Amagoh, 2008, p. 5) assert that human or social organisations are formed for various reasons and that they do not follow normal life cycle as biological systems.

Systems theory has had an enormous contribution to the study of organisations and its contribution cannot go unnoticed, particularly to organisational change. It gives a broader perspective of understanding an organisation within its broader perspective. For example, one can use the systems theory to see how the organisation interacts with its environment. Human or social organisation need to interact with other organisations within their environment. These organisations do not do business in isolation as this might prove to be a futile and impossible exercise. However, systems

theory should not be used in isolation, but it should be supplemented by other theories within the scientific world. As a theory, systems theory has given birth and contributed to the establishment of theories such as the complexity theory (Amagoh, 2008). One should emphasise the importance of guarding against an exclusivity concept within the world of research. What happens is that the acceptance or endorsement of one theory should not necessarily undermine the importance or contribution of other theories. For example, by accepting the propositions of the systems theory one does not necessarily undermine the importance of complexity theory within the scientific world.

Because of changes within the market environment within which many business organisations do business systems theory continue to be relevant in studying organisational behaviour, particularly how business organisations adapt their business strategies and approaches to gear themselves up with their changing markets. According to Gomes (2009) competitive market environments and dynamics have been pressuring organisations to develop a series of actions in order to stimulate their strategic developments. Changing market dynamics have always forced organisations to adjust their business approaches so as to pace themselves up within these fast and changing competitive business environments (Gomes, 2009).

Organizational change is one of the strategic processes that organisations must engage and commit to, in order to be able to serve their customers better, create new advantages and survive in bitterly contested markets (Durant, 1999). A failure to appropriately respond to the organization's changing environments may at times respond to an overall organizational failure.

Although not always anticipated and planned by many business organisations, however, due to unpredictable and changing forces within the markets, many organisations at times have found themselves having to recover from poor performance or even possible closure (National Research Institute, 2010). Pandit (2002) says that to recoup from the firm's poor economic performance many organisations have always embarked on turnaround recoveries and other organisational change strategies.

2.3 LITERATURE REVIEW

Organisational studies are very broad and can be complicated at times, hence, it is very important for one to not only discuss the general study of organisations, but to try and be specific as to which concept is to be discussed within organisational studies. Due to changing markets and business environments many organisations have come up with initiated efforts to improve operating efficiency to become more competitive in the world of business (Durant, 1999). Organisational change has become inevitable for the survival of many businesses; this has not only implied new ways of doing business, but also, a different way of approaching their business markets (Dawson, 2004). Depending on the nature of organisational change, a turnaround strategy can either make change inevitable for the organisation or can be birthed as the result of change within the organisation (Wild, 2010).

2.3.1 Organisational change

There are various definitions and descriptions by various authors depending on their theoretical school of thought on the concept of organisational change. Gomes (2009) argue that defining organisational change is a difficult task, given the plethora of meanings that are available in literature. Wood (as cited in Gomes, 2009) defines organisational change as any structural, strategic, cultural, human or technological transformation, capable of generating impact in an organisation. On the other hand, Porrás and Robertson (as cited in Gomes, 2009) argue that organisational change can also be viewed as a set of scientific theories, values, strategies and techniques which aim to change the work environment in order to stimulate the organisation's development. For the purpose of this study, although the above mentioned definitions are not and will not be excluded from the study's discussions on organisational change, however, Burke's (2002) definition is used as a guiding premise for the paper's discussion on the subject of organisational change.

According to Burke (2002) the subject of an organisational change is as old as the term "organisation". The subject of organisational change is an old subject and it is something that organisations will still be faced with even in the future business endeavours. Throughout history organisations have been changing business tactics

whenever there was a need to adapt to the changing environments. Burke (2002) says that organisational change refers to the process of turning the organisation in another direction, to fundamentally change the way things are done, that is to overhaul the structure, the design of the organisation for decision making and accountability, and to provide organisational members with a whole new vision for the future.

Durant (1999) asserts that since competition has intensified, in order to succeed, organisations must come up with plans on how to serve customers better and create new advantages in bitterly contested markets. It seems as if many organisations do have to go through a process of change so as to remain viable and relevant in their environment. The environment, within which many organisations operate, changes continually which leads to a need for change within organisations. According to Burke (2002, p. 1) “to survive, especially for the long term, organisations must change and adapt to their respective environments”.

Most authors on organisational change make it clear that organisational change does not take place in isolation. In the other words, organisational changes do not just happen they are triggered by the environments or they happen as the result of anticipating changes within the environments. Both Senior (2002) and Burke (2002) are of the view that an organisation’s environment has everything to do with changes taking place within the organisations. According to Senior (2002) some of the most important elements of an organisation’s environment are, an organisation’s markets (clients or customers), suppliers, governmental and regulatory bodies, trade union organisations, competitors, financial institutions, labour supply, levels of unemployment, economic climate, technological advances, computing and information systems developments and the growth of E-commerce and use of internet.

Senior (2002) discussion outlines important elements within the organisation’s environment which are factors which might contribute to changes within the organisation. Before an organisation contemplates any changes it is important that these elements be taken in to consideration. At times these elements might be the same very reason why the organisation changes its business strategy. Other environmental factors that may have an impact on the organisation are issues such as globalisation and internationalisation. This refers to the organisation’s broader environment, for

example, international and global markets might force the organisation to change the manner in which it is operating.

All the environmental factors that have been mentioned thus far speak mostly about the external environments of an organisation. However, still on the organisation's environments, there is what is called internal environments of the organisation. Organisation's internal environments refer to the internal structures of the organisation. For example, Burke (2002) gives an example of how a change in the leadership of an organisation may lead to major changes within the organisation. One can argue that internal environment of the organisation refers to the organisation itself.

According to Gomes (2009) organisational change can be characterised as being either planned or unplanned. Gomes (2009) further mentions that a planned change assumes that a change process is developed in order to guarantee that the organisation becomes more adjusted to the demands it faces. It assumes that it is a type of change that can be programmed and managed, as it has a certain degree of rationality involved in it. On the other hand, an unplanned change demands another kind of framing, as it is characterised as a result of an adaptation for contingencies in the absence of a pre-established plan of action (Bulgerman, as cited in Gomes, 2009). Social psychologist Kurt Lewin developed a three stage model of planned change which explains how to initiate, manage and stabilise the change process. Lewin's (1951) three stages of planned change are, unfreezing, changing and refreezing. Amongst some of Lewin's (1951) assumptions are that the change process involves learning something new, as well as discontinuing current attitudes, behaviours, or organisational practices. Lewin (1951) further assumed that one of the most difficult part of change process is that, in order for change to occur there is a need for motivation that will need to drive the whole change process. Also, emphasised in Lewin's assumptions is that people are the hub of all organisational change. Any change, whether in terms of structure, group process, reward systems, or job design, requires individuals to change. According to Lewin (1951) resistance to change is found even when the goals of change are highly desirable. However, Lewin (1951) acknowledges the importance of reinforcing new behaviours, attitudes, and organisational practices in ensuring that change takes place.

Lewin's (1951) assumptions and discussions on organisational change process exhibit some gaps and strengths in understanding and critiquing organisational change. One of Lewin's gaps is that he assumes that people are automatically resistant to change even if change goals were highly desirable. However, the reason most people are sceptical about change is because of perceived negative impact that change may have within the organisation (Dawson, 2003). A further crack in Lewin's discussion is an assumption that a mere introduction of change within an organisation implies an overall overhaul of the entire organisational models even if they have previously worked for the organisation. Some of Lewin's (1951) assumptions seem to be derived from a premise that people are inherently negative and less motivated in dealing with organisational change. However, it is important to point out that Lewin (1951) acknowledges the critical role that people play in the process of driving change within the organisation. Lewin (1951) further emphasises the importance of reinforcing new behaviours, attitudes and organisational practices to ensure a successful change process.

Lewin (1951) gives three stages which can be found in many organisations that go through the process of change, and they are:

Unfreezing

According to Lewin (1951) the focus of this stage is to create the motivation to change. The reality is that change does not come naturally to individuals and the result should be a strong emphasis in motivating and encouraging people about the proposed change. Lewin (1951) further says that in so doing, individuals are encouraged to replace old behaviours and attitudes with those desired by the change process.

Changing

Because change involves learning, this stage entails providing employees with new information, new behavioural models, or new ways of looking at things (Lewin, 1951). Durant (1999) adds that the purpose of change is to help employees learn new concepts or points of view. Lewin (1951) further suggests that role models, mentors, experts, benchmarking the company against world-class organisations and training are useful mechanisms to facilitate change.

Refreezing

Lewin (1951) says that change is stabilised during refreezing by helping employees integrate the changed behaviour or attitude in to their normal way of doing things. This is accomplished by first giving employees the chance to exhibit new behaviours or attitudes. Once exhibited, positive reinforcement is used to reinforce the desired behaviour and attitude. Lewin's three stage model of a planned change is very essential in tracing and monitoring any change process for many business organisations today.

It is also important to stress the support and the participation of the organisation's stakeholders in and during a change process as they are very important and they should not be overlooked. Depending on how it is communicated to its stakeholders, organisational change efforts can either be supported or rejected by the people. Dawson (2007) argues that the participation and the way in which employees perceive planned change particularly in relation to their job security and job satisfaction should be treated with great importance. Organisational change has for many years been received with mixed feeling by stakeholders particularly the organisation's personnel (Schmitt and Raisch, 2008). According to Dawson (2004) one of the potential reasons why people may resist company's change initiatives is when they perceive the proposed change as having the potential to break the continuity of a working environment and thereby creating a climate of uncertainty an ambiguity. Dawson (2004) further asserts that many change initiatives imply that old established relationships may need to be redefined, familiar structures redesigned and modified, and that traditional methods of work be replaced or modified.

According to Lewin (1951) organisational change can either be resisted from the individual level or the organisational level and these are briefly outlined below:

Individual sources of resistance

Amongst some of individual's sources of resistance outline by Lewin (1951) are self-interest, habits, personality conflicts, differing perceptions, general mistrusts and social disruptions all of which can become obstacles in pursuing change within the organisation.

Organisational sources of resistance

In addition to individual's sources of resistance to organisational change, Lewin (1951) talks about organisational sources of resistance to change which are, structural inertia, bureaucratic inertia, group norms, a resistant organisational culture, threatened power, threatened expertise and threatened resource allocations.

According to Dawson (2007) we are all creatures of habit and it is generally difficult for people to try new ways of doing things. Durant (1999) further argues that it is precisely because of this basic human characteristic that most employees do not have enthusiasm for change in a workplace. Lewin (1951) recommends that it is important for managers to learn how to manage change, because failed change efforts are costly. Costs include decreased employee loyalty, lowered probability of achieving corporate goals, a waste of money and resources, and difficulty in fixing the failed change effort.

The manner in which change is brought by within an organisation has the potential to trigger how the employees respond to a particular change effort by a particular organisation (Dawson, 2007). Issues of organisational communication networks and channels have always had a role to play in information management and monitoring how information is disseminated amongst various organisational personnel (Neher, 2009). A top-down style of communication and information flow may be interpreted by employees as being authoritarian and bureaucratic and thereby invoke insurgent feelings and attitudes from the employees (Neher, 2009).

Pandit (2002) evoked a debate as to whether turnaround strategies are as the result of organisational change or whether organisations change their business strategies due to organisational turnarounds. According to Turner and Whiteman (2005) depending on how change is brought within the organisation it will be difficult to resolve the debate as to what causes what between organisational change and turnaround strategy. Turner and Whiteman (2005) further mention that whenever organisational change is brought by factors outside the organisation, of which mostly seem to be beyond organisation

control, organisational change can then be said to have contributed to a turnaround effort. However, Turner and Whiteman (2005) further assert that when changes within the organisation are as the result of internal organisational factors, it can then be argued that organisational change was as the result of turnaround efforts.

The assumption of this paper is that turnaround efforts are formed as the result of any organisational changes. As the result of the above mentioned assumption the concept of turnaround strategy is discussed within the framework of organisational theories, and organisational change in particular.

2.3.2 Turnaround strategy

A turnaround strategy can be defined as a clean-up process that involves stabilising the organisation both financially and functionally, with the aim of normalising operations and enhancing the organisation's core business in a sustainable way (Land Bank, 2009). This definition is similar to that of Pandit (2002) who defines turnaround strategy as the recovery of a firm's economic performance following an existence-threatening decline. Most definitions and descriptions of a turnaround strategy, comes from the premise of a failing organisation. As the result the turnaround strategy is therefore used as a way of improving the organisation's operations, thereby giving it a competitive edge within a particular market.

According to Prahalad and Thomas (2007) when implementing a turnaround strategy within any organisation it is important that the organisation's turnaround strategy be matched with the concerned organisation and its environment. Prahalad and Thomas (2007) argue that the ability to implement the turnaround strategy successfully depends on the creation of the organisational context that is conducive to performance. By context, they imply that the tools and the techniques that are proposed for the turnaround strategy should be determined by the structure of the organisation. Prahalad and Thomas (2007) further argue that the commitment of management and the employees, transparency, and openness in the management process are essential in ensuring everyone's commitment towards the turnaround strategy. Although the turnaround strategy can be proposed and even initiated by the organisation's

management, its designing and implementation should, however, take in to consideration, the organisation's internal and external publics.

Pearce and Robbins (1992) were among the first to contend that recovery strategies can be classified into two distinct groups: efficiency-oriented and entrepreneurial-oriented strategies. They argued that if the downturn is primarily due to inefficient operations, then the company should adopt efficiency-oriented recovery strategies such as cost cutting and asset reduction activities. If the corporate strategy is no longer relevant, then the company must make changes so that it is more suited to its current or new market(s); that is, it should adopt entrepreneurial-oriented strategies. Bibeault (1982), Pearce and Robbins (1992) and Arogyaswamy et al. (1995), however, viewed the turnaround process as consisting of two stages: decline stemming and recovery strategies. The primary objective of decline stemming strategies is to stabilise the company's financial condition and includes actions such as gathering stakeholder support, eliminating inefficiencies, and stabilising the company's internal climate and decision processes. The severity of the distressed state and the resource slack available ultimately determines the extent to which the decline-stemming strategies are applied and succeed. Once the company's financial position has stabilised, it must decide on its recovery strategy: whether or not it will continue to pursue profitability at its reduced size or implement growth-oriented (entrepreneurial-oriented) strategies. The extent to which decline stemming strategies are applied, and their success is influenced by several factors including severity of the distressed state (Pearce and Robbins, 1993; Arogyaswamy et al., 1995), firm size and free resources available (Arogyaswamy et al., 1995).

According to Boyne and Meier (2009) studies of turnaround strategy have focussed mostly on the relative merits of strategies of retrenchment and repositioning, and given less weight to the external circumstances of failing organisations. Boyne and Meier (2009) assert that conventional perspectives on the sources of recovery from failure have not drawn sufficiently on wider perspectives on organisation performance that might provide a better understanding of turnaround. In particular, the potential effects of changes in task environment and human resources, variables which are widely believed to affect performance, have received insufficient attention. According

to Chipunza, Samuel and Mariri (2011) it is important that the turnaround strategy takes in to account the perceived impact that it may have on its human resources. Boyne and Meier (2009) argue that in recent years most turnarounds continue to put less and less efforts on the participation of organisation's employees. Boyne and Meir (2009) believe that many turnaround executives continue to claim more participatory turnarounds models, however, employees and many employees' representatives continues to lament blue print organisational turnarounds and planning. Prahalad and Thomas (2007) recommend that employees' participation and consultation are very critical in determining the way in which the employees may choose to respond to and even perceive the company's turnaround efforts. Prahalad and Thomas (2007) further argue that in many instances employees' uncertainties and fear surrounding organisation's turnarounds are brought as the result of less consultation and lack of clarity as to what the turnaround strategy entail particularly in relation to their job security. Durant (1999) solicits more participatory decision making process, and he further suggests consultative processes with employees as a way of ensuring employees' buying in to the organisation's turnaround process. According to Durant (1999) depending on their level of work positions, qualifications and understanding various employees will have various levels of understanding the organisation's turnarounds efforts. Therefore, Durant (1999) further suggests that different communications channels and networks should be employed to different employees within the organisation.

Also critical to the organisation's change and turnarounds effort is the element of organisation's leadership. This statement is affirmed by Durant (1999) who argues that vision and good leadership will ensure successful change for any industry. Beer & Nohria (2000) assert that "effective leadership is needed in order to be able to drive change effectively". According to Burke (2002, p.14) "the process of change requires leadership that, for example, is participative, involves organisational members in the activities that will bring about change, and recognise accomplishments". Chipunza, Samuel and Mariri (2011) further argue that a more flexible and participatory management styles can strongly and positively enhance organisational commitment. A leadership or management style that encourages employees' involvement can help to ensure employees' commitment to organisational goals. To be successful, changes

require efficient leadership that is somebody who will be able to plan and sell the proposed changes to team members within the organisation.

According to Prahalad and Thomas (2007) the importance of leadership in reviving sick organisations cannot be under-estimated. Leadership provides a locus for action in troubled organisations. It is simultaneously a source of inspiration and ideas as well as a rallying point of action (Beer & Nohria, 2000). However, Robbins and Pearce (1992) argue that the subject of leadership is difficult to deal with in isolation from the changes that leadership brings along with it. Robbins and Pearce (1992) further argue that the literature either glorifies the role of certain managers or leaders and their traits, or ignores the importance of technology, finance, and systems and procedures. According to Prahalad and Thomas (2007) leadership plays one of the most important roles in reviving troubled and sick organisations in that it generates confidence in the employees that the organisation can be revived. In their argument about roles of leadership in turnaround strategy Prahalad and Thomas (2007) argue that good organisational leadership can help to ensure that there is adequate information to analyse the nature of any problems that may arise and assess courses for future action. According to Prahalad and Thomas (2007) leadership can also help in the assessment of internal or external sources of assistance; and ensures the confidence of external constituencies like the ministry, trade, collaborators, and the general public. Through good leadership the organisation can be in a position to identify and support talented employees wherever they may be within the organisation; and further elicit the commitment of a variety of groups to the overall vision or the long-term strategy of the organisation (Prahalad & Thomas, 2007).

In order to build commitment to revive the organisation, organisational leaders should allow employees to participate, provide a clear picture or vision of the future, share information, demonstrate commitment to the change; tell employees exactly what is expected of them; and offer positive reinforcement (Kater, as cited in Chipunza et al, 2011). Often turnaround strategies are brought about during trying times in the life of the organisation (Dawley et al., as cited in Boyne and Meier, 2009). It is during these trying times that competent leadership becomes eminent for the success of the organisation. One of the essential roles of organisation's leadership is to ensure that the organisation's vision and objectives, in line with the turnaround plan, are well communicated and clearly understood by all the stakeholders of the organisation.

According to Robbins and Pearce (1992) amongst the organisational stakeholders, organisation's employees are the ones who are expected to engage with turnaround processes on organisation's daily activities.

2.3.2.1 Turnaround strategies in South Africa

Although there are many examples of turnaround strategies that were either attempted or implemented within the South African context, however, there seems to be little academic research that focussed specifically on turnaround strategy. Of the few examples that one can draw from are those of Telkom in 2011, Buffalo City Municipality, Old Mutual, Eskom 2011 and various governments departments (www.financialresults.co.za). Another example is from Cape Floristic Region. Gelderblom, Botha, van Wilgen, Nel, Sandwith and Hauck (2003) research paper describes the history of conservation in Cape Floristic Region, and the development of a Conservation Action Plan for the Environment (CAPE). The plan turned the turnaround strategy, which identified priorities for conservation action, into a practical five year action plan.

In their study Gelderblom et al (2003) concentrates on how to turn CAPE's turnaround strategy into action and not on the turnaround strategy itself. The CAPE action plan was developed between September 1999 and September 2000. The interventions necessary for achievement of the overall strategic goal were identified and grouped into three broad themes (Gelderblom, et al, 2003):

- The protection of biodiversity in priority areas, through the establishment of an effective reserve system, and the strengthening of off-reserve conservation.
- The promotion of sustainable use of biodiversity to protect ecosystem services (especially the delivery of water from mountainous areas), improving harvesting techniques for both terrestrial and marine resources, and promoting sustainable nature-based tourism.
- The strengthening of institutions, and the promotion of co-operative governance and community involvement in conservation. Project ideas were then developed into detailed proposals in close collaboration with the

institutions that would implement them (Younge and Fowkes, as cited in Gelderblom, et al, 2003).

The study outlines few critical factors in turning out a turnaround strategy in to an action plan. The importance of cooperative governance and the participation of all relevant stakeholders are discussed as key factors in the development of a strategy to action plan. It was important to give the synopsis of Gelderblom, et al (2003) as it gives a glimpse of a turnaround strategic intervention within the South African context. However, it does not offer much and the needed information in as far as the discussion of the turnaround strategy is concerned.

In a similar turnaround study carried by Molefe, Roodt and Schurink (2011) about one of municipalities within the Gauteng province (Tshwane Metro municipality), the authors comment that organisations/municipalities need to develop change strategies that could enable them to transform into high performance organisations with the view to the delivery of services to the residents which was lacking at the time of their writing. Their study emphasised the importance of participation of all important role players (clients) particularly in the planning process. According to Khoza (as cited in Molefe et al, 2011) despite the implementation of programmes such as Reconstruction and Development Programme (RDP) and the Growth Employment and Redistribution (GEAR) programme, as well as the Accelerated and Shared Growth – South Africa (AsgiSA), most municipalities still found it difficult to improve the rate of service delivery in a satisfactory way. These authors proposed a model called High Performance Organisation’s model (HPO). According to Molefe et al (2011) HPO culture is opposed to paternalistic, laissez-faire and autocratic cultures, and that it places strong emphasis on performance and people. Leaders in HPO culture expect high level of results but also genuinely care about the people and look for ways to fully utilise, empower and develop the potential of their people or employees. The word environment in an HPO culture has a good balance between being very goal oriented and being a friendly and fun place to work at , where communication is open, innovation is encouraged and teamwork and cooperation are a way of life. Boxall and Purcell (as cited in Molefe et al, 2011) added that HPOs promote high performance work systems that strive to reform the workplace so as to increase employee involvement in decision making.

A turnaround study about reforming African airlines business models was carried by Ssamula (2007). The study suggested that, in order for African airlines to thrive in business and to compete internationally, it is important to reform the ownership stakes of state airlines to privatisations and merging them with other private companies. Ssamula (2007) further argue that it is important to adopt relevant corporate governance structures to ensure that the company is operated efficiently, to the benefit of the taxpayer. What would happen is that more ownership rights would be mediated by institutional investors but day to day management was to be in the hands of professional executives. According to Ssamula (2007) restrictions of more and more foreign ownership and the selling of shares to more local stakeholders such as employees can also help African airlines to thrive in business and to compete internationally. Ssamula (2007) further recommend a recapitalising process through alliance and mergers; outsourcing of other services such as aviation, reducing maintenance, operational and training costs. Although Ssamula's (2007) recommendations for African airlines are essential for improving airline industry within the African continent, however, he seems to be advocating for an overall privatisation of the industry hence his oversight of some of the shortfalls of privatising states entities; and sole concentration on advantages of privatisation. A merger between states owned companies and private entities has not always worked in Africa due to political inferences that are associated with it. For example, in South Africa most of the state parastatals such the SABC, Transnet and others are struggling to thrive within their respective markets due to alleged political interferences. It is however, critical to highlight that although the study was carried within the airline industry in Africa, it does offer some relevant information in understanding turnaround studies and activities within the South African context. Some of its recommendations and findings are similar to those that have been discussed in the above debates and discussions.

In a study carried in Nelson Mandela Metropolitan University, Chipunza and Berry (2009) assert that one of the biggest challenges facing organisations today is how to deal with the current business challenges which include increased oil prices, HIV/AIDS and economic recession and their impact on productivity. Melaine (as cited

in Chipunza and Berry, 2009) argues that developing the adoptive ability of learning organisations within a changing environment is a key challenge to productivity. Globally organisations that do not respond to the business challenges through engaging in strategies intended to reduce expenses, enhance performance, and maximise productivity do so at their own peril because their survival and viability in the current competitive environment will be compromised. To remain competitive, most organisations are changing the way they are doing business (Taylor, as cited in Chipunza and Berry, 2009). Chipunza and Berry (2009) further mention that organisations need to adopt and implement cost saving strategies in order to prevent the erosion of their productivity baseline. It has become a common practice for organisations operating in the current global economy characterised by recession and political instability to downsize in order to remain competitive (Chipunza and Berry, 2009; Gelderblom, et al, 2003).

The above discussion of turnaround strategy within the South African context does not offer detailed and needed information about the turnaround strategies. These discussions only give examples of attempted turnaround strategies in South Africa, but little academic research is emphasised. Amongst some of the gaps within the South African turnaround discussions is that they focuses more on the high performance of organisations (especially municipalities) and less on the needs and the wellness of the working community (Durant,1999). Another significant gap within these discussions is that they are mostly centred on municipal turnaround strategies and offer little guidelines and contribution for cooperate organisations.

However, it is important to highlight some of the important features and strengths of the discussions of turnaround strategies in South Africa. These discussions emphasises the importance of corporate governance and participation of all relevant stakeholders Melaine (as cited in Chipunza and Berry, 2009). The studies also suggest that South African turnaround efforts should be localised, that is they should take in to consideration and respond to local socio-political environment. Another important strength of these discussions is their accentuation and their acknowledgement of the changing business environment and its impact on the internal stability of a business organisation (Gelderblom, et al, 2003).

It seems the lack of empirical research on the subject of turnaround strategy has always been a concern for many researchers and that it is not only limited within the South African context. Wild (2010) argues that research examining arguably the most dramatic example of change, the turnaround, is distinctively rare in business history.

2.4 CONCLUSION

This chapter discussed the system theory of organisations organizational change and turn around strategies and their relevance to this study. The next chapter discusses the methodology that was utilised for this study.

3. RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter aims to describe the methodology that was utilised for this research. It therefore begins with the discussion of the research design; and the discussion of the criterion used to recruit the population and sampling. The data collection procedure that were utilised are then explained together with the research instruments, and following that is a detailed discussion of the method of data analysis, verification and pre-testing of the research tool. Finally the chapter discusses various ethical considerations and the researcher's role within the entire process is looked at in a reflective manner.

3.2 RESEARCH APPROACH

3.2.1 Research design

The study employed a qualitative research design, which study participants within their natural setting. The use of qualitative research design assisted the researcher to have an in-depth understanding of the actions and perceptions of SABC employees as participants.

In terms of a research strategy, the research used a case study. According to Cresswell (2009) a case study can investigate a process, activity, event, programme or individuals within a particular case. For this project the SABC's employees' perceptions of the organisation's turnaround strategy's impact on its training and development programme is what is being investigated. According to Babbie and Mouton (2008) the interaction of the units of study within its context, is a significant part of the investigation. The research project studied participants' (employees) perception, stories, emotions and feelings of the turnaround strategy as a case study. Two types of case studies were employed; those are descriptive and explanatory case studies. The reason for these two types of case studies is that the research explored and described the perception of the SABC employees about the impact of the turnaround strategy on its training and development programme.

3.2.2. Sampling procedures

Study Population

The study population was made up of SABC employees, from the training and development section and they were based in SABC in Auckland Park, Johannesburg. There are 33 employees working within the training and development section of the SABC. The study also included four key informants drawn from the management of the training and development section. These were the four managers that were requested through a word of mouth by the contact person (also a manager) to participate in the research. These key informants were selected because the participants report directly to them and also, the researcher is of the opinion that they had the potential to give alternative and valuable perspective about the turnaround strategy. The researcher believes that the key informants provided additional information and new insight about the turnaround strategy and its impact on the training and development programme.

The criterion used in selecting participants and key informants is that they should have been working for the SABC prior to the introduction of the turnaround strategy in June 2010, and within the training and development unit.

Sampling

A total of 10 participants which consisted of 3 males and 7 females, were selected for the purpose of sampling. The researcher used snowball sampling method. The researcher used few individuals to gain an access to other participants (De Vos et al, 2011).

An appeal letter was initially distributed to the targeted 33 SABC employees, from training and development section informing them of the study and requesting their participation. However, due to the nature of the organisation only few (five) employees responded to the appeal letter. An appointment was then set with these five employees; during the interviews with these five respondents the researcher requested them to recruit their colleagues to participate in the study. The 10 employees who fit the required criteria were interviewed. These are employees who have been working

for the SABC prior to the introduction of the turnaround strategy and from the training and development section. All the four managers from the training and development section of the SABC (1 male and 3 females) constituted the key informants. A non-probability purposive sampling was used to select key informants. The researcher selected the four managers in line with the aims and the purpose of the study (Babbie and Mouton, 2008). After agreeing to take part in the study the participants were then informed of the nature of the study and were given an information sheet (see Addendum D) and a consent form (see Addendum C) to fill and give to the researcher during the interviews. Appointments were arranged with participants at times suitable for them. During the one on one interviews and after an explanation about the importance of using a tape recorder, the participants told the researcher that they were not comfortable with their voice being recorded during the interviews.

The use of two different samples; one sample from the SABC employees within the Training and Development section (participants), and the other sample consisting of managers from the same Training and Development section who served as key informants can be said to have enhanced the credibility of the study. Also, immediately after each interview the researcher re-checked and confirmed with each concerned participant and key informants to confirm the validity of the collected data which has also improved the credibility of the study. According to De Vos et al (2011) the aim of credibility is to demonstrate that the enquiry is conducted in a manner that ensures that the subject is accurately identified and described.

3.3 RESEARCH INSTRUMENTS

Two semi-structured interview schedules (see Addendum A & B) were used to collect the data, from the participants and the key informants.

Semi-structured interview schedules allowed for more flexibility during the interview process, and this afforded the researcher an opportunity to gain an in-depth understanding of the respondents' own perspective about the research topic (Babbie and Mouton, 2008). The use of open-ended questions encouraged participants to express themselves freely and impose no restrictions on their responses.

The interviews allowed each participant to be asked the same set of questions which yielded similar textual data about the employees' perceptions on the turnaround strategy. The face to face interviews also afforded the researcher the opportunity to address misunderstandings and clear up ambiguities that occurred during the interview.

However, the use of semi-structured interviews or open-ended questions was a bit time consuming, as the researcher had to sit one-on-one with both the participants and key informants. Also, the use of open-ended questions can elicit a wide range of information, to which some might not necessarily be relevant to the study. After getting permission from the respondents the researcher made use of a pen and paper to record these interviews. The researcher made field notes during and immediately after the interviews which enabled the researcher to capture data accurately.

Pre-testing of the research tool

Pre-testing of the research tool is the process whereby the researcher tests the research tool, so as to identify any discrepancies in the research tool before the actual research takes place and subsequently any necessary changes are made (Babbie and Mouton, 2008). For the purpose of pre-testing, one semi-structured interview was conducted with an employee at the SABC, from the training and development unit he was not part of the actual study. One question added to the questionnaire after it was pre-tested dealt with the manner in which the turnaround strategy was introduced to the organisation. Also, the researcher conducted an interview with one employee who was in a managerial position to pre-test a questionnaire for the key informants. However, nothing was adjusted for the key informants' questionnaire. Pre-testing the research tool further enhanced the dependability of the study (Babbie& Mouton, 2008; De Vos et al, 2011).

3.4 DATA COLLECTION

In order to understand the participants' experiences, thoughts and feelings, face to face interviews were used as the method of data collection (Babbie and Mouton, 2008).

Two semi structured interview schedules (Addendum A & B) were used; one for the 10 participant (employees at grassroots level) and the other interview schedule was used for four key informants (managers). Most interviews took between 60-90 minutes and interviews were conducted between November 2011 and January 2012 at the SABC, radio park in Auckland Park. Amongst some of the advantages of face to face interviews are that they allowed the researcher to have close interaction with the respondents, which assisted in developing a trusting relationship with research participants (Babbie & Mouton, 2008). Another advantage of face to face interviews is that it allowed for flexibility during interviews whereby interview styles and approaches had to be adjusted as per the needs of each interview processes (De Vos et al, 2011). The researcher fully explained the purpose of the research to all participants and they were made aware that participation was voluntary and that information disclosed to the researcher would be kept confidential.

Participants were also provided with participants' information sheet (see Addendum D) so that they could read and understand the purpose of the study before commencement of the actual interview process. In addition, potential participants were provided with consent forms for participation in the study (Addendum C). All the participants were made fully aware of their right to withdraw from the study at any time without any negative consequences as well as the fact that they could refuse to answer any questions they were not comfortable with answering.

Also, the researcher used instruments such as notes, and audio recorder to obtain information from the participants. Permission was first sought from the participants (including key informants) after explaining to them the purpose of the study and reasons why the interviews were recorded. However, there were only three participants who agreed to the recording of their interviews. According to these participants this research is carried out at a very tension-filled time within the SABC as the organisation is downsizing and the employees feared victimisation. Due to the nature of collecting qualitative data, the refusal to use an audio recorder made it difficult for the researcher to adequately record the data, and it denied him an opportunity to obtain a comprehensive record of all the interviews which would have allowed for data accuracy by verifying responses obtained during the interviews. However, in order to mitigate this, the researcher took detailed notes during the interviews so as to ensure that no data was lost due to memory lapses.

3.5 DATA ANALYSIS

The data for the study were analysed through the use of thematic content analysis. Thematic content analysis refers to a qualitative data reduction, and a sense making effort of the data, that takes a volume of qualitative material, and attempts to identify core consistencies and meanings (Neuman, 1997). De Vos, Strydom, Fouche & Delpont (2011) further assert that data analysis in qualitative research involves searching for patterns and recurrent behaviours in data. In analysing the collected data (participants/employees' stories, emotions and feelings of the turnaround strategy-case study), the researcher followed the following steps:

In the first step, the researcher familiarised and immersed himself with the collected data. Immersion involves the researcher reading through the interview data several times so as to gain familiarity and thus form a preliminary idea of the themes emerging from the data (Terre Blanche & Durrheim, 1999). The researcher had to read through the data several times (field notes and interview schedules), made notes and brainstormed to get an overall picture of the data. Secondly, the researcher categorised the collected data in to specific themes, recurring ideas or language and patterns. The themes that emerged from the study were employees' needs in relation to the organisation's needs, employees' concern about their job security, relationships and communication gaps between management and employees, and employees' different understandings about what the turnaround strategy is all about, ambiguous role of training and development programme within the entire turnaround strategy.

The concepts that emerged from the data were noted, and similar themes and categories that emerged from the findings were grouped together. This was done through the process of putting together similar responses and contrasting ideas.

Thirdly, once the data was categorised, it was then coded; and the coded data was then linked with the reviewed and discussed literature; and within the four objectives of the study. The re-reading of the data and of the reviewed literature so as to link the coded data with the reviewed literature enhanced the requirement of saturation. The use of categories and themes enhanced the confirmability of the study as this allowed the rechecking of the research findings.

A detailed explanation of data analysis and research findings is very critical in enhancing the transferability of the study as readers and other researchers can judge the appropriateness of the findings and assess if they can be applied in other areas. De Vos et al (2011) assert that in augmenting transferability the researcher must ensure that the research findings can be applied to other context.

3.6 LIMITATIONS OF THE STUDY

The person who undertook the research was not an expert researcher and that had the potential to compromise the quality and the depth of this study. However, to mitigate this, the researcher took an extensive study, so as not to compromise the quality of the research project.

Also, the researcher only interviewed a total of 10 SABC employees and four key informants from the training and development section. Therefore its findings cannot be generalised to other media industries or the SABC itself.

It is also possible that the presence of the researcher may have led to the participants providing what they see as desirable to some of the questions (De Vos et al, 2011). However, the researcher ensured that questions were asked in such a way that participants felt comfortable and I assured them that their honest responses were critical.

A further limitation is that the research was using a single research design (qualitative), meaning that the research was only limited to the research methods and strategies of qualitative research design (Babbie and Mouton, 2008). To try and mitigate this, the researcher did not only have a representative sample of the target population, but he also tested and retested the research tools and used more than one methods of collecting data. For example, in addition to the face-to-face interview schedule, the researcher used a pen and paper to make additional field notes. The refusal by some of the participants and key informants to use an audio recorder was an additional limitation particularly in collection of qualitative data. According to Babbie and Mouton (2008) qualitative data is more concerned with an in-depth understanding of participant's actions and perceptions and this was difficult to achieve without the use of an audio recorder. In order to mitigate for this the researcher took

comprehensive notes during the interviews so as to ensure that no data was lost due to memory lapses.

3.7 ETHICAL CONSIDERATIONS

Babbie and Mouton (2008) says that ethical issues arise out of our interaction with other people, other beings (such as animals) and the environment, especially where there is potential for, or is, a conflict of interests. To try and comply with ethical requirements, the following ethical principles were followed:

Informed Consent and voluntary participation

There was no coercion the participants' permission and consent was obtained before one proceeded with the study. The aims and objectives of the study were clearly explained to the participants. Consent forms were given to the participants. The researcher explained the research procedure, duration of participation and risks of the study to the participants. There was a consent form that had to be signed by the participants. This consent form was clear and simple, and outlined the objectives, the duration and potential risks of being involved in the study. According to Babbie and Mouton (2008) participants should not be coerced into giving consent and participating in the study. For example: through fear of victimisation, deceit, withholding of benefits, or undue (perverse) incentives.

Avoidance of harm

There was no form of harm that the participants incurred as the result of taking part in the research. However all measures were put in to place to ensure the safety of the participants from any harm that they may had incurred as the result of participating in this research. Babbie and Mouton (2008) states that at times participants are asked to reveal sensitive information, by revealing such information without the consent of the participants can harm them psychologically. The researcher made sure that sensitive information was not used to embarrass, humiliate or even harm the emotional, physical and psychological wellbeing of the participants. During the interviews the researcher checked with interviewees about which part of the interviews they were uncomfortable with and assured them that they were welcomed to stop the interviews if they felt uncomfortable with some of the questions being asked. Also, the

researcher put in place support counselling services in case whereby the participants would have experienced feelings of emotional distress. Participants and key informants were further assured that their participation would not result in any victimisation particularly by the employer since their names were not to be linked to any data.

Deception

Being deceptive is when the researcher intentionally misleads participants by way of written or verbal instructions, the actions of other people, or certain aspects of the setting (Neuman, 1997). Deception is when the person conducting the study withholds some of the information about the research for his or her own deceptive interests. For example, lying to the participants about the aim and objectives of the study or even what their participation may entail. As a researcher it is important to inform the participants about why the study is being conducted. Participants were not **deceived** or **misled** in to participating in to this study.

Violation of privacy/ Anonymity/ Confidentiality

Neuman (1997) asserts that it is crucial that the researcher protects the privacy and the identity of those participating in a research. The other two important terms that are related to the violation of privacy are **anonymity** and **confidentiality**. Babbie and Mouton (2008) explain that anonymity is when the researcher cannot link the response to a particular respondent. It is important that codes are used to replace names of the participants. Also, anonymity is important in that it ensures that the data is treated with objectivity without favouritism.

Participants were informed that information given by them will be treated with **confidentiality**, and that it will be safely stored by the researcher and no one will have an access to the information except the researcher. Also, no identifying information has been included in the final research report.

To ensure **anonymity**, the data has been coded and therefore this ensured that the data could not be directly linked to the participants. The participants were also not required to write their names on the questionnaires. The interview schedules will be kept for two years following any publications or for six years if no publications emanate from the study.

Approval of studies by the institutional ethics committee

Ethical clearance to proceed with the study was granted by the Ethics Committee at the University of Witwatersrand (Addendum E). All the ethical issues followed in the study were in line with ethical considerations as stipulated by the University of Witwatersrand Research Ethics and Post-Graduate Committees.

3.8 CONCLUSION

This section discussed the research methodologies that were applied in the collection of data. The designs that were used in this phase of the project were explained. The research population, research sample and data analysis were explained in line with the research problem that is at hand. Furthermore, the chapter explained the methods of data verification, limitations of the research methodology and the ethical considerations of this project.

Chapter four includes the presentation and discussion of findings.

CHAPTER 4: PRESENTATION AND DISCUSSION OF THE RESEARCH FINDINGS

4.1 INTRODUCTION

This chapter presents and discusses the research findings. The aim of the study was to explore the perceptions of the SABC’s employees about the impact of the organisation’s turnaround strategy on its training and development programme. The researcher interviewed a total of 10 participants from the SABC’s training and development section as well as four managers as key informants.

Table 4.1: Profile of respondents

Variables		Number of participants	Key informants
Gender	Male	3	1
	Female	7	3
Age	25 - 30	3	
	31 – 35	2	
	36 – 40	3	2
	41 – 50	2	1
	51 – 60		1
Experience within the SABC	0 – 5 Years	7	1
	6 – 9 Years	2	2
	10 – 15 Years		
	16 – 20Years		1
	20years +	1	

The table shows that the majority of the people who participated within the study were females between the ages of 25 -50 years. The subject of participants’ and key informants’ age and their years of working within the SABC were very critical as it

was pivotal in determining their understanding of the organisation's culture and way of doing things.

4.2 EMPLOYEES' UNDERSTANDING OF THE ORGANISATION'S TURNAROUND STRATEGY

This part of the discussion focuses on establishing the understanding of the SABC's employees about the organisation's turnaround strategy. One of the first critical steps in implementing any organisational turnaround strategy would be to ensure that all stakeholders involved, including the employees are clear as to what that turnaround strategy is all about.

According to Durant (1999) depending on their level of work positions, qualifications and understanding, various employees would have different levels of understanding of an organisation's turnaround efforts.

4.2.1 Turnaround strategy: communication

The manner in which the organisations communicate their turnaround strategies to their employees can have a significant role in how the turnaround strategy is perceived and understood by the employees. Durant (1999) says that different communication channels and networks should be employed to communicate the turnaround strategy to employees depending on their levels of understanding. This suggests that the manner in which the turnaround strategy is communicated to the organisation's senior managers may not be relevant or even effective to its rank and file employees, who may not have the same educational level as their senior managers.

According to some of the participants and key informants, some of the turnaround information was disseminated through emails and intranet of which not all employees had access. According to participants; the fact that most of the employees at lower levels, heard about the turnaround strategy from their middle managers and supervisors and this had potential to distort the actual message.

One participant said *“we were not afforded an opportunity to sit in these ‘big meetings’ when the turnaround was introduced to the organisation. Only ‘big bosses’ were allowed, and we had to depend on the ‘second hand’ information from our supervisors and team leaders, and of which some of them seemed not to be sure of what the turnaround strategy is all about”*.

According to the participants the strategy was communicated to the employees as a finished product, as the result there was no room for them to suggest any changes to the strategy. However, a contradictory view was given by one key informant who reported that the strategy was communicated to the employees through various update meetings, briefings and workshops with the senior management and middle management. This key informant further said that the organisation also used its marketing division which provided the employees with *“intranet communication and meaningless posters, flyers, promo items and stickers in the toilets”*

Another matter of concern in this response is the fact that the participants seem to have heard some of the information about the strategy from rumours and through the grapevines (from colleagues), which has the potential to distort the actual message about the strategy.

4.2.2 Understanding the turnaround strategy

A total of eight employees and two key informants indicated that the turnaround strategy was more concerned with cutting operational costs for the SABC. The predominant perception was that the turnaround strategy focussed at the SABC’s financial crisis. Although the response does touch the aspect of changing the SABC but it is more focussed on improving SABC’s finances.

“Turnaround strategy was introduced to change the SABC, that is, to improve its finances, as there were rumours of shortages of finances within the organisation”(Participant 3).

“The aim of the turnaround strategy was to change the SABC as a whole and to help the management to better manage the finances of the organisation” (Participant 5).

“The SABC had some financial crisis and the management decided to come up with the turnaround strategy” (Key informant 2).

The above response still reiterates the subject of the SABC’s financial “crisis”. The respondents use the word “crisis” which amplifies the fact that the SABC’s financial problems have reached a crisis phase according to the respondent.

The turnaround strategy was seen to be an intervention by the organisation’s board of directors to beef up the SABC’s financial control measures. This response still sees the strategy as being concerned with cutting the organisation’s costs and expenses.

It is important to mention that although the turnaround strategy was perceived as being more concerned with cutting the organisation’s operational costs, there were some elements of organisation’s efficiency and productivity that were reiterated by participants during the interviews. According to one of the key informants she would not be caught unawares by the fact that most employees would find it difficult to comprehend the SABC’s turnaround as there were different interpretations and understandings of the same strategy by people at senior management positions.

“It is very difficult to expect general employees to understand the strategy as there are different understandings and interpretations of the organisation’s turnaround strategy by managers at very senior levels. So if the employees struggle with understanding it, I will not be shocked” (Participant 6).

Amongst some of the understandings of the SABC’s turnaround strategy, there were conspiracy theories that one could pick up in the majority of the participants and one key informant. Some of the employees indicated that the turnaround strategy might have been targeted at some individuals within the SABC.

“After the whole turnaround thing was introduced, there were stories that the management would propose a ‘head count’ of all the employees, and all employees over the age of 55 would be retrenched, I tend to have some doubts about this whole thing” (Participant 5).

Although 80% (8 employees) of the participants and (2 managers) key informants were of the view that the SABC’s turnaround strategy is more focussed on cutting the

organisation's operational costs, there were, however, indirect claims and messages from participants and key informants that seem to suggest that these participants and key informants have their own different theories/understandings of what the turnaround strategy is all about. According to Dawley et al (as cited in Boyne and Meier, 2009) often turnaround strategies are brought about during trying times in the life of the organisation. It is during these trying times that organisations experience financial difficulties and financial recovery and cost cutting devices are mostly given a priority by troubled organisations.

4.3 EMPLOYEES' PARTICIPATION IN THE TURNAROUND STRATEGY

This piece of the findings taps employees' perceptions on their participating in the decisions surrounding the turnaround strategy. The assumption behind this objective was that the employees' level of participation in decision making about the strategy would influence their perceptions about the strategy. The subject of employees' participation in any organisational development is very critical as the development may have an impact in their work setting and environment. Prahalad and Thomas (2007) recommend that employees' participation and consultation is very vital in determining the way in which they may choose to respond to the turnaround strategy and even perceive the organisation's turnaround efforts.

All ten participants and two key informants were adamant that no efforts were made by the organisation to ensure that employees participated in any decision making surrounding the turnaround strategy. According to the participants and key informants the strategy was a result of a recommendation by parliament's portfolio committee to the SABC board. This meant that neither the organisation's board of directors or executive managers could change or give any meaningful input to the strategy.

“When the strategy was introduced by the organisation's chief executive officer (CEO) at that time, he (the CEO) mentioned the fact that the turnaround strategy was drawn some time ago, however, no one bothered to implement it, as the result he decided to take something that was previously done by someone else and implement it” (Participant 3).

Responses surrounding employees' participation in decisions surrounding the strategy were divided in to the planning stage of the strategy and its implementation stage.

All employees and key informants were in agreement that employees did not participate in planning stage of the strategy. This indicates that the importance of cooperative governance and the participation of all relevant stakeholders was overlooked as a key factor in the development of a strategy and the implementation of the action plan

“I am not sure as to how or when the strategy was planned as it was presented to us as a finished product. We were not even given an opportunity to give any suggestion, except that we were told that the strategy will soon be implemented and we will be seeing changes within the SABC” (Participant 8).

“The strategy was presented to the employees as a sermon, and I don't think that the management was interested in our input surrounding the strategy. It is worse because some employees just saw pamphlets in toilets and corridors and were not sure what these pamphlets were talking about” (Participant 4).

The subject of implementing the SABC's turnaround strategy drew divergent responses as some participants suggested that the strategy was never implemented, while others said that it was in the process of implementation.

“The topic of turnaround strategies is not new to the SABC, and just like previous turnaround strategies we heard about before, there has never been efforts to try and bring the strategy in to action” (Participant 9).

“The turnaround strategy is still an abstract concept that the CEO presented. For example, the television division was created a year ago; however, to date there has not been any communication by the strategy of the composition of the division, its objectives and an implementation plan” (Participant 2).

Some participants and key informants suggested that the strategy was in the process of implementation. *“It is difficult to try and play a meaningful role in to something that you are not even sure what it is all about, maybe if I knew what it is all about and*

where it comes from, but still, the manner in which it is presented to the employees does not provide an opportunity for us to play any role” (Participant1).

Kater (as cited in Chipunza et al, 2011) recommends that in order to build commitment to revive the organisation, managers should, allow employees to participate, provide a clear picture or vision of the future, share information, demonstrate commitment to the change; tell employees exactly what is expected of them; and offer positive reinforcement. SABC seems to be incorporating this as reported by one key informant who said: *“to try and mitigate its poor consultation process, more funds and efforts were invested by the organisation in informing the employees about the turnaround strategy with an expectation that they would automatically pledge their commitment to its objectives” (Key informant1)*

According to Boyce and Meier (2009) when implementing any change within a huge organisation it is difficult to ensure full participation by everyone affected especially the employees. However, Chipunza et al (2011) acknowledge that although it can be time consuming and costly for the organisation to ensure employees’ full participation in organisational development, employees have the potential to contribute more knowledge and input which can always be in the best interest of a striving organisation. Chipunza et al (2011) further say that many corporate organisations have neglected the importance that employees have in providing input and support in struggling times. As a result funds are wasted in organisational change consultants whom in most times seem clueless about the culture of that particular organisation.

The manner in which the SABC’s turnaround strategy was communicated to the employees made it difficult for the employees to have any meaningful participation in the process. According to the participants the strategy was communicated to the employees as a finished product, as the result there was no room for them to suggest any changes to the strategy. However, a contradictory view was given by one key informant who reported that the strategy was communicated to the employees through various update meetings, briefings and workshops with the senior management and middle management. This key informant further said that the organisation also used its marketing division which provided the employees with *“intranet communication and posters, flyers, promo items and stickers in the toilets”*

It seems that a lack of participation by participants had a role to play in participants' lack of commitment towards the turnaround strategy. Participants indicated that they would have appreciated any opportunity to have full and meaningful participation as the strategy was directly linked to their working environment and their job security. However, as mentioned by one key informant the turnaround strategy was made up and presented in such a way that neither the organisation itself nor its senior managers would have made any room for the employees to have a meaningful contribution in it.

From the above mentioned responses the following themes emerged in relation to the employees' participation in the turnaround strategy:

Poor consultation by management

One can deduce from the responses of participants and some key informants that the consultation by the SABC's management towards the employees was not sufficient. It seems as if the strategy was planned from and by the top management without any input by the rest of the employees.

“The manner in which the management overlooked employees in the whole process of the turnaround strategy has resulted in some of us not being committed to the objectives of the turnaround strategy” (Participant 3).

Top-down decision making

The use of mediums such as intranet, posters and flyers by the management did not provide an opportunity of a feedback by the employees at the grass root level. One participant said that *“we just saw ‘posters and other promotional items and stickers in the toilet and some of us were not even sure what they were all about”*.

Most participants were unhappy with the fact that they were inducted and briefed on something that was already decided and concluded, and it was therefore difficult for them to offer any meaningful contribution. The idea of the turnaround strategy is something that was not even initiated by the SABC's executive management or its board of directors. But it was given down by the political leadership (parliament portfolio committee on communications); the only role that the executive management had to play was to ensure that the strategy was accurately implemented as tabled by the portfolio committee. The above mentioned responses are supported by Skinner

(2011) who says that the SABCs strategy was criticised for its lack of participation by other stakeholders such as the unions and employees. There have been other concerns that the strategy's austerity measures have resulted in people's employment contracts being terminated and some employees' salary's being cut (Benjamin, 2010).

4.4 OUTCOMES OF THE TURNAROUND STRATEGY.

This statement of the report examines the perception of the SABC employees about the outcomes of the turnaround strategy with respect to the training and development programme. Since all participants were drawn from the training and development section, the researcher wanted to ascertain how the turnaround strategy had impacted on the participants working environment. According to Prahalad and Thomas (2007) in many instances employees' uncertainties and fear surrounding organisation's turnaround strategies are as a result of minimal consultation and lack of clarity as to what the turnarounds entail particularly in relation to their job security.

Participants and key informants identified a number of dynamics that emerged as a result of the turnaround strategy, such as less and less training programmes, negative attitudes and fear of job loss.

Reduced training programmes

According to nine participants and all four key informants, the training and development had to review some of its programmes resulting in a reduction in the number of training programmes and more training were done away with as a means to cut down on costs.

“Some units had to cancel their planned trainings to save money, the organisation's training programme had been intensified and the organisation will now only commit to trainings that are needed”(Participant 10).

“Since the introduction of the strategy our unit had only one in-service training, and it was only offered to few individuals as opposed to previous years when everyone automatically qualified by virtue of working for a particular unit” (Key informant 4).

Human capital development was one of the objectives of the SABC's turnaround strategy. According to the SABC (2011), the aim of reinforcing its Human Capital Development was to enable the organisation by developing critical skills and capabilities that can adapt to the changing needs of the organisation, enhancing its productivity, and instilling a culture of good people management process. However, given some of the findings it will be difficult for the organisation to re-enforce its human capital without a direct financial investment in its training and development programme.

Negative attitude

Most participants seemed to exhibit negative attitudes and tendencies towards the organisation's turnaround strategy. The impact has also been felt in terms of lowering employee's morale, disillusionment, fear and anger and the work space was considered not to be conducive for engaging in meaningful work. The participant seems not to have faith in the organisation's turnaround strategy as she alleged that it is disjointed and that some of its activities were not well monitored. Also, suggested by this participant is that some of the programmes and activities of the strategy are not aligned and thus do not speak to one another. For example, what one programme seeks to achieve the other programme seems to nullify.

Another participant said that *"Since the turnaround strategy the space is unsettling, driven by plotting and rumours and the productivity levels have gone down"*.

This response further suggests that the participant perceive the strategy as being responsible for unsettling his working environment and climate. In terms of this response the participant's negativity towards the strategy may be as the result of lack of information sharing by the organisation, and the fact that he seems to have relied more on rumours. *"The vision of the strategy is not clear, as the result most divisions are not sure as to what is expected of them and that includes the training and development section"* (Key informant 3).

According to this key informant some of the uncertainties surrounding the strategy are that the vision of the strategy was not clarified and well understood by all the divisions within the organisation. This suggests that many divisions' activities might have not

been in line with the objectives of the strategy due to lack of clarity and ill-information.

Fear of job loss

According to Dawson (2003) one of the potential reasons why people may be suspicious and fearful towards company's change initiatives is when they perceive the proposed change as having the potential to break the continuity of a working environment and thereby creating a climate of uncertainty and ambiguity. According to participants and some key informants amongst some of the objectives of the turnaround strategy was the cutting of the wage bill. As a result most employees were concerned that they might lose their jobs. Nine participants did not only fear the possibility of losing their jobs, but they also indicated the fact that due to stricter financial control measures, they stood the risk of losing some of the benefits that they had enjoyed within the SABC. According to the participants and key informants most employees who were employed on a contract basis lost their jobs as the direct impact of the turnaround strategy. The participants also mentioned the fact that there were more rumours of job cuts within the organisation.

According to the SABC (2011) a key deliverable to its Shareholder and Parliament was a reduction of the SABC salary bill. This was to happen within the context of a reduced head count, the proper structuring of the remuneration and benefits in terms of new contracts as well as salary packages. The initiatives that impacted on reducing the salary bill included the review of the total cost of employment and how the salary package was structured, revising allowances that have contributed to wasteful expenditure as well as dealing with the leave liability that was impacting negatively on the SABC's balance sheet.

4.5 RECOMMENDATIONS ON HOW THE TURNAROUND STRATEGY CAN BE STRENGTHENED.

This section of the study highlights SABC employees' perceptions on how the turnaround strategy can be strengthened. This objective aims to elicit employees' recommendations for the organisation's turnaround strategy.

Participants and key informants cited stable leadership, more accountability and responsibility, strong partnership between the turnaround strategy and training and development unit, transparency and full participation

Stable leadership

The issue of unfilled posts and lack of role clarity in the executive level seems to have created a leadership vacuum within the organisation, particularly in driving the turnaround strategy. Executive management is very vital in day to day running of the organisation and its importance in the success of the turnaround strategy is unquestionable.

“Currently most people in leadership positions are acting and there are many executive posts that are not filled... fixed term contracts should be offered for executive positions instead of acting positions as this would enable the business to move forward” (Participant 8)

“The strategy needs clear guidance and leadership and currently this is something that the organisation seems to lack... the strategy should be institutionally based and not personality based. The strategy should be simplified and be contextualised in line with people’s job specifications and their level of understanding” (Participant 9).

It is important that the strategy should be guided by and be based on specific principles and objectives. These objectives and principles should complement what the organisation is all about. In the other words the objectives of the turnaround strategy should be in support of the vision of the SABC as an organisation.

“Most managers who are supposed to be leading the strategy seems not to be sure as to how to drive it... managers should buy in to the strategy and be seen by other stakeholders including the employees as being committed in the drive to achieve the organisation’s strategic objectives” (Key informant 1)

This respondent felt that some managers are not in support of the turnaround strategy. Managers manage and lead specific units within the organisation and they should lead by example. These managers seem to have more access to turnaround information than ordinary employees and they are the ones who should guide the rest of the organisation in the turnaround process. The subject of stable leadership during change

in an organisation is supported by Prahalad and Thomas (2007) who assert that the importance of leadership in reviving sick organisations cannot be under-estimated. According to Beer & Nohria (2000) Leadership provides a locus for action in troubled organisations. It is simultaneously a source of inspiration and ideas as well as a rallying point of action.

More accountability, transparency and Responsibility

It is important that those who are supposed to playing a leading role in the turnaround strategy be well versed with the thrust of what the SABC is all about. The SABC management should go an extra mile and not only study the strategy but they must also be well clued up with the history and the vision of the SABC. Also, it is important that management creates a platform where the vision and the mission of the organisation are equally shared with all employees within the organisation. People's action, particularly managers should be guided by the vision and the mission of the SABC, and it is important that those who act otherwise account for such actions.

“The larger part of the SABC executive does not have the institutional memory of the SABC. The story not read in reports, the organisational culture, the DNA/soul of the broadcaster”. This participant then recommended that “The SABC executives need to create a forum that is authentic and safe for interacting with the staff. Create a space where shop floor worker/blue collar workers/silenced voices, and creative minds could interact with the organisation in an informal manner. It is this collective interaction that offers a true picture of who the SABC is, it offers the rhythm of the organisation, it tells you how the institution feels like, looks like and why” (Participant 4).

“Some of the SABC's division are going on as business as usual and disregard some of the objectives of the turnaround strategy. According to this key informant “There should be clarity, on what it is expected from every division in achieving the objectives of the strategy. Also, important is a constant monitoring and evaluation to ensure that every action and all efforts by every division within the organisation is guided by the aims and objectives of the strategy” (Key informant 1).

Change is both hard and complex; at times people prefer to stick to their old ways of doing things. People are more comfortable to stay and continue working within their

habits and norms. Therefore, the business of selling and marketing the turnaround strategy is on-going. On-going monitoring and evaluation of the organisation's activities is important. There should be a commitment by everyone within the organisation to ensure that their daily operations are leading towards the aims of the turnaround strategy.

Strong partnership between the strategy and Training and Development unit

The partnership between the turnaround strategy and the training and development section would have assisted in organisational skills and then armed the organisation with the skills that are needed by the strategy. For the turnaround strategy to be successful in realising its objectives certain skills and expertise are needed to drive it forward. This is something in which the training and development unit could have assisted. The participants' sentiments below show concern of how the turnaround strategy failed to work hand in hand with the training and development section in realising the objectives of the strategy.

“The organisation failed to partner with the training and development unit in implementing the strategy...the training and development unit should have played a key role and been key drivers in the implementation of the strategy. The unit could have helped in assessing the skills needed in driving the strategy and then trained people to acquire such skills as per the needs of the turnaround strategy” (Participant2).

“The organisation failed to use the turnaround strategy as a learning opportunity for the employees...the organisation should partner with the training and development unit and use the process of the turnaround strategy as an opportunity to educate and train people about the mission, vision, culture of the organisation in line with the needs and objectives of the turnaround strategy” (Participant 5).

Some of the requirements of the turnaround strategy imply that the organisation will need new resources in a form of skills, knowledge and expertise. As a result this can be used by the organisation to afford its personnel an opportunity to learn and acquire such skills. The strategy can also be used by the SABC to afford its employees to learn some skills and knowledge in the process of implementing and evaluating the turnaround strategy.

“Most people and stakeholders, these include managers and labour unions are still in limbo as to what is the SABC’s turnaround strategy... a partnership between the organisation (SABC) and its training and development unit is very pivotal in educating people and creating awareness about not only the strategy, but its key drivers and vision (Key informant 2).

The above response suggests that the training and development section should have played a key role in educating the SABC’s stakeholders about what the turnaround strategy entails. This process could have been critical in clearing some misconceptions and misinterpretations about the turnaround strategy. The training and development division could have hosted information sharing sessions and workshops within the organisation to discuss the key focus areas and drives of the turnaround strategy. According to Olaniyan and Ojo (2008) the success of every company depends on each employee’s understanding of the business key components. Employees’ training and development will unlock the company’s profitability and reliability. Al-Khayyat (1998, p.20) argues that contemporary organisations cannot do without some kind of training and development. Training and Development does not only benefit the organisation directly, but, individuals within the organisation can benefit from the training and development. The benefited individuals will in turn benefit the prospective organisation. The role of training and development cannot be underestimated and it is important that there are plans in place that will ensure that the training and development programme is used to assist the SABC in achieving its strategic objectives.

Full participation

By re-proposal of the strategy the participant seems to be suggesting that it is ineffective to try and expect employees to participate in something that they do not have an idea as to how and why it was initiated. The word full participation further suggests that employees should not only participate in some phases or stages of the strategy but they should be fully involved in every stage of the turnaround strategy. This was the response of one participant with regards to full informed participation.

“Currently the strategy is perceived as an executive decision, and some of the employees are less interested in supporting it...the strategy should be re-proposed

from the grass root level. All the discussions and debates surrounding it should be inclusive of every organ within the broadcaster” (Participant 10).

“Labour and some of the critical stakeholders of the broadcaster did not form part of conceptualising the strategy...in order to get more people buying in to the strategy, more hard work and money should be invested in lobbying for the support of stakeholders such as labour unions” (Key informant 2).

“No efforts were invested by the organisation in bringing all its stakeholders on board about its strategy and the objectives of the strategy will not be realised until everyone affected by it is afforded full and meaningful participation. As the result more money should be invested in educating people about the strategy, how it will benefit not only the organisation but also the needs of other stakeholders such as the employees” (Participant 7).

This response is similar to the previous responses which advocates for more investment and consideration to be made in ensuring that all the affected parties are part and parcel of the entire process of the turnaround strategy.

4.6 CONCLUSION

In this chapter the data were analysed through the use of thematic content analysis and based on the study’s objectives. The core theme from all these challenges and recommendations is the fact that the turnaround strategy was never properly conceptualised and developed. Participants’ and key informant’s voices and concerns are very clear, and that is the SABC’s turnaround strategy should have been developed from the grass root level of the organisation and not the other way round.

The next chapter provides a summary of the major research conclusions which were drawn from discussing the research findings.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The primary aim of the study was to explore perceptions of the SABC employees about its turnaround strategy. This chapter provides the summary of the main findings; the conclusions and recommendations arising from the study are also presented in this chapter.

5.2 SUMMARY OF THE MAIN FINDINGS

The following is a summary of the main findings of the study as per study objectives:

Objective 1: To establish SABC employees understanding of the organisation's turnaround strategy

A total of 8 responses (80%) and one key informant understood the turnaround strategy to be more concerned with cutting the organisation's operational costs. These participants were concerned that the strategy's main focus and drive was to cut the organisation's cost and overlooked other critical elements such improving the organisation's services, lack of leadership and issues of governance. There was only one participant (10%) who understood the strategy or interpreted the strategy as being concerned with improving the organisation's efficiency and the quality of its services. Although this participant acknowledged the fact that since the introduction of the strategy the organisation had stricter austerity measures in place, she however cited the fact that this was to make sure that these funds would be redirected to more efficient and essential programmes within the organisation. The other remaining one participant (10%) cited the fact that the turnaround strategy might have been targeted at some individuals within the SABC. The participant perceived and understood the strategy to be more of a conspiracy act and a political move to get rid of certain individuals within the SABC.

It is also important to mention that these responses were not exclusive of each other. In the other words, some of the employees who understood the turnaround strategy to be more of a cost cutting measure for the organisation also cited the issue of improving the quality of the SABC. However, they indicated that more attention was

given to cutting operation cost at the expenses of other potential key drivers of the strategy.

The manner in which the strategy was communicated within the organisation, particularly towards the employees was not effective and efficient and it has thus contributed to the strategy being open to misunderstandings and misinterpretations by the employees. It was also found that it was not only the employees at the lower level who did not have a clear grasp and understanding of the strategy. However, there were some managers at the executive level who were not sure of what the turnaround strategy was all about.

The major finding in relation to this objective is that employees' understanding of the turnaround strategy was vague and ambiguous due to poor communication channels and networks that were used to communicate the strategy.

Objective 2: To establish if SABC employees participated in the decisions surrounding the turnaround strategy

All ten (100%) participants said that they did not participate in any decisions that had to do with the turnaround strategy. The issue of participation by the employees' in the turnaround strategy was also supported by the key informant who indicated that the strategy was presented as a finished product and that it was therefore impossible for the employees to be afforded any meaningful participation within the strategy. According to one (10%) participant the CEO has indicated that the turnaround strategy was drawn up some time ago, however, no one bothered to implement it, as a result he decided to take something that was previously done by someone else and decided to implement it.

The majority of the participants indicated that the strategy was a decision by the organisation's higher structures such as parliament's portfolio committee of communication; as a result not even the organisation's executive management would edit it or give any input towards it. The topic of employees' participation gave rise to some confusion surrounding whether the strategy was implemented or not and when was the strategy initiated. There were participants who argued that the strategy was still an abstract concept which was not implemented and other participants were of the

view that the strategy was in its implementation stage. All the participants criticized the manner in which the strategy was communicated. According to the participants top-down communication channels and networks were used by the organisation to communicate the strategy. The participants also cited the fact that during its planning stage and its implementation stage there was no consultation with the employees by the management.

Objective 3: To examine the perceptions of SABC employees about the outcomes of the turnaround strategy.

Nine (90%) participants indicated that due to uncertainties brought on by the strategy they feared the possibilities of losing their jobs. This fear was brought on by the fact that one of the key focus areas of the strategy was to reduce the organisation's total cost of employment.

Most participants indicated that most employees' contracts, who were employed on contract basis, lost their jobs as the direct impact of the turnaround strategy. The participants also mentioned that there were rumours of job cuts within the organisation.

The participants also demonstrated a negative attitude towards the outcomes of the strategy and what it seeks to achieve. According to participants due to the abstract nature of the strategy and the fact that most employees were not sure as to what they were expected to contribute there was some level of low morale. Thus people were negative towards the concept of the turnaround strategy.

Objective 4: To elicit the opinions of SABC employees on how the turnaround strategy can be strengthened.

The findings of this study reveal that participants were not satisfied with how the turnaround strategy was developed and introduced within the SABC; as a result the participants recommended that the turnaround strategy needed strong and decisive leadership which will be able to guide and lead the entire organisation in realising the

its goals . Participants lamented the fact that most executive managers/leaders were acting managers while other posts were vacant, something which has resulted in some managers shying away from accepting the responsibility of driving the strategy. Participants further recommended that all vacant post be filled, particularly in the executive level so as to boost up the strategy with more human resources.

All participants cited the fact that there was a need for more accountability by everyone within the organisation. However, participants indicated that it should start with the management of the organisation. Participants also cautioned that it will not be easy to expect the employees to account to something in which they were not offered an opportunity to participate.

Another recommendation which was offered by the participants was that there should be a strong partnership between the turnaround strategy and the organisation's training and development unit. According to participants this partnership would ensure that there are sufficient skills within the organisation that would be able to drive and pioneer the turnaround strategy.

Participants also recommended that the SABC develop a culture of more transparency which will ensure more engagement and consultation between the SABC and its stakeholders.

Also, suggested and recommended by the participants was an investment by the organisation to ensure full participation by all the employees regardless of their job level or positions. According to the participants full participation by employees would ensure buying in by both labour and employees. Participants' emphasised that full and meaningful participation should start from the planning stage until the implementation stage of the strategy.

CONCLUSION

The following conclusions can be drawn from the study. Any organisational development projects should become a partnership between the concerned organisation and all its stakeholders, particularly the employees. It is difficult to expect the employees to buy in to the project or a programme which they do not have a full clarity or understanding of its origin and its core objectives. More transparent

processes will of course be useful in disproving some of the conspiracy theories that were taking rounds around the turnaround strategy. More than being transparent respondents suggested that the SABC will need to change its organisational culture and climate. The embedded culture within the SABC seems to have played a role in how the strategy was perceived and received by the employees. One can further say that when processes are transparent and the climate is worker friendly people are not afraid to ask more questions and raise their opinions. The SABC needs to create an open environment where people are open to question and even criticise some of the processes without fear of being victimised or targeted.

To fully participate and contribute towards the strategy people needs to know that their contribution whether favourable or unfavourable will not have any undesired effects.

Due to a failure to afford all employees a full and meaningful participation on the turnaround strategy, it is now becoming difficult for the SABC to get a buying in and the support of some of its stakeholders in driving its turnaround strategy. Also, important is that employees' participation and consultation should start at the very beginning and conceptualisation of the turnaround strategy. When people are fully involved and feel that their opinions does matter it makes it easy for them to buy in to the strategy and this can determine either the success or the failure of the turnaround strategy. Other stakeholders such as labour unions should be taken in to consideration as they have close links with the employees and can play an important role in ensuring that employees does support the strategy.

The SABC should at least consider partnering with its training and development unit to educate its employees about what the turnaround strategy is all about. It is also important to mention that the turnaround strategy is still in its initial phase process and it is therefore difficult to come up with undisputable conclusions about its impact or effects within the SABC.

5.3 RECOMMENDATIONS

. It is therefore recommended that the SABC should invest more money in ensuring that the turnaround strategy is disseminated clearly and comprehensively to all its employees. That is to make sure that all employees are on the same page in as far as understanding the turnaround strategy is concerned. The SABC should also ensure that all communiqué about the strategy reaches all the employees at various levels and that the strategy is communicated at the level, and through the channels that will be understood by all employees. It is important that any decision that affect employees working environment should be implemented in partnership with all the employees that are or will be affected. The SABC should afford all its stakeholders particularly the employees full and meaningful participation, that is from the planning phase, implementation phase and monitoring and evaluation phase. After the introduction of the turnaround strategy, the organisation's climate was dominated by uncertainty and rumours of job losses, which could have been averted by engagement processes by the SABC. This implies that the organisation ought to create a climate of trust between itself and its stakeholders. There is need for accountability and transparency and a climate of climate of trust needs to be re-established. In view of these findings the researcher recommends that the SABC should not overlook the positive contribution that its employees can make, but also strike a balance between the needs of the organisation and that of its employees.

After the global financial crisis many organisations had to re-adjust and re-evaluate their business strategies so as to be responsive not only to the competing nature of their business environments, but also to the financial difficulties within the business community. This has resulted in many organisations changing the way they do business and even coming up with turnaround strategies so as to avert these business catastrophes. The researcher proposes that future research should be conducted on “assessing the competing nature between the needs of the organisation and that of its employees during a recovery”. In addition, majority of organizational change studies pay less attention on the psycho-social needs of employees during organisational change. The researcher therefore proposes that more research needs to be done in assessing the nature of comparison between the needs of employees and that of a failing organisation.

Reference list

Amagoh, F. (2003). Perspectives on organisational change: systems and complexity theories. *The innovation Journal*, 13(3), 1-14.

Arogyaswamy, K., & Yasai-Ardekani, M. (1997), Organisational turnaround: understanding the role of cutbacks, efficiency improvements, and investment in technology, *IEEE. Transactions on Engineering Management*, 44(02), 3-11.

Arogyaswamy, K., Barker, V.L., and Yasai-Ardekani, M. (1995), Firm turnarounds: an integrative two-stage model. *Journal of Management Studies*, 32(04), 493-525.

Al-Khayyat, R. (1998). Training and Development needs assessment: A practical model for partner institutes. *Journal of European Industrial Training*, 22(05), 18-22. Retrieved 19 September, 2011, from <http://www.mcb business press.com/database>.

Babbie, E, & Mouton, J., (2008). *The practice of social research*. Cape Town: Oxford University Press.

Boyne, G., & Meier, K. (2009). Environmental change, Human Resources and Organisational Turnaround. *Journal of management studies*. 46(5), 835-863.

Bibeault, D.G. (1982). *Corporate Turnaround: How Managers Turn Losers into Winners*. New York, NY: McGraw-Hill.

Benjamin, C. (2010). *Unions stymie SABCs turnaround strategy*. Johannesburg: BDFM publishers.

Burke, W. W. (2002). *Organisational change: Theory and practice*. London: Sage Publications.

Chipunza, C., Samuel, O., & Mariri, T. (2011). Leadership styles, employee motivation and commitment: Empirical evidence from a consolidated retail bank in a depressed economy. *African Journal of Business Management*, 5,(20), 8337-8346.

Chipunza, C., & Berry, D (2009). The relationship among survivor qualities attitude, commitment and motivation after downsizing. *African Journal of Business Management*, 4, (5), 604-613.

Collins, K. J., du Plooy, G. M., Grobbelaar, M. M., Puttergill, C, H., Terre Blanche, M. J., van Eeden, R., van Rensburg, G. H., & Wigston, D. J. (2000). *Research in social sciences (2nd edition)*. Pretoria: University of South Africa.

Creswell, J. W. (2009). *Research design: Qualitative, quantitative and mixed methods approaches*. Thousands Oaks, CA: Sage.

Dawson, P. (2004). *Understanding Organisational Change (2nd edition)* .London: Sage Publications

Dawson, P. (2007). *Understanding Organisational Change (4th edition)* .London: Sage Publications

De Vos, A,S,. Strydom, G., Fouche', C.B., & Delpont C,S,L. (2011). *Research at Grass Roots (4th edition)*. Pretoria: Van Schaik

Durant, M, W. (1999). *Managing Organisational Change*. United States of America: Credit Research Foundation.

Erasmus, B. J., Loedolff. P. V. Z., Mda T. V., & Nel. P. S. (2010). *Managing Training and Development in South Africa*. Cape Town: Oxford University Press.

Fourie, P. J. (2007). *Media studies: media history, media and society*. (2nd Ed). Cape Town: Juta & Co. Ltd.

Gelderblom, C., Botha, M., van Wilgen, B., Nel, J., Sandwith, T., & Hauck, M. (2003). Turning Strategy into action: implementing a conservation action plan in the Cape Floristic Region. *Biological Conservation Journal*, 112(6), 291-292.

Gabarro, J., and Harlan, A. (2006). *Managing people and organisations*. Boston Ma: Harvard Business School Press.

Gomes, D. R. (2009). *Organisational change and job satisfaction: the mediating role of organisational commitment*. London: sage publications.

Haefner, J. (2011). The fourth theory of worker motivation. *African Journal of Business management*, 5(2), 322 -493.

Human, L. (2004). *Educating and Developing managers for a changing South Africa*. Cape Town: Juta and Company.

Lewin, K. (1951). *Field theory in Social Science*. New York: Harper & Row.

Molefe, N., Roodt, G., & Schurink, G. (2011). High performance organisation: A qualitative inquiry at a specific metropolitan municipality in the Gauteng Province. *African Journal of Business management*, 5(3), 699 -712.

Neher, W. W. (1997). *Organisational communication: challenges of change, diversity and continuity (1st edition)*. United States of America: A Viacom Company

Neher, W. W. (2009). *Organisational communication: Challenges of change, diversity and continuity (3rd edition)*. United States of America: A Viacom Company

Nel, P.S., Van Dyk P, S., Haasbroek, G. D., Schultz,H.B., Sono, S., & Werner, A. (2004). *Human Resources Management (6th edition)*. South Africa: Oxford University press.

Nel, P. S., van Wyk, P., Loedolff, Z. L., van Dyk, P.S., & Haasbroek, G. D . (2001). *Training Management: A multidisciplinary approach to human resources development in Southern Africa*. Cape Town: Oxford University Press.

Neuman, W. (1997). *Social Research Methods: Qualitative and Quantitative approaches (3rd edition)*. Boston: Allyn and Bacon.

Olaniyan, D. & Ojo, L. (2008). Staff Training and Development: A Vital tool for organisational effectiveness. *European Journal of Scientific Research*, 24(3), 326-331. Retrieved 24 October, 2011, from Euro Journal publishing Inc.

O' Leonard, K. (2010). *UK Training and Development Fact book: Executive summary*. United Kingdom : Basin and Associates:. Retrieved: 21 September, 2011, from <http://www.berstin.com>.

Pandit, N, R. (2002) Some Recommendations for Improved Research on Corporate Turnaround. *Management Journal*, 3(2), 31-56.

Pollock, R., DiDonato, J., Gould, S. & Bryant, D. (2006). *Creating an effective Training and Development Department*. USA: Exec Blueprints.

Prahalad , C.K ., & Thomas, P.S. (2007). Turnaround strategy: Lessons learned from Hindustan Photo Films. *Vilkapa*, 2(2), 99-109.

Robbins, K., & Pearce, K. (1992). Turnaround: Retrenchment and Recovery. *Strategic Management Journal*, 13(3), 287-309.

Senior, B. (2002). *Organisational change*. Harlow: Pearson Education limited.

South African Broadcasting Corporation. (2011). *SABC Turnaround Strategy: Presentation to Local Industry*. Johannesburg: Public service broadcasting.

South African Broadcasting Corporation. (2011). *Strategic Plan for the financial years 2011-2014*. Johannesburg: Public service broadcasting.

Schmitt, A., & Raisch, S. (2008). *Neither black nor white yet both: the shifting balance between retrenchment and recovery in corporate turnarounds*. Switzerland: University of Geneva.

Skinner, K. (2011). *SABC turnaround strategy: SABC international still operates despite Board decision to close it down*. SOS news publications. Retrieved September 13, 2011, from www.businessday.co.za/articles/content

Stalcup, G (2004). *Human Capital: A guide for Assessing Strategic Training and Development Efforts in the Federal Government*. United States: GAO.

Ssamula, B. (2007). Sustainable Business Models for the state owned African airlines. *African Journal of Business Management*, 5(20), 7340-7356.

Tabassi, A., Ramli, M., & Bakar, A. (2011). Training, Motivation and Teamwork Improvement. *African Journal of Business Management*, 5(14), 5627-5636.

Telkoms Turnaround strategy www. Financial results. (nd). Retrieved September 13, 2011, from http://financialresults.co.za/2011/eskom_ar2011/cnb_distribution03.php

Terre Blanche, M., & Durrheim, K. (1999). *Research in practice: Applied methods for the social science*. Cape Town: University of Cape Town Press.

Turner, D., & Whiteman, P. (2005). Learning from the experience of recovery: The Turnaround of Poorly Performing Local Authorities. *Local Government Studies*, 31(5), 627-654.

Van Breda, A. (2009). The scope of occupational social work practice in South Africa. *The Social Work Practitioner/Research*, 21(3), 284-299.

Wild, A. (2010). Learning the wrong lessons from history: underestimating strategic change in business turnarounds. *Business history*, 52(4), 617-650. Retrieved September 13, 2011, from <http://www.fm.co.za/Articles.aspx?id=154688>

ADDENDUM A

SEMI STRUCTURED INTERVIEW SCHEDULE (PARTICIPANTS – EMPLOYEES)

1. Demographic details:

- 1.1 Age (in years)
- 1.2 Field of speciality
- 1.3 Your position and function

The following questions do not look for the right or wrong answers but for your valuable understanding and contribution of the subject study of this research project.

2. Understanding of the Turnaround Strategy (TAS):

- 2.1 When did you start working for the SABC?
- 2.2 When, did you first hear of the TAS?
- 2.3 What is your understanding of the TAS?
- 2.4 Why do you think the TAS was introduced?

3. Employees' participation:

- 3.1 How was the TAS introduced to the organisation?
- 3.2 How, was the TAS introduced to the employees?
- 3.4 How did employees participate in the TAS?

4. Employees' perception about the impact of the TAS on training and development (TAD):

- 4.1 How do you think the TAS is affecting you as an employee?
- 4.2 How was the TAD prior to the introduction of TAS?
- 4.3 Looking at the current developments, what is your perception surrounding the outcomes of the TAS, particularly in relation to the Training And Development programme (TAD)?
- 4.7 How do you think the TAS is currently affecting the TAD in particular?

5. Strengthening the TAS: challenges and recommendations for minimising the negative impact of TAS

- 4.1 What changes do you recommend for the TAS?

6. General:

- 6.1 How do you think the TAS will affect the organisation?
- 6.2 What was your reaction to the TAS after it was introduced?

ADDENDUM B

SEMI STRUCTURED INTERVIEW SCHEDULE (KEY INFORMANTS)

Introduction

The following questions do not look for the right or wrong answers but for your valuable understanding and contribution of the subject study of this research project.

1. What is your understanding of the SABC's TAS?
2. What do you think is the employees understanding of the TAS?
3. How was the TAS communicated to the employees?
4. What was the employees' involvement in the implementation of the TAS?
5. As a manager, what was your role in the TAS?
6. What is your perceived impact of TAS within the SABC?
7. What challenges are being faced in the implementation of the TAS?
8. How do you think the TAS has affected the TND programme? (Please give highlights)
9. How effective do you think the TAS is?
10. What recommendations do you have for the on-going implementation of the TAS?

ADDENDUM C

CONSENT FORM FOR PARTICIPATION IN THE STUDY

I hereby consent to participate in the research project. The purpose and procedures of the study have been explained to me. I understand that my participation is voluntary and that I may refuse to answer any particular items or withdraw from the study at any time without any negative consequences. I understand that my responses will be kept confidential.

Name of Participant : _____

Date : _____

Signature : _____

CONSENT FORM FOR AUDIO-TAPING OF THE INTERVIEW

I hereby consent to tape-recording of the interview. I understand that my confidentiality will be maintained at all times and that the tapes will be destroyed two years after any publication arising from the study or six years after completion of the study if there are no publications.

Name of Participant : _____

Date : _____

Signature : _____

ADDENDUM D

PARTICIPATION INFORMATION SHEET

Good day,

My name is Clement Matlala and I am a Masters student registered for a Masters Degree at the University of Witwatersrand. As part of the requirements for my Masters programme, I am conducting research into the perceptions of South African Broadcasting Corporation employees about the impact of the SABC's turnaround strategy on its training and development programme. It is hoped that this study may enhance occupational social worker's understanding of the impact of workplace change on the employees, and help to improve occupational social work interventions within a work setting.

I therefore wish to invite you to participate in my study. Your participation is entirely voluntary and refusal to participate will not be held against you in any way. If you agree to take part, I shall arrange to interview you at a time and place that is suitable for you. The interview will last approximately one hour. You may withdraw from the study at any time and you may also refuse to answer any questions that you feel uncomfortable with answering.

With your permission, the interview will be tape-recorded. No one other than my supervisor will have access to the tapes. The tapes and interview schedules will be kept for two years following any publications or for six years if no publications emanate from the study. Please be assured that your name and personal details will be kept confidential and no identifying information will be included in the final research report.

Some of the questions might be sensitive to you as a participant, and there is a possibility that you may experience some feelings of emotional distress. Should you therefore feel the need for supportive counselling following the interview, I have arranged for this service to be provide free of charge by Mrs Ntando Segnon who is a social worker in private practice. She can be contacted at 079 296 8156.

Please feel free to ask any questions regarding the study. I shall answer them to the best of my ability. I may be contacted on my cell: 083 441 9082. Should you wish to receive a summary of the results of the study; an abstract will be made available on request.

Thank you for taking the time to consider participating in the study

Yours sincerely

CLEMENNT MATLALA

ADDENDUM E (FIELD NOTES)

SEMI STRUCTURED INTERVIEW SCHEDULE (PARTICIPANTS – EMPLOYEES)

1. Demographic details:

1.1 Age (in years)

36

1.2 Field of speciality

Television Content

1.3 Your position and function

Training and Development coordinator: Reversioning and Repurposing

Content Support

The following questions do not look for the right or wrong answers but for your valuable understanding and contribution of the subject study of this research project.

2. Understanding of the Turnaround Strategy (TAS):

2.1 When did you start working for the SABC?

1998

2.2 When, did you first heard of the TAS?

September 2010

2.3 What is your understanding of the TAS?

An SABC's plan to stop bail out dependency, improve the organisational cash, cut the wage bill and tight management and governance issues

2.4 Why do you think the TAS was introduced?

Over spending, lack of accountability, mismanagement and corruption – especially after the auditor general's report.

3. Employees' participation:

3.1 How was the TAS introduced to the organisation?

My take of events around the introduction: Robin did a presentation to board and general managers. To Parliament then middle managers and to staff

3.2 How, was the TAS introduced to the employees?
High level Power point presentation was made at the SABC general staff meeting

3.4 How did employees participate in the TAS?

- Informing the strategy: R Nicholas when presenting the strategy he informed middle managers that the plan was drawn some time ago however no one bothered implementing it. So he took what was previously done by someone else and decided to implement it. So SABC staff to my knowledge or at least my division did were not involved in informing the strategy
- Implementation of the strategy: Content hub and Content support are still in limbo. TAS is still an abstract concept that Robin presented. TV division was created a year ago however to date, there has not been any communication of the composition of the division, its objectives and an implementation plan

4. Employees' perception about the impact of the TAS on TAD:

4.1 How do you think the TAS is affecting you as an employee?

- There is not strategy for the unit
- No leadership
- No clear deliverable
- Other managers are deploying staff from the unit to their respective departments
- HOG redeployed to SABC 2
- There are rumours that the unit is shutting down

The space is unsettling, driven by plotting and rumours and the productivity levels have gone down

4.2 How was the TAD prior to the introduction of TAS?

I never had any interaction with TAD until TAS

4.3 Looking at the current developments, what is your perception surrounding the outcomes of the TAS, particularly in relation to the Training And Development programme (TAD)?

In my view and in relation to my area – the process is disjointed. For the small causes such as Excel, Microsoft Word, Project Management and photo shop goes to the right work well as identified by the unit based on their required skills. However programmes such as LDP and MDPs seem to be misaligned as the criteria of selection is not clear and not aligned to any visible objectives. **It is to be noted that my views are limited to my experience and the division I am in, as well as personal views.**

- The contracts of the individuals who were on a training programme in 2010 expired at the end of their training. The SABC had to let them go in order to meet TAS objective of cutting the wage bill. It made no sense why we trained individuals when we had known about the wage bill strategy long before the individuals went on the programme. Also individual whose did not have the same training, with less experience got their contracts renewed at the same period we let go of the trained and experienced staff.
- Some of the individuals who went through TAD LD programme have not impacted the business (where it directly impacts the unit). In our area where a direct line has benefit from TAD, 4.1 could be better managed better. Unless if the business does not enable the change that comes with an acquired skill.
- Two of the nominated people from the TV division for this year's LDP are not part of or are left out the strategy planning in television. They are sidelined with their skills and experience not being fully used let alone exploited. Their unit is excluded from the engagement that the TV division has had with other units. So one wonders if the SABC is investing in the right people, for the right reasons, and in line with what objectives
- The selection of people of people who go on programmes such as LDP and MDPs requires a clear selection criteria, needs to state clearly how will the selected individual impact the business in a measurable and sustainable manner. Along with the contract that declare that the trained individual will stay with the organisation for a stated period, the organisation needs to include the deliverables/output/service the individual will offer to the SABC

in line with the newly acquired skills that ensures that the broadcaster benefits from its investment.

- If the above is sorted from the onset,
 - the selection criteria (benefit to the business) would be clear,
 - The trained resources would be aligned to the business strategy and the required skills and used optimally.
 - The training outcomes would be outlined in line with the unit/division's output and its benefits would be measurable.
 - The outcomes and benefits of the training could be tracked over the duration of the individual stay at the SABC through reporting mechanism, output and performance management programmes

4.7 How do you think the TAS is currently affecting the TAD in particular?

With regards to the TV division: You cannot train out of a vacuum. TAD offers training to a division without a vision, strategy, structure and quantifiable deliverable. The division is still operating under an old model within a TAS environment making the process business as usual. This has led to the division loosing the very resources it just trained, or training individuals who are not at the core of driving the business nor have the room to implement their learning/acquired skills. Also because there is no required account of the investment the business has made from the leadership whose staff members got trained, there is drive to change and adjust the business based on TAD's objectives for training.

The SABC is not a learning organisation that corporate with its different divisions, activities, and events in a focussed, cohesive, productive and coordinated fashion. There are executives, general managers and middle managers that are not supportive of SABC initiatives such as TAS, learning programmes, research etc impacting on organisational change and efforts to improve the business. Unless leaders within the organisation understand and buy into skilling the organisation, it would be difficult for the SABC to achieve its TAD objectives

5. Strengthening the TAS: challenges and recommendations for minimising the negative impact of TAS

5.1 What changes do you recommend for the TAS?

Again, my response is based on my limited to the exposure to my well guarded division that not lunched or made public its strategy and structure for the turn around. Working from the gut, I may state what is obvious or what has already been dealt with.

Challenges	Recommendations
<p>Unstable leadership as in acting positions and unfilled posts. The challenge here is that every time someone is brought into a position the strategic direction changes. When this scenario is a constant occurrence it makes it hard to align output and the required resources including TAD</p>	<p>The organisation needs to stabilise. Currently the business is responding to a crisis instead of strategy. Fixed term contracts instead of acting positions would enable to business to move forward. Strategy should be institutionally based and not personality based. This way with individuals coming in and out the structure and strategy could stabilised and the support structures that come with it such as TAD could be able to realise its outcomes which are based on a long term impact.</p>
<p>Lack of accountability, responsibility and stepping up to leader. The larger part of the SABC executive do not have the institutional memory of the SABC...the story not read in reports, the organisational culture, the DNA/Soul of the broadcaster. There is therefore an over reliance on what is being reported on at the risk of not seeing that which is not being reported on. This creates a</p>	<p>The SABC executive needs to create a forum that is authentic and safe for interacting with staff. Create space where shop floor workers/blue collar workers/silenced voices, and creative minds could interact with the organisation in an informal manner. It is this collective interaction that offers a true picture of who the SABC is, it offers the rhythm of the organisation, it tells you how the</p>

<p>huge risk as the business can fall in the crack of doing business as usual whilst on paper it state that the business is turning around</p>	<p>institution feels like, looks like and why. Armed with that which is not in a formal report offers the executive the tools of how to shift the feeling, repaint the picture and rewire the fibre of the DNA. This is difficult in an organisation that has been characterised by victimization, that is punitive and on the verge of retrenchment. A change agent consult would be critical in advising the business on how this could be achieved in a safe and non threatening manner.</p>
--	---

6. General:

6.1 How do you think the TAS will affect the organisation?

TAS as it is feels like it has lost its team and direction. With TAS you need quick wins, you need energised staff, you need clear, purposeful and constant communication. It should be clear from the onset - what is it that is been turned around, why will it be turned around and how as an individual do I fit in. It has to be a story where I can see myself in the picture making a difference. The current TAS is very exclusive and has for a while site lined and alienated staff. So far it has had a negative impact as evident from the staff morale and restlessness.

The SABC has to reenergise its staff by understanding and addressing the shop floor challenges. Based on staff input, curve the organisational vision and strategy that encourages SABC staff to play their role in shifting and improving the status quo.

For the SABC to make a visible and qualitative turnaround it's strategy and implementation plan has to be from the ground up. For the size of the business, the fact that the core broadcast skill that lies on the factory shop, and with the majority of the execute having a limited history of the nuts and bolts of the organisation, the answer lies on how effectively the skills of the factory workers could be employed and optimised.

It is in creating a productive and positive drive at the core of the business that will energise the support services.

6.2 What was your reaction to the TAS after it was introduced?

The SABC needs TAS. It was a welcome concept and thought however the drive was limited to a particular group of SABC employees and a year down the line it has not filtered down to the division. The vision is not very clear, and it is still business as usual with lack of urgency on what it is we need to turn around.

However there are a number of optimistic managers who are hopeful and are craving for a space to make a difference.

TYPED FIELD NOTES:

KEY INFORMANT:

1. What is your understanding of the SABC's TAS?

Its key focus areas were to focus on the organisation's financial and performance wise and partly on the content quality of the production work.

However, in a process its policies and processes lost the fibre of what the organisation aims to achieve. Our primary service is to provide best content and quality broadcasting to the nation and I somehow feel that the TAS was looking at addressing that.

2. What do you think is the employees understanding of the TAS?

I think we need to divide the employees in to various levels. Remember employees various levels have got a role to play in how they understand and perceive the TAS. Employees have got various degrees of understanding the TAS.

Some of the employees might not take it seriously due to the fact that there has been series and series of so called TAS's in the SABC. And I honestly think that employees' understanding of the TAS will mostly have to do with their experience of the SABC, and that history will have an impact on how the current TAS is understood.

The thing with the TAS concentrated its powers at the top it mostly focused and the top management, and as the result there is a little buying in from the employees at the lower level.

3. How was the TAS communicated to the employees?

Different information sessions were conducted. Communication from managers to employees, from employees to various internal forums

Meetings with employees were attempted but not all employees attended due to less interest.

I personally it has to do with how it was communicated.

The content of the TAS was not contextualised to different employees in different levels. It is important that the focus was put in to how you make it entertaining to all the levels within the organisation for example, unions.

The organisation is highly unionised – unions felt that they should have been consulted.

4. What was the employees' involvement in the implementation of the TAS?

Nothing has been implemented.

Many TAS before but none were implemented – because of these things people don't understand what is happening and how do you participate in something that you don't understand.

5. As a manager, what was your role in the TAS?

Nothing (just her assumption), A decision has already been taken at a particular leadership level.

Thoughts were already there before, we were not consulted.

6. What is your perceived impact of TAS within the SABC?

Fear of unknown within the organisation because there lot of talks and rumours within the organisation and that has brought a lot of instability within the organisation.

Labour is still not happy and that affects the morale of the people.

7. What challenges are being faced in the implementation of the TAS?

I guess some of the previous answers are still applicable here. Most importantly is a business as usual no one want to take the ownership of the strategy. Everyone is pointing fingers including the top management.

People feel that they just had to take and accept what was given to them.

8. What challenges are being faced in the implementation of the TAS?

People are expected to implement something that they did not participate in its conception or planning. And in my own view the strategy is not implemented as yet. And even if someone can come up and say that it was implemented no one wants to take that ownership. There is no direction or guideline as to how do we go about doing that.

Most employees are negative towards the whole thing and it is difficult to get the stakeholders to buy in to the thing.

The TAS has brought lot of suspicions within the organisations; people are just in a suspicious mode and tend to believe that someone is out there trying to get someone.
Less trust

9. How do you think the TAS has affected the TND programme?

Apparently one of the aims of the TAS is to move broadcasting to digital, and you need the TND to drive the whole process.

TND offer people more skills. TND can do a skill audit within the organisation to find out which skills are needed and which ones we have and how they can be improved.

However, with the introduction of the TAS it was difficult instead people were redeployed from our unit to other unit and versa-versa. TAS brought lot of uncertainties and it has in way affected the morale of the staff.

10. How effective do you think the TAS is?

Not sure as the b strategy is not fully implemented. Although others accuse it of many developments that are taking place within the SABC. But in my view the strategy has not yet been implemented.

11. What recommendations do you have for the on-going implementation of the TAS?

Two things, most organisations fail to partner with TAD in how turnaround strategies impact on the employees. For example, where trainings are needed to supplement the strategy TAD is critical for that.

TAD should have be a key department in driving the TAS.

TAS should become a learning opportunity for the organisation as a whole. For example, 1st year learning and development (training and development) staff should work on training employees in line with TAS key objectives and areas before it is implemented.

While training employees TND can work on employees to buy-inn in to the strategy.

TND can identify key projects within TAS and let the employees to work on that.

AUDIO RECORDING 1: MR T

CLEMENT: Morning. You said that your name is "T" neh? As I have introduced myself earlier on, my name is Clement Matlala and I am a Masters' students from Wits University.

PARTICIPANT: That's right.

CLEMENT: Thanks for agreeing to do an audio recording as this will help me with my research. Please sign the audio recording form so that we can proceed with the research. So we are going to start with some questions. Just before we start you are more that welcome to speak in any language that you will like. That is either Zulu or English.

PARTICIPANT: Its fine we can even mix

CLEMENT: Well, when did you first heard of the turnaround strategy?

PARTICIPANT: Eh...turnaround strategy..

CLEMENT: Mmmmm...

PARTICIPANT: in late 2010.

CLEMENT: And what is your understanding of the turnaround strategy (TAS)?

PARTICIPANT: Well, my understanding of the TAS, basically is about improving the organisation's productivity in a way of actually cutting costs so that the organisation becomes effective and a cost effective way.

CLEMENT: Cutting costs in a most effective way?

PARTICIPATION: That is to make sure that the organisation productive and effective.

CLEMENT: Oh...k. Look 2.3 and 2.4 looks similar but for you, in your own observation why? Or what was the motive behind the TAS?

PARTICIPANT: Well I suppose the primary motive behind the TAS was around cutting costs and expenditure for the organisation to ensure that the organisation to ensure that the organisation is functioning efficiently and competitively and that it is managed properly.

CLEMENT: Competitively? If you don't mind I have to write because I am going to need these notes for future references. Remember, I am not writing your name down. And how was the TAS introduced to the organisation?

CLEMENT: And how did you hear about it?

PARTICIPANT: Well I suppose through many management meetings that were being held. Managers went to the management meeting of some kind and then they came to us and brought this thing of the turnaround strategy to us.

CLEMENT: Oh...k! So it was from management meetings?

PARTICIPANT: Yes, management meetings and then cascaded to the staff meetings. Also, emails and talking about the strategy in corridors

CLEMENT: Corridors.

PARTICIPANT: Yah! More of a grape vine.

CLEMENT: oh...k! And to you guys as employees you know. Remember number 1 I asked how it was introduced to the organisation. But how was it introduced to you personally as "T".

PARTICIPANT: Well to me as "T" it was introduced via emails and sectional meetings.

CLEMENT: Mmmmm...

PARTICIPANT: ...And notices... and there was also a communiqué as well to notify us about the turnaround strategy.

CLEMENT: ... And did you participate in the manner that it was introduced?

PARTICIPANT: Well I participated because I read emails, we chatted with colleagues and friends outside the workplace. And the more we chatted about it the more we understood. We were also given an opportunity to send feedback to these emails.

CLEMENT: So these feedback emails, did they have any impact?

PARTICIPANT: Yah, to the certain extent because they gave us a clarity which we did not have before.

CLEMENT: So you are saying that the emails did come back to you guys in a form of responses/feedback.

PARTICIPANTS: Yah! Our questions were answered.

CLEMENT: Look I am going to ask you questions that are not here but because you are a Training Development Officer, in my interviews with your other colleagues. One of their complains were that their emails were not considered. Do you maybe think because of your position and that you are a Training and Development officer you were given more attention than the other guys?

PARTICIPANT: May be that.

CLEMENT: Eish! My battery might be a bit flat or I don't understand this recorder. But moving on, how do you think the turnaround strategy (TAS) affects you as an employee?

PARTICIPANT: If the TAS speaks about the issues of the budget and the budget has to be cut. There are certain things that go hand in hand with that, for instance we can no longer enjoy the luxury of selling our leave days. Some of their trainings have been cut and some of the employees were given an option of having to pay for themselves.

CLEMENT: How was the Training and Development section prior to the TAS.?

PARTICIPATION: Well to the certain extend I mean before it was very nice because we use to enjoy certain benefits. We used to attend and enjoy courses that contributed positively and productively to the organisation.

CLEMEMNT: Oh...k.

PARTICIPANT: But now it is a hassle and struggle to get a simple course that will improve service delivery of the organisation. Because, when we as the staff members of the organisation get developed we are in turn benefiting the organisation.

CLEMENT: Wow! Sure. Oh...k. similar to question 4.2 this is just a follow up. Looking at the current developments of the TAS what is your perception regarding its outcomes particularly in relation to the training and development unit at the moment.

PARTICIPANT: I personally believe that it impacts badly on the unit as I mentioned earlier. The issue of cutting the budget remember, training and development is a critical section of the organisation. So if employees' training and development is compromised that will have a negative impact on the organisation.

CLEMENT: Oh...k. The TAS neh ? Let's move to point number 5. What changes do you recommend for the TAS?

PARTICIPATION: I think the TAS can be more effective if they improve learning courses in the organisation, critical areas such as production. They should also employ more people and fill vacant posts instead of firing and focusing on employing more people with needed skills.

CLEMENT: Oh...k. What was your reaction after the TAS was introduced?

PARTICIPATION: Me personally I was sceptical about the TAS in the sense that lot of people were retrenched and those who were on contracts they were not renewed.

CLEMENT: Mmmmm...

PARTICIPATION: It was not fair to employ people on contractual basis because they don't have benefits and it is easy to hire and fire them.

CLEMENT: Your morale as the staff.

PARTICIPATION: Look our morale is down because, if your colleagues get fired you ask yourself who is next. I mean there those employees who resigned voluntary.

CLEMENT: Look I am going to ask you an extra question because you are the one who is directing these trainings as a training officer. As a training officer looking at your day to day operations, how was your section prior to the TAS?

PARTICIPATION: We would empower people and take them to trainings without having to think and worry about the budget.

CLEMENT: But what if one say that maybe the TAS has made you guys conscious about saving for the organisation.

PARTICIPANT: Not necessary we use to stick within the budget it's just now it has been tightened it just makes everything difficult.

CLEMENT: Thanks a lot. Do you have any further questions?

PARTICIPANT: No Clement.

CLEMENT: Thanks a lot for taking part in this research.

AUDIO RECORDING 2

MR “P”

CLEMENT: Mr. “P” As I spoke to you earlier on during our introduction, you are free not to comment on issues that you don’t feel comfortable to comment on.

As we have discussed in the information sheet and consent forms you are not compelled to participate in the study and this audio recording.

I think we have already spoken about your age, area of speciality and your position. Do you want us to speak in English or are we going to mix Tswana and English?

PARTICIPANT: No I will mix.

CLEMENT: So we are going to mix, it’s ok. When did you first hear of the SABC’s turnaround strategy (TAS)?

PARTICIPANT: In late 2010.

CLEMENT: So you are saying late 2010?

PARTICIPANT: Yes.

CLEMENT: And your understanding of the turnaround? How do you understand it?

PARTICIPANT: No, it’s like it aims at changing the entire SABC as an organisation and to assist and guide the management in dealing with the finances of the organisation.

CLEMENT: How? And what do you mean to help with the finances?

PARTICIPANT: Like to.... manage their budget

CLEMENT: When you say that the TAS will help the management to manage its finances. How the SABC’s were finances prior to the TAS?

PARTICIPANT: No there is a lot of staff shortages and vacant posts and I think they are trying to manage that.

CLEMENT: So in your own view what does managing the organisation finances have to do with staff shortages and current vacant posts within the organisation?

PARTICIPANTS: For me the only reason we still have these vacant posts is because of the organisation does not want to hire more people due to the fact that hiring more employees will mean more expenditure on salaries and other related benefits and expenses that goes with hiring people. You know currently instead of hiring more people they are firing them. What happens is that people working under contract once your contract expires they don’t renew it.

CLEMENT: oh..k. Look this is similar to 2.3 Neh. Why do you think the TAS was introduced?

PARTICIPANT: The TAS was introduced to improve the day to day functioning of the organisation.

CLEMENT: Oh...k. I hope you don't mind that I am writing while you are talking.

PARTICIPANT: No you can write.

CLEMENT: Thanks, the thing is that I want to make sure that I don't lose some of the information we are talking about.

And also be reminded that during the interview that there are no right or wrong answers. So you are more than welcome to be free. And please don't be threatened by this audio recorder (laughing).

PARTICIPANT: (Laughing) not at all hey.

CLEMENT: How was the TAS introduced to the SABC? By that I mean how did you hear about it?

PARTICIPANT: From the management.

CLEMENT: What do you mean from the management? How? Please explain that.

PARTICIPANT: They send emails and called sectional meetings and through management meetings.

CLEMENT: How did the employees participate in the TAS? Especially you as an employee

PARTICIPANT: I did not participate.

CLEMENT: (Laughing) you did not participate? What do you mean you did not participate?

PARTICIPANT: No we were just told about the TAS.

CLEMENT: So you were just told neh? Are you implying that more top down type of communication maybe?

PARTICIPANT: Yes, more of managers to employees.

CLEMENT: ...and any opportunity for you guys to respond to such communication? Maybe in a form of meetings or responding letters?

PARTICIPANT: Look not for me I am not sure about others. But the truth is some people like me did not really participate because we in a way lost interest in the whole thing in we really never had an interest towards it.

CLEMENT: What do you mean you lost interest and what do you think made you lose the interest?

PARTICIPANT: I guess at times one get affected and too involved in workplace politics and for me I am actually here to work and my primary purpose is to protect my work.

CLEMENT: And how do you think the TAS is related to that?

PARTICIPANT: To what?

CLEMENT: To your work.

PARTICIPANT: I am still not sure but by the looks of things, things are not good hey. I am yet to see some of the benefits of the TAS. But so far things are not good.

CLEMENT: TAS. How does that affect you as an employee?

PARTICIPANT: I was mostly scared that I was going to lose my job because there were rumours that some of our colleagues will lose their jobs. Even now we are still scared that there might be some more job cuts.

CLEMENT: Mmmmm...OH...K. you are a clerk within the training and development (T&D) division?

PARTICIPANT: Yes.

CLEMENT: How did the TAS affect the training and development and your work in particular?

PARTICIPANT: They have cut all the previous programmes that we had within the unit. All this because they wanted to cut down the expenses

CLEMENT: What do you mean that programmes were cut?

PARTICIPANT: Like as training and development unit we used to organise various trainings for all the units/departments within the SABC. But we are now focusing on fewer and fewer trainings. They have been reduced.

CLEMENT: But that does not mean that there are no more training programmes at all.

PARTICIPANT: For some people within the organisation it means that. For example, there are people who have not been to any workshop or training this year.

CLEMENT: And how has that affected your work?

PARTICIPANT: Look for me it means less work and I am afraid that I might not be needed in the future.

CLEMENT: And how does that affect you or your morale?

PARTICIPANT: I think that has made the working environment a bit difficult because you end up not having the direction as a unit.

CLEMENT: Looking at the current developments of the TAS, particularly in relation to the training and development, what is your impression of the TAS.?

PARTICIPANTS: eh.. I don't know what to say but I think..... I have no comment hey.

CLEMENT: What o you mean you have no comment?

Do you want me to rephrase my question maybe so that you can understand it better?

I just want to find out how the TAS affects the training and development, for example, in a good way or in a bad way?

PARTICIPANT: In a bad way.

CLEMENT: Why do you say in a bad way?

PARTICIPANT: There are no new programmes or trainings. We have shortages of staff and we are told that we cannot hire new employees.

CLEMENT: Oh...k. moving to how do we strengthen the TAS. What changes do you recommend for the TAS.? What changes do you recommend for the TAS? If you were to advice the management, how will you advice them to improve or change the TAS.

PARTICIPANT: Mmmmm... I don' know hey.

CLEMENT: Just under general questions. In your own view how do you think the TAS will affect the organisation?

PARTICIPANT: No, it will help the organisation to improve its operations.

CLEMENT: What do you mean it will help the organisation to improve its operations? How do you think that will happen?

PARTICIPANT: Maybe, they will be in a better position to manage their fiancés and their personnel in a better way.

CLEMENT: Look, this one is the last question and you can deliberate more on it. After the TAS was introduced, how did you react towards the news that it will be implemented?

PARTICIPANT: I was scared; it brought lot of uncertainties especially in relation to my job security.

CLEMENT: Tell me if I am wrong but in most of your answers to the TAS you seem to be suspicious about the motives behind.

PARTICIPANT: What do you mean? I am not sure about what you are saying.

CLEMENT: I just wanted to be clear about your understanding of the motives behind the TAS.

PARTICIPANT: yah, for me it was used as a tool to get rid of some of my colleagues.

CLEMENT: Oh...k. Mr. "P" thanks very much for your time I appreciate it very much it will help with my research.

PARTICIPANT: Please make sure that this information does not get beyond this interview.

CLEMENT: No that was is sorted my brother as promised and as per the requirements of our ethics committee I will not disclose this information.