

THE PERCEPTIONS OF SOUTH AFRICAN BROADCASTING
CORPORATION EMPLOYEES ABOUT THE ORGANISATION'S
TURN AROUND STRATEGY.

Clement Matlala

Student No. 473482

A research report submitted in partial fulfilment of the requirements for the award of
the degree of Master of Arts in Occupational Social Work in the

Department of Social Work

School of Human and Community Development

Faculty of Humanities

University of Witwatersrand

2012

Supervisors: Ms A. Warria and Prof. E. Kaseke

DECLARATION

I, Mr S.C Matlala do hereby declare that the perceptions of South African Broadcasting Corporation employees about the impact of the SABC's turnaround strategy on its training and development programme is my own and personal work, except where the work(s)/publications of others have been acknowledged by means of reference techniques. No part of this research report has been submitted for any degree or examination at any university.

STUDENT NUMBER: 473482

DATE:

ACKNOWLEDGEMENT

Sincere thanks to my supervisors, Ms Ajwang Warria and Professor Kaseke for their patience and dedication in making sure that I complete this research project.

Grateful thanks to the employees at the SABC and the management from the learning and development section. You gave your precious time, valuable insight and priceless service.

My deepest appreciation to:

My family for always believing in me!

My aunt Ms M.M Matlala-Mashele you gave me a head start!

My beautiful daughter Refentse for understanding that she had to spend less time with me due to my research!

To my colleagues and my supervisor Mrs. N. Mpesheni you always gave me time to do my school work!

To Mr. Themba Koketi you stood in for me and made yourself available when I requested your assistance!

ABSTRACT

Organisational change, particularly turnaround strategies have always been perceived differently, and received with mixed feelings by employees. The primary aim of this research was to explore the perceptions of SABC employees about the organisation's turnaround strategy.

The study employed a qualitative research design and conducted semi-structured interviews with ten employees and four key informants from the SABC's radio-park in Auckland Park. A thematic content analysis was used to analyse the data that was received from the participants. Employees' perceptions that emerged from a thematic content analysis of the study were, a need to balance organisation's needs with the needs of all employees, employees' concerns about their job security, relationships and communication gaps between management and general employees and employees' different and vague understanding of the turnaround strategy.

The main findings of this study were, SABC employees understood and perceived the turnaround strategy to be a cost cutting mechanism by the organisation to reduce its operational costs, the participants also indicated that they did not participate in any decision making regarding the turnaround strategy. The main conclusion drawn from the study is that the SABC should have allowed its employees to fully participate in the entire process of the turnaround strategy and use the strategy as a learning opportunity for its employees.

.Key concepts:

Turnaround strategy, organizational change management, organisational performance

TABLE OF CONTENTS	PAGE
Declaration	ii
Acknowledgement	iii
Abstract	iv
List of Tables	ix
List of figures	x
 CHAPTER 1:INTRODUCTION	 1
1.1 STATEMENT OF THE PROBLEM AND RATIONALE FOR THE STUDY	1
1.2 PROBLEM FORMULATION	3
1.3 RESEARCH METHODOLOGY	4
1.4 ORGANISATION OF THE REPORT	4
 CHAPTER 2:THEORETICAL FRAMEWORK AND LITERATURE REVIEW	 6
2.1 INTRODUCTION	6
2.2 THEORETICAL FRAMEWORK	6
2.3 LITERATURE REVIEW	10
2.3.1 Organisational change	10
2.3.2 Turnaround strategy	16
2.3.2.1 Turnaround strategies in South Africa	20
 CHAPTER 3:RESEARCH METHODOLOGY	 25
3.1 INTRODUCTION	25
3.2 RESEARCH APPROACH	25
3.3 RESEARCH INSTRUMENTS	27
3.4 DATA COLLECTION	28

3.5	DATA ANALYSIS	30
3.6	LIMITATIONS OF THE STUDY	31
3.7	ETHICAL CONSIDERATIONS	32
CHAPTER 4:PRESENTATIONS AND DISCUSSION OF THE RESEARCH FINDINGS		35
4.1	INTRODUCTION	35
4.2	EMPLOYEES' UNDERSTANDINGS OF THE TURNAROUND STRATEGY	36
4.3	EMPLOYEES' PARTICIPATION IN THE TURNAROUND STRATEGY	39
4.4	THE PERCEPTIONS OF SABC EMPLOYEES ABOUT THE OUTCOMES OF THE TURNAROUND STRATEGY	43
4.5	RECOMMENDATIONS ON HOW THE TURNAROUND STRATEGY CAN BE STRENGTHENED	45
CHAPTER 5:CONCLUSION AND RECOMMENDATIONS		51
5.1	INTRODUCTION	51
5.2	SUMMARY OF THE MAIN FINDINGS	51
5.3	RECOMMENDATIONS	56

LIST OF REFERENCES	57
ADDENDUMS	
Addendum A: Semi-structured interview schedule (Participants)	63
Addendum B: Semi-structured interview schedule (key Informants)	64
Addendum C: Consent form for participants	65
Addendum D: Participation information sheet	66
Addendum E: Field Notes	68
A letter of permission to conduct research	87
Ethics' approval certificate	88

LIST OF TABLES**PAGES**

Table 4.1: A profile of respondents

35

LIST OF FIGURES

PAGES

Figure 2.1: The organisation as a system

7