ABSTRACT

As we may be aware, we live in a world of change, where everything constantly has reformed. Organisations are also part of that big change especially in the new millennium where re-engineering, downsizing, outsourcing and restructuring have become common terms associated with many organisations. Although a number of studies have tried to determine how organisational restructuring benefits the organisation, little has been done to find out how the welfare of employees is affected by the restructuring initiatives.

This study investigates the perceptions that employees have of organisational restructuring. It investigates how their job satisfaction, career mobility and their stress levels are affected by restructuring process after the restructuring process as well the stress that such employees experience due to restructuring.

A survey was conducted at Lesotho Highlands Development Authority, where data was obtained from 121 respondents and statistically analysed. The findings reflect a negative association between restructuring and stress levels and career mobility. The findings show that job satisfaction was still experienced by the employees at LHDA and that most respondents see organisational restructuring as something that benefits the organisation and has little to do with the interests of the workers.
DECLARATION

I the undersigned declare that, “Organisational restructuring and its impact on job satisfaction, career mobility and stress level of employees at Lesotho Highlands Development Authority” is my own work, and that all the resources that I have used or quoted have been indicated and acknowledged by means of complete reference. This work has never been submitted by anyone at any university for a degree.

________________________________

KATISO WILLIAM MAHLOANE

April 2009
ACKNOWLEDGEMENTS

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- M’e Mojele you really is my hero. You have always been there for me and you never turned your back on me, I love you aunty!

- Mr. Phakoe and Mrs. Mosoeunyane from LHDA. Who played a major role in granting access to their organisation to conduct my study and also assisted in data collection. I will always remember them for their kindness and patience.
Last but not least, I appreciate the support from all the facilitators at the University of Fort Hare, who helped and moulded me throughout the duration of my studies at the University.

God Bless You All
DEDICATION

Dedicated to all my late beloved ones, I’m sure they would have been proud!
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<tr>
<td>AFR</td>
<td>Absence Frequency Rate</td>
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<tr>
<td>BCEA</td>
<td>Basic Conditions of Employment Act</td>
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<td>CSM</td>
<td>Career Self Management</td>
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<td>CPW</td>
<td>Career Planning Workshops</td>
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<td>DCS</td>
<td>Demand Control Support</td>
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<td>EAPs</td>
<td>Employee Assistance Programs</td>
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<td>GAR</td>
<td>Gross Absence Rate</td>
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<td>GAS</td>
<td>General Adaptation Syndrome</td>
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<td>IT</td>
<td>Information Technology</td>
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<td>JDC</td>
<td>Job Demand Control</td>
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<td>LHDA</td>
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<td>LTO</td>
<td>Labour Turnover Rate</td>
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<td>MILOS</td>
<td>Median Length of Service Leaves</td>
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<td>MSQ</td>
<td>Minnesota Satisfaction Questionnaire</td>
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<tr>
<td>SAFI</td>
<td>South African Financial Institution</td>
</tr>
<tr>
<td>SAS</td>
<td>Statistical Analysis System</td>
</tr>
<tr>
<td>USCB</td>
<td>United States Conference Board</td>
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%V : Percentage of Voluntary Termination