

**CHANGE, RESTRUCTURING AND TRANSFORMATION OF METRO  
DISTRICT HEALTH SERVICE**

**By**

**JOSLYN MANUEL**

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**SUPERVISOR: Professor ELZA THOMSON**

**CO SUPERVISOR: Dr LEON BOSMAN**

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## DECLARATION

The researcher hereby declares that the thesis “**Change, Restructuring and Transformation of Metro District Health Service**” is her own work, and that all sources have been referred to, and quoted have indicated and acknowledged with complete references.

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Joslyn Manuel



## DEDICATION

My existence and abilities are all due to the Grace of God to whom I am eternally grateful and humbled in enabling me to embark on this journey. I would like to dedicate this thesis to my parents the late Jacob Stewart Noble and Beatrice Noble for their unconditional love, support and guidance throughout my life. The values and humility in their parenting, their appreciation of life's blessings bestowed to them has provided me with a sound foundation to be the very best person in my own right and to use those values, appreciations and humility in all endeavours I have pursued. To my husband Trevor, children Lesley and Steven, thank you for the sacrifices made and patience showed whilst completing my studies.



## ACKNOWLEDGEMENTS

The decision to embark on this journey in completing my thesis is a culmination of events and certain people being part of my life at various phases which is so aptly expressed in the poem:

*Reason, Season or Lifetime.*

*People come into your life for a reason, a season or a lifetime.*

*When you figure out which one it is,  
you will know what to do for each person.....*

Firstly, I would like to thank my family and friends for all the support and encouragement during my studies. Having you in my life is godsend and inspired me to persevere given all the challenges I was faced with.

To the employees at MDHS for agreeing to participate in my research study, the Chief Director: MDHS for granting permission and a heartfelt thanks my ex- manager to Mr Riaan Van Staden for providing me the platform to utilize my skills and abilities resulting in exponential growth and development in my career, hence the motivation to pursue my Masters degree specializing in Organizational Development and Change.

To the academic staff at UWC, Dr. Leon Bosman thanks for allowing me to conduct a quantitative and qualitative study and securing the necessary support to facilitate the research study. To Mr Karl Heslop, my undergraduate lecturer, a sincere expression of gratitude for your constant support, guidance and advice throughout my student life and always availing yourself and being the voice for students beyond your call of duty.

Lastly to the most distinguished lady I have met thus far Professor Elza Thomson my saving grace, godsend supervisor, esteemed academic, mentor and professional in your discipline of research methodology. I am indeed humbled and blessed to have been assigned to you as a

Masters student who needed guidance, unwavering support and to believe in my ability to pursue this research study. Your wisdom is admirable, your purpose in life is definitive and may you continue to inspire future students in accomplishing their dreams and aspirations in life.

It is with this sense of humility and appreciation to the people in my life I end this acknowledgment with the extract from the same poem:

*.....When someone is in your life for a REASON,  
it is usually to meet a need you have expressed.  
They have come to assist you through a difficulty;  
to provide you with guidance and support;  
to aid you physically, emotionally or spiritually.  
They may seem like a godsend, and they are.  
They are there for the reason you need them to be....*

*- Unknown.*

## ABSTRACT

The phenomenon of change has been the subject of debate for decades. Whether the change was planned or as the result of a catastrophic event, change affects nations, people, businesses, the economy and the environment. Typical changes in businesses are mergers, restructuring, transformations and retrenchments. Consequently, to this contentious phenomenon, change has been the subject of research by social scientists, behavioural theorists and analysts. Their collective endeavours have provided the world with a wealth of scientific knowledge.

The Metro District Health Services in the Western Cape have undergone major restructuring and transformation. It is with this premise the question is posed, are change agents, leaders, and employees sufficiently empowered to mitigate the challenges and appease the expectations associated with restructuring, transformation and change?

Supporting and contextualizing the study to the existing body of knowledge, previous research is reflected upon in an attempt to add value to future change initiatives. The reflections include different perspectives of change management, the multifaceted and evolutionary nature of change. The theoretical framework underpinnings of organisational development and transformation were also explored. One point of departure was to establish what is needed to ensure organisational success and describes activities, action plans and strategies, which modifies the organisational structures. The suggested methodologies, dimensions, variables influencing or enabling transformation formed the baseline for this study, with the emphasis placed on models of change, communication, theories of success formulae for organisational change, competencies of change agents, behaviour and attitudes of all stakeholders.

Circumventing the purpose and contextualizing the baseline for this research, the survivor syndrome was explored and the dimensions of different change elements offered value to this study.

The intent of the restructuring and transformation initiative, was to strengthen the Metro District Health Services by decentralizing Primary Health Care Services. Selected employees were tasked as change agents to facilitate the process and were simultaneously directly impacted by the process.

The objective of this study is to explore and understand the effects of change on selected employees functioning at different levels within the Metro District Health Services during restructuring and transformation of the provisioning of healthcare services. In determining the effects the variables explored were their attitude towards change, their commitment to the organisation, the barriers and challenges encountered with the implementation of the process.

The selected participants were part of an intensive restructuring and transformation process. The sample chosen from the population of 350 employees at the regional office of the Metro District Health Service and was representative of the greater population. The sample includes selected managers and employees at different hierarchal levels ranging from salary levels five to fourteen. Ensuring representativeness the different departments were used as strata and within each department a random sampling method was used to select respondents. Support was provided to explain that stratified sampling is a procedure of selecting a probability sample where a heterogeneous population is first divided into subgroups (known as strata) on the sampling frame, and simple random samples are drawn from each stratum.

The research methodology was a combination of qualitative and quantitative research design. A questionnaire was distributed consisting of three sections, Section A Biographical Information, Section B Structured Interview (10 participants), Senior Managers were approached to conduct the structured face to face interviews asking open ended questions and Section C Survey Questionnaire was completed by the rest of the sample group by indicating on a likert scale their agreement or disagreement with the statements. The questionnaires have been demonstrated to be psychometrically sound in that their reliability and validity have been reported on and supported in previous studies.

The analysis of the raw data involved statistical computations using Statistical Package for Social Science called Moonstats© and Thematic Content Analysis for the interpretation of the qualitative data.

The limitations of the study are discussed as well as recommendations for future change initiatives and future research projects on the subject.

## **KEYWORDS**

Change Management

Restructuring

Decentralization

Commitment

Attitude

Leadership

Psychological Contract

Resistance

Models of Change

Survivor Syndrome





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# CHAPTER 1

## INTRODUCTION

### 1.1 INTRODUCTION

Change and its management has been extensively researched and investigated by academics, consultants and researchers in an attempt to find solutions and mitigate the risks that are associated with related initiatives. The general consensus is change is on-going and therefore the solutions that were developed and the risks that were mitigated cannot be static. Change in the work situation inevitably takes place and has to be dealt with appropriately to ensure there is return to an equilibrium condition.

Facilitating adaptations to the existing body of knowledge about change a diagnostic tool was developed by Burke and Litwin in 1992, called The Burke Litwin Model (BLM) of Organisational Change which assists organisational consultants in identifying, assessing and diagnosing the factors resulting in change. The framework is illustrated in figure 1.1 where the sequential order of the model starts with the most important elements and is strategically interlinked, proving that all the elements to a greater or lesser degree has a cascading effect on change initiatives. The BLM comprises of 12 dimensions which allows the change agent to assess these variables in the organisational context. The findings of the assessment is used to populate the BLM and used as a diagnosis for change. The initiated change is effective with the use of a model of change elaborated upon in the literature review.

The Western Cape Department of Health against this backdrop signalled a change in the way health services will be rendered in the future which led to the development of Healthcare 2010 Strategy and the Comprehensive Service Plan (CSP) for health services in the Western Cape.

Generic to any change project the risks and challenges are paramount in determining the success of the endeavour. Coupled with the complexity of the business operations the generic challenges include (Alsbridge <http://www.alsbridge.com/>):

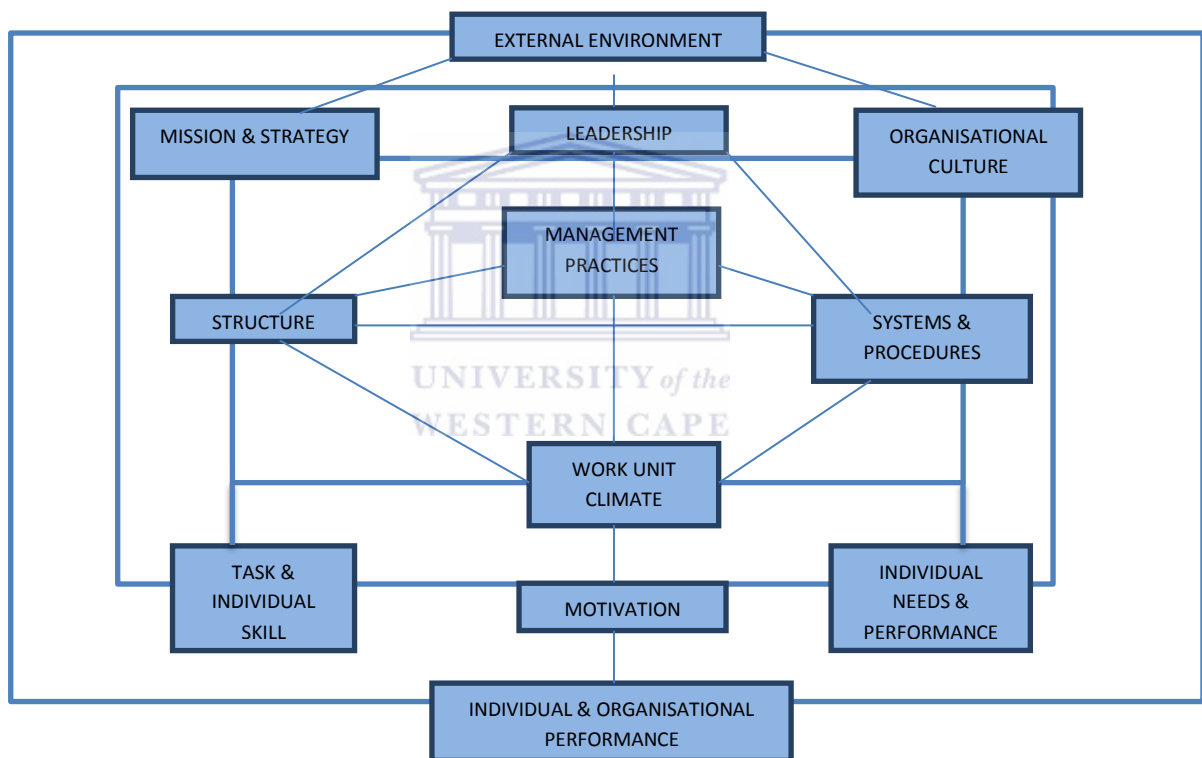
- The lack of sponsorship: The change is not viewed as important by all the role-players.
- Vague and ineffective decision-making processes: The lack of vision and direction delays the implementation process.



- The appropriate people are not involved: results in delayed decision making and no sense of urgency to implement.
- Failure to remove organisational barriers.
- Poor management of people issues: Results in increased resistance and employees relations issues.
- Skills for new roles and jobs are assumed and not assessed: resulting in unmanaged staff expectations.
- Lack of a baseline Monitor and evaluation tool: Used to assess progress, momentum and project fatigue.

**Figure 1.1**

**Burke Litwin Model of Organisational Performance & Change**



(Source: Organisational Assessment for Development Planning 2004).

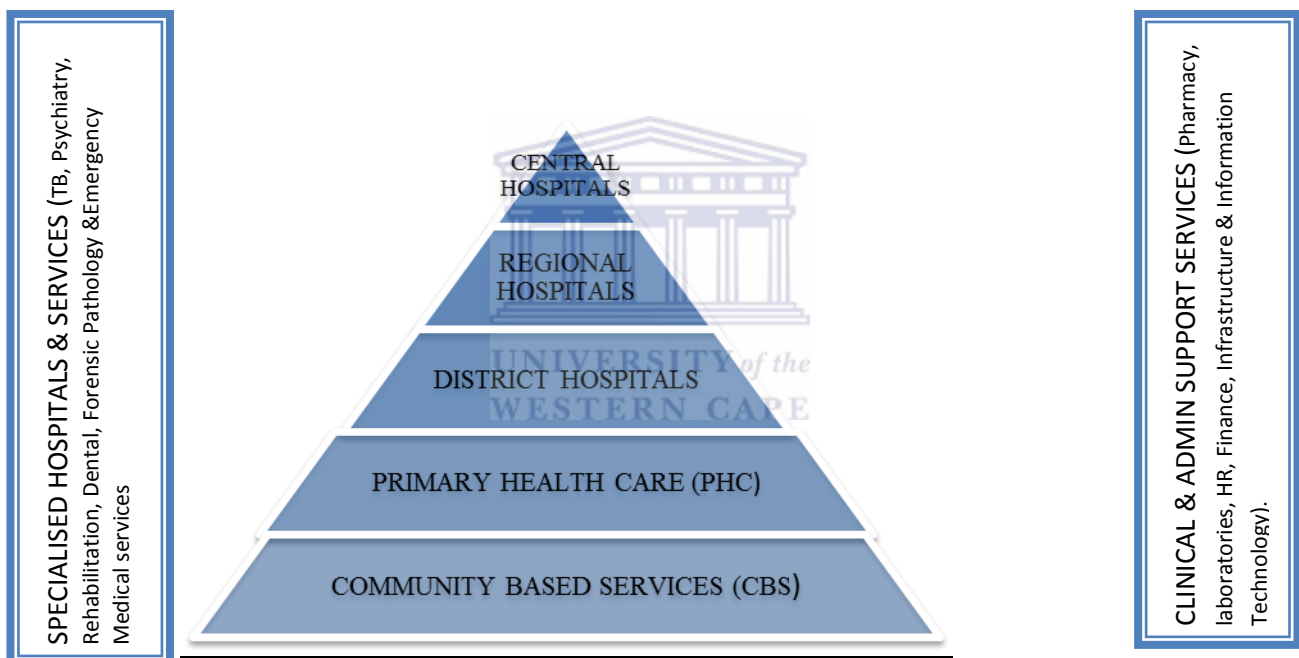
## 1.2 BACKGROUND

The need for change within the Western Cape Department of Health resulted in the development of a service plan called the Comprehensive Service Plan (CSP). This involved extensive research and consultation with a number of stakeholders within the department. The draft plan was subjected to a rigorous process of public comment resulting in amendments before the final document was adopted by the Provincial Cabinet in July 2006.

The purpose to the CSP was to provide a guideline for the implementation of Health Care 2010 at all levels of care (figure 1.2).

**Figure 1.2**

### **District Health Service Platform**



(Source: Western Cape Government: Draft Dialogue for Healthcare 2020)

The Healthcare 2010 strategy was developed to improve the quality of healthcare service. This meant the existing service platform needed to be restructured and the service needed to be rendered closer to the patients. Essentially treating patients at the level of care most appropriate to their needs and resources allocated to the healthcare facilities and aligned to the level and type of service that is provided. The complexity of the Primary Health Care (PHC) platform required the restructuring to be carefully synchronized to prevent disruption of services. The PHC is the foundation of an effective and efficient Public Health Service where it is the first point of contact with the patient and the gateway to the rest of the service.

In the planning process various factors were considered the geographical accessibility, equitable distribution of human and financial resources between the sub districts, well balanced health teams pertaining to the skills mix and sound district management structures to co-ordinate the services.

An electronic PHC workload and utilization calculator was developed to integrate key PHC variables namely, utilisation variables (number of times a person visits a PHC facility); workload variables and efficiency indicators. The data used in the calculations and allocation of resources were based on population projections and statistical results generated from Census 2001.

The implementation of the CSP impacted the workforce of the department and to guide the process a Human Resource Restructuring Framework was developed. The framework ensured in the first instance the appropriate numbers and categories of staff were employed to accomplish the goals and objectives of the CSP. Secondly the staff were matched and placed in accordance with their skills, competencies and abilities to ensure effective and efficient service delivery.

The restructuring processes the department implemented were regulated by the following legislations (Human Resource Restructuring Plan):

- The Public Service Act, 1994.
- The Basic Conditions of Employment Act, 1997.
- The Labour Relations Act, 1995.
- The Employment Equity Act, 1998.
- The Skills Development Act, 1998.
- The Government Employees Pension Law, 1996.
- The promotion of Access to Information Act, 2000.
- The promotion of Administrative Justice Act, 2000.
- Relevant collective agreements, determinations and directives issued by the Minister of Public Service and Administration.

Source: Provincial Government of the Western Cape: Department of Health: *Human Resource Restructuring Plan*

The restructuring process was implemented in a phased process focusing on the creation of newly created organisational and post structures in the form of staff establishments and

aligning the existing formats. The process of the restructuring framework was facilitated by including detailed macro and micro human resource action plans and change management strategies to address the gaps identified by the new organisational structures.

Pertinent to this study was the matching and placement process of employees based at the metro regional office based in Woodstock, Cape Town. Management determined through the matching and placement process by comparing the individuals' functions they were performing at the time, taking into account their qualifications, experience and minimum requirements and functions expected against the corresponding posts on the new post structures. This process essentially determined whether the staff skills profile fits the job profile of the new posts according the job descriptions and then placed against the post. Staff that could not be absorbed in the matching and placement process was ring-fenced and declared in excess. Various measures were put in place to manage the staff declared in the excess category. These measures included the utilisation of the Employee Assistance Program to support affected staff and the development of a social plan. The Social Plan assisted staff in the development of career plans to identify options in further skills training and provide information on suitable vacancies elsewhere within the Department.

### **1.2.1 OVERVIEW OF MANAGEMENT STRUCTURE IN WESTERN CAPE**

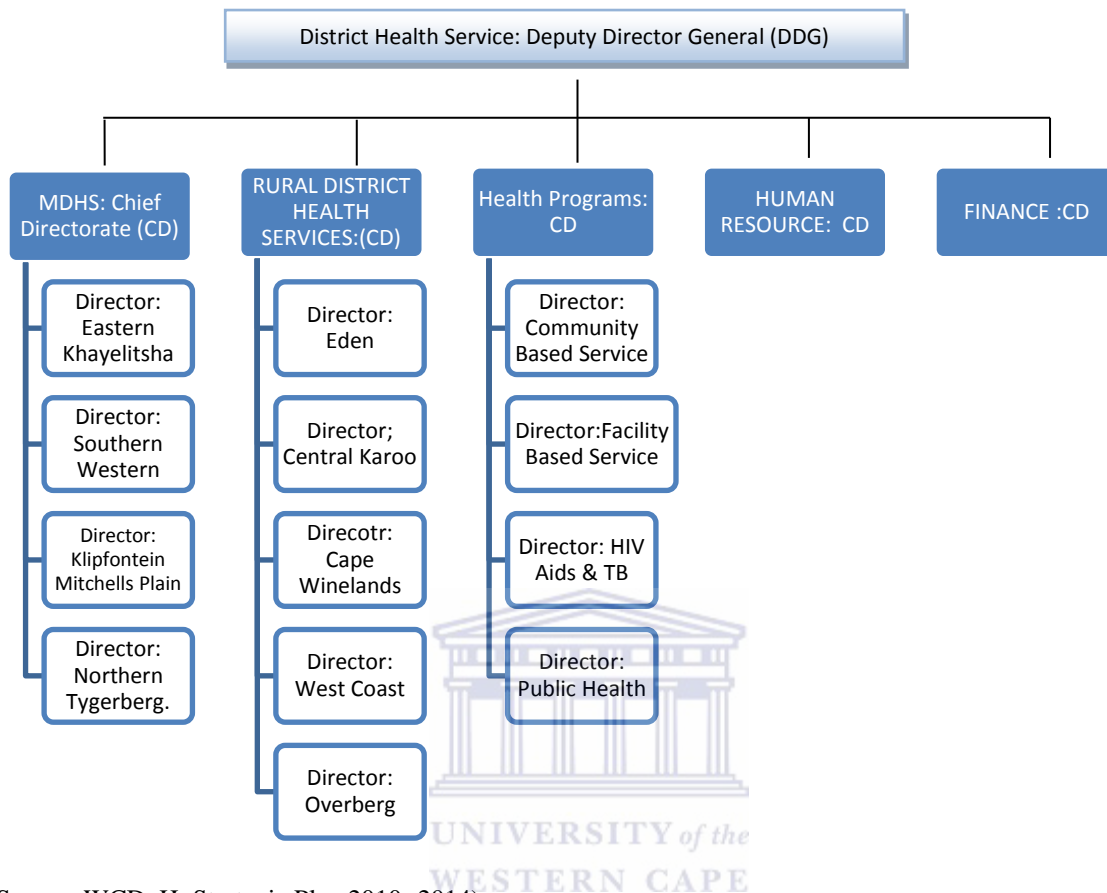
The implementation of the CSP and Health Care 2010 has led to the PHC services being provincialized in the rural areas but these services remain fragmented in the Cape Town Metro District Areas as it is currently provided by both City of Cape Town and the Provincial Government Department of Health.

#### **1.2.1.1 Management structure of District Health Service**

In terms of the National Health Act, Act 61 of 2003 the District Health Services must be managed per health district. The Cape Town Metro District known as Metro District Health Service (MDHS) is one of six districts demarcated in the Western Cape. The MDHS was further divided into eight sub-districts to facilitate the provisioning of effective and efficient health service. In the respective sub-districts four sub-structure offices were created with the necessary management capacity. These four sub-structure directorates are managed by a Director and report to the Chief Director of the MDHS (figure 1.3).

**Figure 1.3**

**Organogram for District Health Service Management Structure**



(Source: WCDoH: Strategic Plan 2010 -2014)

**1.2.1.2 Demographic analysis**

The province is divided into five rural district municipalities namely Eden, Cape Winelands, Central Karoo, Overberg and the West Coast and one Metropolitan district, the City of Cape Town. The Cape Town Metro District accommodates 66% of the province’s population. The complexity of the equitable distribution of resources is illustrated with the geographical map in figures 1.4 & 1.5 shows the various districts and sub-districts in the Western Cape. The map also illustrates the dense and sparsely populated areas where the human settlements are found.

**1.2.1.3 Population estimates of the Western Cape**

The data of census 2001 conducted in the province was used to project population growth and guide the planning processes looking at various factors for example, fertility rates, average

life expectancy, migration, socioeconomic status, HIV prevalence and mortality rates (table 1.1).

**Table 1.1**

**Population Estimates by Stats SA**

DISTRICT	2001	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Un- insured
Cape Town	2 893 248	3 497 097	3 535 71	3 638 959	3 724 347	3 809 735	3 895 123	3 980 511	4 065 899	4 151 287	76 %
W. Cape Province	4 524 332	5 278 634	5 391 765	5 513 039	5 634 323	5 755 607	5 876 887	5 998 164	6 119 435	6 240 702	78 %
Uninsured Population											
Cape Town	2 209 674	2 671 782	2 714 928	2 780 164	2 845 401	2 910 637	2 975 874	3 041 110	3 106 346	3 171 583	
W. Cape Province	3 535 728	4 117 808	4 207 479	4 301 882	4 396 294	4 490 706	4 585 115	4 679 521	4 773 922	4 868 319	

(Source: Western Cape Department of Health (WCDoH): Strategic Plan 2010 – 2014)





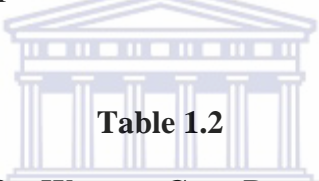




## 1.2.2 STRATEGIC PRIORITIES

Remaining within the context of this study it is important to deliberate on the Department of Health's responsibility in delivering an effective health service. It is with this premise necessary to articulate how the implementation of the CSP shaped the compilation of the DoH Strategic Plan for 2010-2014 and Annual Performance Plan for the period 2009. The development of the plan was conducted under the guidance of the Minister of Health reflecting the goals and objectives of the Department of Health taking into account the restructuring and transformation initiatives. The priorities identified by the National Department of Health were captured in a Ten Point Plan of which the Western Cape DoH contributed significantly. The highlights of their contribution focused on improvement on governance and management of the National Health System; promotion of healthy lifestyles; improving the quality of care; and strengthening the primary health care service.

Maximising and achieving the priorities identified, the WCDoH Strategic Goals were reflected in table 1.2.

  
**Table 1.2**  
**Strategic Goals for Western Cape Department of Health**

STRATEGIC GOAL	GOAL STATEMENT
<b>1. Burden of Disease</b>	1.1. Manage the burden of disease
<b>2. Strategic management capacity and synergy</b>	2.1. Ensure and maintain organisational strategic management capacity and synergy.
<b>3. A capacitated workforce.</b>	3.1. Develop and maintain a capacitated workforce to deliver the required health services.
<b>4. Health technology and infrastructure.</b>	4.1. Provide and maintain appropriate health technology and infrastructure.
<b>5. Sustainable income.</b>	5.1. Ensure a sustainable income to provide the required health services according to the needs.
<b>6. Quality of health services.</b>	6.1. Improve the quality of health services.

(Source: WCDoH Strategic Plan 2010 – 2014)

### **1.3 RATIONALE FOR STUDY**

The Western Cape Department of Health, specifically the District Health Services having undergone major restructuring and transformation since 2008/9, has resulted in a new organisational structure to facilitate the implementation of Healthcare 2010, with the focus on an efficient Primary Health Care Platform. The new organisational structure lead to the matching and placing of employees against the new posts created. The Western Cape Department of Health span of control included the five rural districts with a staff compliment of approximately 28 000 at the time significantly increasing the risks in dealing with people issues relating to change.

During the same time period of the implementation of the Healthcare 2010 and the Comprehensive Service Plan (CSP) parallel change processes were being implemented referred to as the Occupational Specific Dispensation (OSD). This resulted in specific occupational streams within occupations having new job titles and remuneration packages. These employees also had to be aligned to the new post structures creating further anxiety and uncertainty with career progression.

It is within this complex conundrum the rationale of this study is postulated. The changes affected a large number of employees and retrospectively the department have not concluded the process in its entirety and have embarked on a strategic plan for 2020. Circumventing it might be considered by some as visionary or others as premature. The rationale is here to engage with employees affected by the planned changes initiated by the Department of Health and attempt to get an understanding of their attitudes towards change and those towards the organization together with leadership. Most important is to provide the selected sample population an opportunity to share insights relating to the change processes and methodology that was used.

#### **1.3.1 PROBLEM STATEMENT**

To give fruition to the intent of this research study and future initiatives, this study endeavours to solve the problem associated with Change Management:

Are change agents, leaders and employees sufficiently empowered to mitigate the challenges and appease the expectations associated with restructuring, transformation and change?

### **1.3.2 OBJECTIVES OF STUDY**

The intent of the restructuring was to strengthen the Metro District Health Services (MDHS) by decentralizing Primary Health Care Services. Selected employees within MDHS were tasked as change agents to facilitate the process and were simultaneously directly impacted by the process.

The composite objective of this study is to explore and understand the effects of change on selected employees functioning at different levels within the MDHS Regional office based at Woodstock, during restructuring and transformation of the provisioning of healthcare services.

The objectives of the study aims:

- To determine employees attitude towards change.
- To establish challenges and barriers with the implementation of the change process
- To evaluate employees commitment to the organisation after transformation.
- To provide guidelines to pave the way forward to produce productive and effective work and service delivery.

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### **1.3.3 SIGNIFICANCE OF STUDY**

The WCDoH is emulating the evolutionary nature of change and is determined to ensure a positive outcome. Reinforcing findings of previous research that change is on-going the department subsequently drafted a Draft Strategic plan for 2020. The plan is guided by the milestones achieved with Healthcare 2010 and the implementation of CSP. The reasoning behind 2020 incorporates the increase in population, socio- economic issues, burden of disease and the advances in technology. The approach of the new plan is to foster continuity from previous plans and realistically learn from achievements and revisit challenges experienced in the past decade.

The draft document has been made available to the public for scrutiny and poses pertinent questions relating to Health outcomes, public expectations, accountability, sustainability, national and provincial contextual factors, values adopted, leadership and good governance.

The findings of this study will provide insight and contribute significantly to the questions posed in the draft dialogue, what should be done differently in 2020?

#### **1.4 ETHICAL STATEMENT**

The compelling premise in conducting research is accepting the responsibility for all procedures and ethical issues related to the process. The integrity of the research project should be maintained and the choice of research should benefit participants and society at large. The researcher should self-assess and ensure the research is conducted as competently as possible and be in compliance and awareness of local customs, standards, laws, regulations and should not intrude in people's lives or the communities of their study. The Health Professions Council of South Africa's (HCPSA)'s Ethical Code of Professional Conduct for Psychologists is the regulatory framework within which the researcher adhered to for this study.

In conducting this study a cover letter accompanied the questionnaire informing participants on the purpose of the research and the intended use of the findings. Therefore the participants provided the researcher their informed consent to participate notwithstanding that confidentiality and anonymity would be maintained.

Participants were also informed the organisation will be interested in the results of the research to guide future initiatives and the findings are reflected in this project. The accuracy of the data and both favourable and unfavourable elements were dealt with the utmost sensitivity to ensure the reporting of the results is an accurate reflection of the raw data derived from the research.

#### **1.5 OVERVIEW OF THIS STUDY**

**Chapter 2** contextualizes the existing body of knowledge and literature relevant to the phenomena of change. Research conducted previously is reflected upon in the literature including different perspectives of change management, the multifaceted and evolutionary nature of change. The theoretical framework underpinnings of organisational development and transformation were also explored. Particular reference is made to the many comprehensive definitions of change management and illustrations of various models of change.

**Chapter 3** elaborates the methodological paradigms used to accomplish the end result. The paradigms are aligned to the qualitative and quantitative paradigms reflecting the research design framework inclusive of the sampling technique, the data measuring instruments, the data collection and data analysis.

**Chapter 4** presents the findings of the research.

**Chapter 5** discusses the results of the research conducted, deliberating on the limitations of the study. Recommendations presented for future change initiatives and to future researchers on the phenomenon of change.

## **1.6 LIMITATIONS OF THE STUDY**

The statistical analyses are at a basic level to gain understanding of the responses. The challenges posed prompted the use basic statistical computations by means of a statistical program for social sciences. Future research should be extended to more facilities that were affected by the restructuring process and online distribution of survey questionnaires may offer a larger sample group. The limitations relevant to this study were the accessibility of the employees that were part of the restructuring process as they were deployed across the Metropole. The timeframe that lapsed since the restructuring process were that some staff had left the organisation due to natural attrition.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 INTRODUCTION

The phenomenon of change has been subject of debate for decades and many proposals have been presented to solve the underlying phenomena. Whether change was planned or as the result of a catastrophic event it affects nations, people, businesses, the economy and the environment in different ways and with varying degrees of intensity. Consequent to this contentious phenomenon, change has been the subject of research by social scientists, behavioural theorists and analysts where their collective endeavours have provided the world with a wealth of scientific knowledge.

The Metro District Health Services in the Western Cape have undergone major restructuring and transformation. It is with this premise the purpose of this study is to analyse the effects of change and restructuring had on employees that were affected by the process exploring the employee's psychological contract, attitudes and their level of commitment to the organisation after the transformation process.

Supporting and contextualizing the study to the existing body of knowledge, previous research is reflected upon in this review in an attempt to add value to future change initiatives. The reflections include different perspectives of change management, the multifaceted and evolutionary nature of the movement from the status of equilibrium. The theoretical framework underpinnings of organisational development and transformation were also explored in an effort to provide a further perspective of its effect on people and the workplace. Cummings and Worley's (2009) point of departure was to establish what is needed to ensure organisational success and describes activities, action plans and strategies which modify the organisational structures. The suggested methodologies, dimensions, variables influencing or enabling transformation formed the baseline with the emphasis placed on communication, competencies of change agents, behaviour and attitudes of all stakeholders.

Circumventing the purpose and contextualized baseline the survivor syndrome explored offered value and insight of underlying dimensions to the foundations of cognitive processes.

## 2.2 DEFINITION OF CHANGE MANAGEMENT

The different definitions and perspectives of change management are continuously being explored and researched in the framework of this discipline. The reason being change by nature is not static and the external environment is constantly changing; an environment in which organisations has little or no control.

Nickols (2010) examines the different perspectives of change management as a matter of problem finding and solving. The author reflects on the one hand it as a task of managing change, which would imply that effecting it, is done in a planned and systematic fashion. On the other hand change can be effected due to a change in legislation or a shift in economic tides, either way this would have an impact on people that need to be managed. He also examines change as an area of professional expertise and a control mechanism that has a wealth of knowledge. He postulates the subject matter of change management consists mainly of related models, methods and skills and theories that make up the practice.

The research conducted by Erkal and Kebapci (2009) categorized change into five different approaches specifically survival, behaviour, process, structure and system. They make reference to the studies conducted by Darwin (1876) whereby the notion of survival and the ability to respond to change in the environment are associated. Considering the premise of survival, businesses are urged to view themselves in the business world as a species of nature that constantly needs to adapt to the changing environment to survive or run the risk of becoming obsolete or extinct.

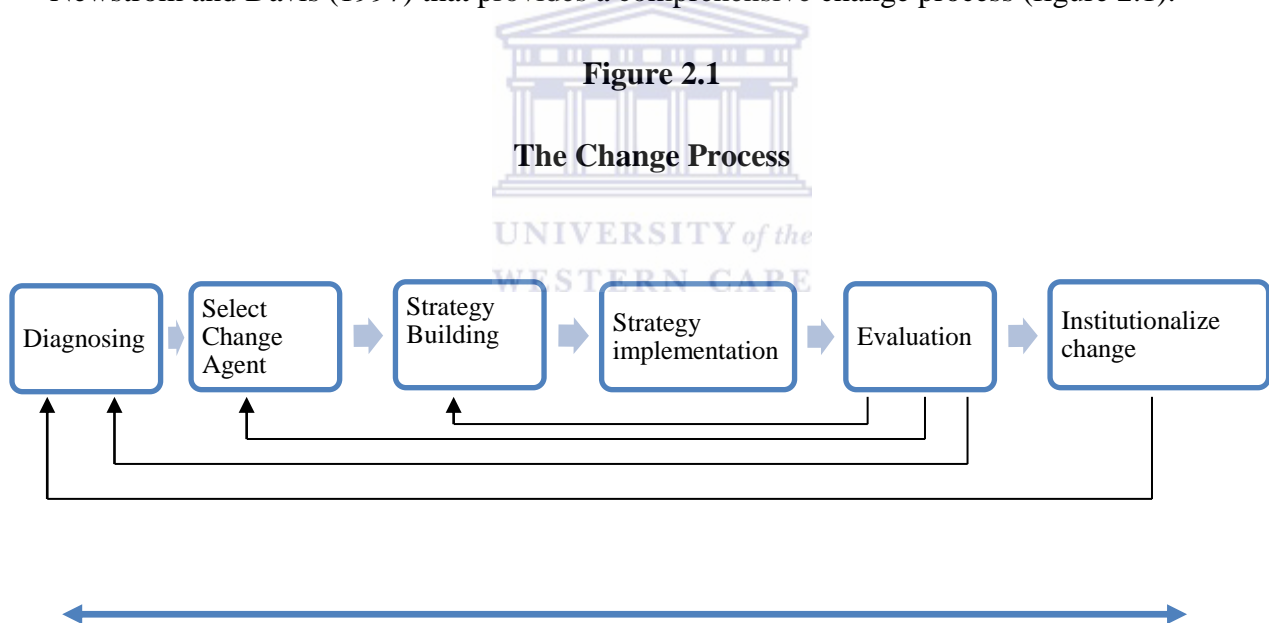
Erkal and Kebapci (2009) view the idea of change management as a necessity and evaluates organisation's ability to shift direction and improve its functioning with the key purpose of their research was based on the causes of failed change initiatives. Their primary aim was to clarify the phenomena of resistance in a manner that espouses positivity and can alter the management of critical issues in a change program.

Nickols (2010) is of the opinion managing change requires a finely honed set of skills of which political, analytical, people, system and business skills are of paramount importance. Furthermore, he elaborates there is no single perfect strategy and change is at best achieved with a combination of strategies. These are dependent on a number of factors namely, scope and scale of change, the degree of resistance, the target population, the time-frame and the level of available expertise.

### 2.3 EVOLUTIONARY NATURE OF CHANGE

The research conducted by Von Tonder (2004) reveals a multitude of studies and publications pertaining to the field of organisational behaviour, theory, change and organisational change. The author alluded in his research question, the reasons for the dimly unsuccessful implementation initiatives of change. This could primarily be based on the change management practices that are aligned to a perceived stable, one-dimensional concept of organisational change. Contrary to this Erkal and Kebapci (2009) describes the nature of change as an on-going process with a range of activities resulting in specific end results for the organization. The simplified version of the change process is split into three parts namely, diagnosis of change drivers, strategy building and implementation and lastly the evaluation.

Erkal and Kebapci (2009) increased the number of steps by referring to studies conducted by Newstrom and Davis (1997) that provides a comprehensive change process (figure 2.1).



(Source: as cited in Erkal & Kebapci. 2009)

The change process starts with diagnosing the circumstances that compels change. The implementation of strategies decided upon requires change agents to possess managerial and leadership's skills. Erkal and Kebapci (2009) highlights the last step in the process indicating that change is a continuous process and each step is supported by the previous one reinforcing the nature of it as on-going.



The multitude of studies indicate the topic has not been exhausted yet and even in those few initiatives that have minimal success rates there are more cases with unintended consequences. It is with this premise that the topic is continuously being researched in an attempt to find a perfect change management concept. The assumption made in the research provides commonality of reasons for the high failure rates, largely determined by the size of the organization, the ability or inability of the change agents and the degree of knowledge and understanding of the phenomena and theories relevant to organisational settings (Von Tonder, 2004).

Von Tonder (2004) in his discussions focused on the taken for granted concept of organisations, change from a systems perspective and that of change in a macro context. The author attempts to simplify the social theories developed consisting of four sociological paradigms, each with a distinct view of the social world and a set of assumptions with regard to organisations. The four schools of thoughts are the classical theorists, who depicted organisations as mechanistically structured, hierarchical supervision and detailed rules and regulation; the human relations movement, depicted organisations as human co-operative systems; the structural analysts depicted organisations as on-going entities that had to adapt to the changing environment and lastly the contemporary theorists depicting transactional and resource dependent elements. He reflects there is merit in the four paradigms but the oversimplification of the complexities of each variation allows for consideration to the development of the multifaceted organisational theory.

According to Von Tonder (2004) different philosophies and concepts of organisational change has emerged from this paradigmatic framework. The one being the philosophy of avoiding or embracing change, both constructs are predisposed to it but promotes a reactive approach to change. The other approach being a fundamental nature alluding to the content of change as being human and structural in origin where it incorporates both subjective, objective, social and external phenomenon.

This shift from a functional to interpretative paradigm is indicative that the theories of organisation and the understanding of change within organisations are changing (Von Tonder, 2004). The author consolidates his findings by acknowledging the character of change processes within the organisation is significantly informed by an evolving concept of an institution thus organisational change in itself is taking place.

Von Tonder (2004) reflected organisations change in numerous ways, which varies from evolutionary, developmental, self-induced, rational adaptive and uncontrollable multifaceted revolutionary change. Von Tonder (2004) states organisations may experience different dynamics at the same time and alternate between closed, open and complex systems and often transforming into chaotic systems before returning to a complex, stable open system.

Erkal and Kebapci (2009) studied the change process in four areas namely the nature, source, scope and level of change. The deliberations on the evolutionary nature of change related to organisations attempts to link the strength of the change agents to the change strategies and implementation thereof. According to Erkal and Kebapci (2009) changes in organisations may be expected or unexpected and therefore needed to adapt or re-engineer their core deliverables as a consequence.

## **2.4 THEORETICAL PERSPECTIVE**

The theory underpinning organisational change is exceptionally vast and it with this premise the literature relevant to this study being organisational development, transformation and the success formula for organisational change provides a canvas for placing it all in context.

### **2.4.1 ORGANISATIONAL DEVELOPMENT AND TRANSFORMATION**

Restructuring and continuous change in large organisations has become an inherent feature which can be complex and contributes to the success or failure of the process. Veldsman (2008) state under these conditions navigating change has to be a core competency in most organisations. The terminology relating to organisational development, transformation and change are being used interchangeably indicating the traditional conceptual boundaries are disappearing (Veldsman, 2008).

Often the reasons for restructuring and transformation are as a direct consequence of external influences impacting the business side of the organisation ranging for economic climate, revolution in technology and socio-economic challenges. Typical restructuring and transformation initiatives include mergers, downsizing, decentralisation and large scale expansion of business.

The key element in the transformation was decentralization and highlighted by Tsamareb (2005) where the focus is on the objectives of decentralisation of essential services in Namibia. Prior to the decentralization process the country whilst under the South African

apartheid government were functioning in a centralised manner. The rationale for decentralisation was to promote rapid sustainable development and democracy. According to Tsamareb (2005), the people of Namibia had to travel vast distances to access essential services. This practice was impeding development and perpetuated poor living conditions amongst local communities. The objective of decentralization was to provide a more effective and efficient service to the greater population. The author defines decentralisation as the devolution, delegation and de-concentration of public services to regional and local authorities and councils. The implication thereof National Government cedes their power to structures at lower levels. This action allows lower level authorities to formulate their own policies and decision making parameters within their senior executive committees increasing responsibility and accountability. Furthermore decentralisation may increase the sustainability of the area, improve service delivery and provides the infrastructure to distribute the resources equitably.

Benefits derived from the process of decentralization (Tsamareb 2005):

- Decrease the amount of bureaucratic processes prevalent in a centralised government.
- Provides opportunities for diversity and increased representation from all spheres in the local community namely ethnic, political and religious groups.
- Platform to illustrate innovation, creativity and in doing so create stability and national unity

Shortcomings of decentralisation (Tsamareb 2005):

- Disparities prevalent amongst social and local affluent groups are heightened with the additional authority that is devolved.
- National financial bodies are reluctant to embrace decentralisation out of fear that provincial authorities will indulge in fruitless and wasteful expenditure in competing for resources.
- Corruption amongst local authorities are rife and are sensationalized by the media and would lack the protection from powerful national politicians The concept of organisational development and change relates to converting the organisation's current state of reality to a future desired end state of reality; following this conversion from the status quo to reality. Veldsman (2008), explains organisations

experiencing the in-between state will be different more or less in terms of functioning, character, performance and trajectory.

The elements postulated by Veldsman (2008) deems organisational development change complex; are the boundaries within which an organisation operates; the scope of the of its span of action ranging from a simple dimension to a multiple, complex scope of customers and services and the nature and pace of change the organisation is exposed to. Some organisations go through a change process incrementally, evolutionary or revolutionary.

Typical action plans in organisational development and change includes team building interventions, leadership training and resolving people performance problems. People performance problems are often depicted as negative and the main objective is to remove the negatives from the organisation. The 'negatives' according to Veldsman (2008) include interpersonal conflict, poor team dynamics, a silo enhancing/reinforcing organisational design, toxic leadership, low morale, high absenteeism and turnover.

The action plans all form part of the organisational development and change paradigm and therefore becomes interdependent. Essentially, strategic transformations leads to people issues that need to be addressed inversely, people problems may lead to strategic transformation and enhanced their performance may create favourable conditions for strategic transformation. Imperative to the process the change agents, leading, affecting and adopting modification should adopt a clear perspective of reality and of the organisational reality especially if the desired end state is to be sustained. Irrespective of the size of the organisation, the understanding of an organisation should be viewed as a dynamic interconnected systemic whole (Veldsman, 2008).

Erkal and Kebapci (2009) explore the field of psychology by tapping into the organisational development approach and links the theory of motivation to behaviours in the workplace. He suggests the success of a change initiative can be determined by the behaviours of the individual and the prevailing conditions that shape them. Hence the behavioural approach would focus on the impact that change has on the individuals and the motivating factors that would increase or decrease performance and resistance to change. This approach reinforces the need for proper structures for managing change.

Erkal and Kebapci (2009) highlight the divergence to the behavioural approach by changing the individual's cognitive processes. The way people think inadvertently affects their

emotions and their behaviour hence by altering their thought processes would minimize negative reactions to change. Various techniques may be used ranging from mentoring and coaching activities. Erkal and Kebapci (2009) reiterate the behavioural approach concentrates on observable behaviours whereas the cognitive approach evaluates the actions of the individual in the frame of internal process of the mind and emotions. Bringing about a change in the manner individuals respond to a situation, the research study suggests that the individuals thought processes should be changed.

#### **2.4.2 THEORY: SUCCESS FORMULA FOR ORGANISATIONAL CHANGE**

Van Tonder (2005) looks at organisational change from a different perspective by focusing on the change management model as a means of structuring and guiding the thought processes and actions during this process. The Carnell Change Model he used offers a formula for change success. The equation developed by Beckhard and Harris (1987) was promoted by Collin Carnall (1990) in his book *Managing Change in Organizations* has become a useful tool for understanding, analysing and predicting the likelihood for success. The Beckhard and Harris (1987) change equation are:

$EC = A \times B \times D$  – where EC is greater than Z. Which suggests that energy for change (EC) is a function of felt dissatisfaction with the status quo / present situation (A), supplemented by knowledge of the practical steps forward (B) and a vision of the change outcome or the shared / common vision (D) provided that the energy for change (EC) is greater than the perceived costs of the change Z.

According to Van Tonder (2005) using the equation individuals are likely to gather energy for change if they are fully dissatisfied with the current situation and have a vision of the desired state. In addition, have the knowledge of how this desired state can be achieved with the proviso that the effort required to change is less than the energy required to bring about the change.

Van Tonder (2005) postulates from an organisational and change management perspective, the equation suggests numerous intervention dimensions with corresponding strategies which is similarly populated in the model developed by John Kotter (1995) called the Kotter8-Step Change Model. The current undesirable state is articulated in a manner that frames the need for change.

Management often wish to establish credibility for the change initiative by communicating the vision. The analysis and presentation of the future and post-change status of the organisation implies that a fair amount of preparation and planning is needed. Most important is a well-structured plan of the process delineating implementation and how it will affect individuals and the organisation.

The change equation is similar to the generic change management model and demonstrates the critical stages of the change process. Van Tonder (2005) is of the opinion the equation's value is derived from the quick uncomplicated manner with which the willingness to change and sources of resistance can be estimated by pitting attractiveness of the alternative state against the undesirable status quo.

Van Tonder (2005) points out the weaknesses of the change equation, namely it under-represents complex and variable phenomenon and it does not factor in the rapid changes in the environment. Neither can it proximate the cost of change until it actually takes place. The equation does not allow for individual variance, which is paramount to the costs of change. Van Tonder (2005) suggests the change equation offer a useful micro supplement to the macro orientated management models; however, it must be bound by clearly defined organisational contexts.

Erkal and Kebapci (2009) in their research analysis claim organisational change constitutes a large portion of research conducted on the change management process. The findings of their studies suggest organisational change initiatives are classified into three different approaches as cited in the studies of Hamburger and Yitzchayak (1998). The first approach is derived from classical management theory that focuses on empirical facts which describes the organisation as a formal entity. The second approach in describing organisational change looks at the sociological elements associated with different cultures and identities which inevitably create tension based on socio-economic differences. The last approach looks at the psychological condition of the employees in their description of the organisations. Erkal and Kebapci (2009) cite studies conducted by Morgan (1986) whereby 'organisational metaphors' are useful in evaluating organisational level of change which assists in explaining complex change processes such as; organisations as machine, organisations as culture and organisations as political system. According to Erkal and Kebapci (2009) these metaphors portrays an abstract picture of an organisation on how they function and view the external environment. Furthermore the interpretation of organisational change is primarily concerned

about its sustainability after the changes have been effected. This interpretation is based on Senge's (1999) analogy termed systemic view on organisational change Erkal and Kebapci (2009). The systemic view equates the notion to that of nature where organisms similarly should have a balance to co-exist and systems within the organisation and to contend with balancing the status quo for future sustainability.

## **2.5 MODELS OF CHANGE**

Neal's (2006) criticisms about transformation programmes in the US defence force lacks basic management systems, processes, skills and management leadership skills have been identified as a major area of weakness. He compares the US experience with several other countries within a generic context. The author remarks in many situations change is imposed from senior management and individuals seldom have a choice rather than to adapt and accept changes. He further explores the differences of change between private and public sectors. The private sector is linked to financial and technological indicators whereas the public sector has elements of politics and the media as a focal point.

Neal (2006) points out often change initiative fail due to a lack of clear and sustained leadership, cultural resistance to change and lack of inadequate incentives and accountability. Other factors that surfaced were the deeply grounded problems in the bureaucratic operating practices in a complex multifaceted organisation. These findings were correlated with change programmes in other countries and the bureaucratic practices included authoritarian leadership with poor communication problems and ignoring creativity. The change management literature describes the content of changes is accompanied with new job titles, responsibilities and reporting structures.

Neal (2006) explains change management in essence has to do with the blend of leadership and management skills in order to get extra ordinary activities completed by everyday people. Neal (2006) focus on the change management theory points out the full spectrum of complexities. Cummings and Worley (2009) describe the activities necessary in planned change which in essence modifies structures, strategies and processes to increase organisations effectiveness. It is within this context that the theories of change have been integrated in a change model.

Erkal and Kebapci (2009) systematically deliberate on a variety of change models that exists and organisations could use to maximise successful implementation of change initiatives.

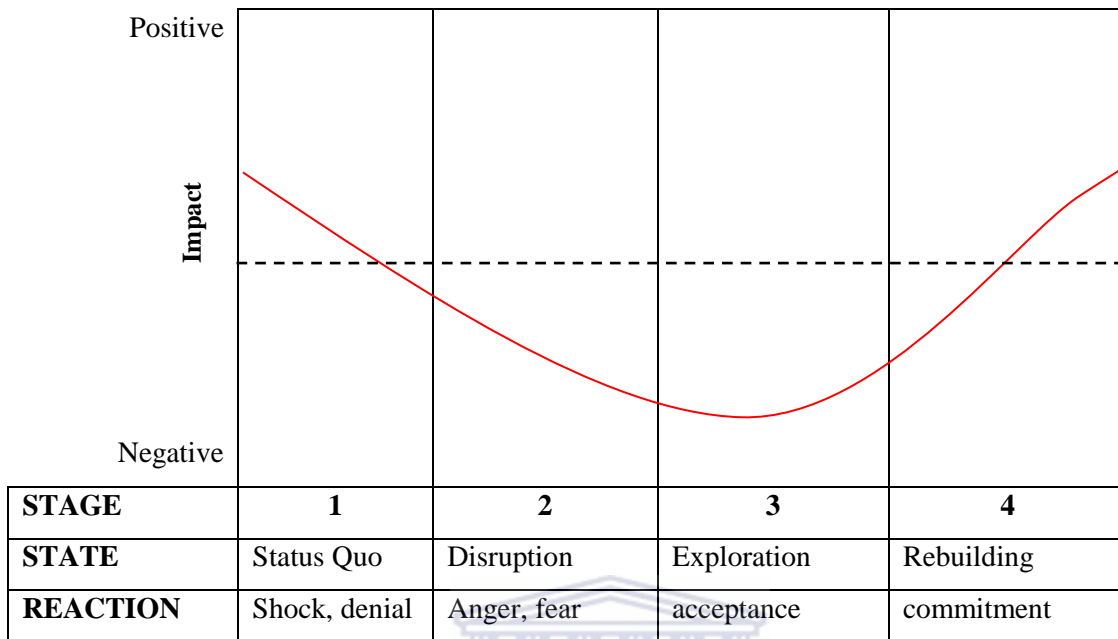
Most change models begin with the unfreezing of the status quo and moving it to the desired end state. The most popular change models are the Kurt Lewin's Change model, the action research model, the Kotter eight-step model, the change curve attributed to psychiatrist Elisabeth Kübler-Ross work on death and dying, the positive model and the generic model (Cummings & Worley, 2009). The basic dimensions and activities are prevalent in all the models but the usage would be dependent on the dynamics of business and the type of change needed. The underlying activities are entering and contracting with a client; gathering of data and information; diagnosing the concerns presented; providing feedback to the clients and jointly planning and implement recommended interventions (Cummings & Worley, 2009).

### **2.5.1 The Change Curve Model**

Gaining an understanding of change and how it impacts people and the organization through transition processes, this model is an effective tool to describe the change process. The role of the change agents is to minimize the duration and depth productivity dip and constraints caused by transform initiatives. Change agents empowered with the knowledge of the utilization of the change curve similar to the Elizabeth Kübler-Ross model on death and dying will help planning on how to minimize the negative impact of change and help people to adapt more quickly to adjust. The goal is to ensure the curve becomes narrower and shallower with time (figures 2.2 and 2.3).



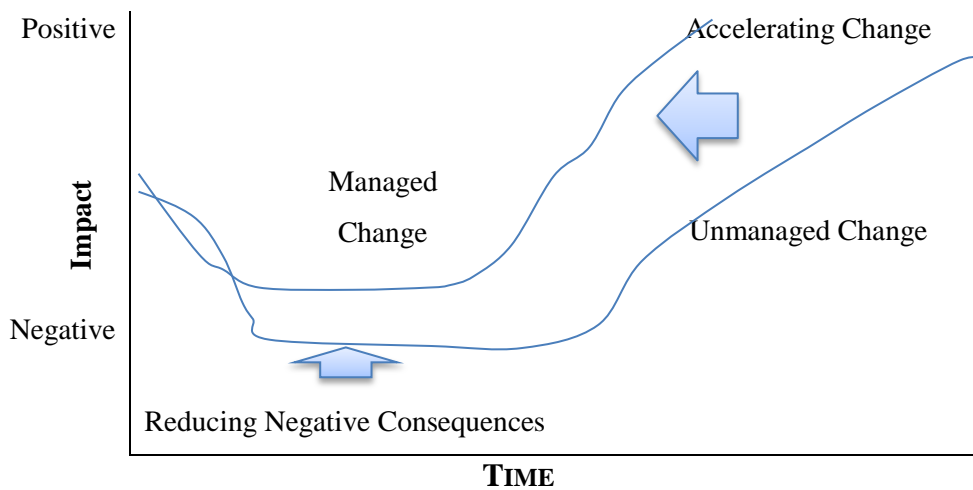
**Figure 2.2**  
**The Change Curve**



(Source: <http://www.mindtools.com/pages/article/>) Adapted from the work of Kübler-Ross, 1969

Change agents use their knowledge of the change curve to give employees and organizations the information and assistance they need during transformation, depending on where they are on the curve. This will help accelerate change and increase its likelihood of success.

**Figure 2.3**  
**Using the Change Curve**

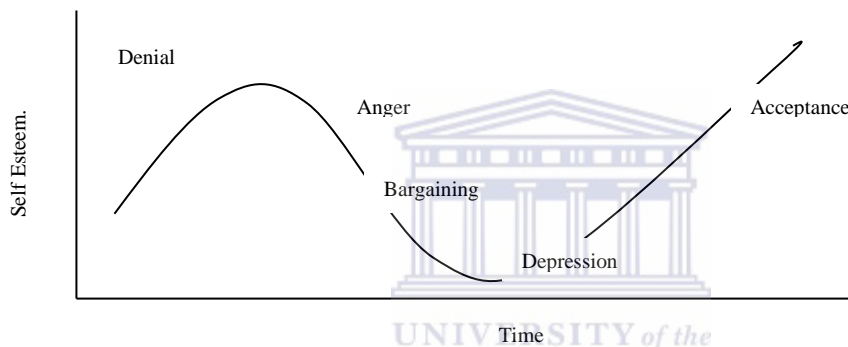


(Source: <http://www.mindtools.com/pages/article/>) Adapted from the work of Kübler-Ross, 1969

According to Erkal and Kebapci (2009) and Adams, Hayes and Hopson (1976) they adopted the Kübler-Ross Model by adding additional stages such as shock, disruption, exploration and rebuilding. The initial model developed by Kübler-Ross (1969) was based on the psychodynamic approach when individuals are faced with changes or trauma from their external environment. The model (figure 2.4) has five stages namely, denial, anger, bargaining, depression and acceptance. The theories of the psychodynamic approach Erkal and Kebapci (2009) suggests is valuable in understanding the change process and how individuals internalise the changes and the impact it has in their workplace depicted in figures 2.4 and 2.5.

**Figure 2.4**

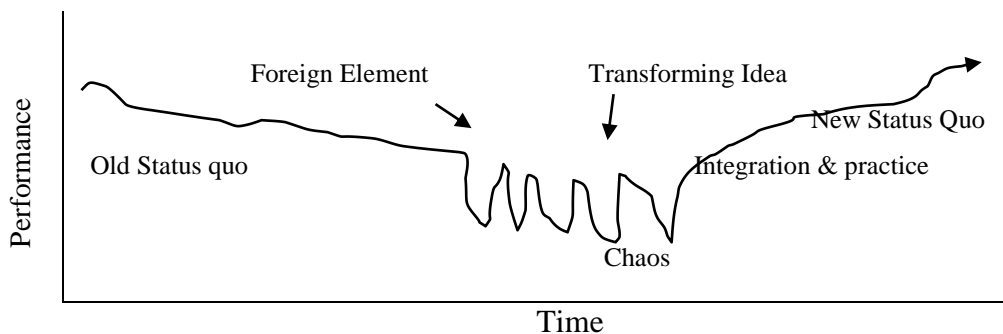
**The Psychodynamic Approach: The process of change and adjustment, (Kübler-Ross, 1969)**



Source: Erkal & Kebapci: Resistance to Change (2009).

**Figure 2.5**

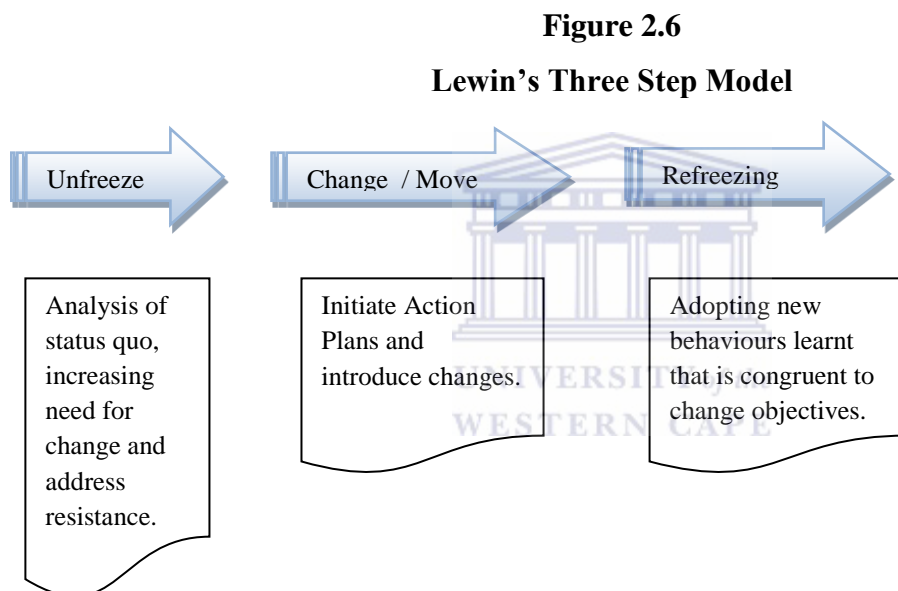
**Satir's Model for Change process**



Source: Erkal & Kebapci: Resistance to Change (2009)

### 2.5.2 Kurt Lewin's Three Step Model and Force-Field Theory

Studies conducted by Schein (1994) proclaim Lewin's advanced ability to theorise and build change model processes focussing on the appropriate variables that is needed to facilitate change. The uncomplicated three step change model (figure 2.6) starts with unfreezing of the current state, followed by moving and changing people to partake and be involved in the change initiative. The last step refreezing objective is to bring about normality to the organisation and to adopt the changes that have been implemented. According to Schein (1994) important to note was the change effected at individual and group level following a dynamic psychological process of painful unlearning and at the same time maintaining unique identities whilst relearning new behaviours.

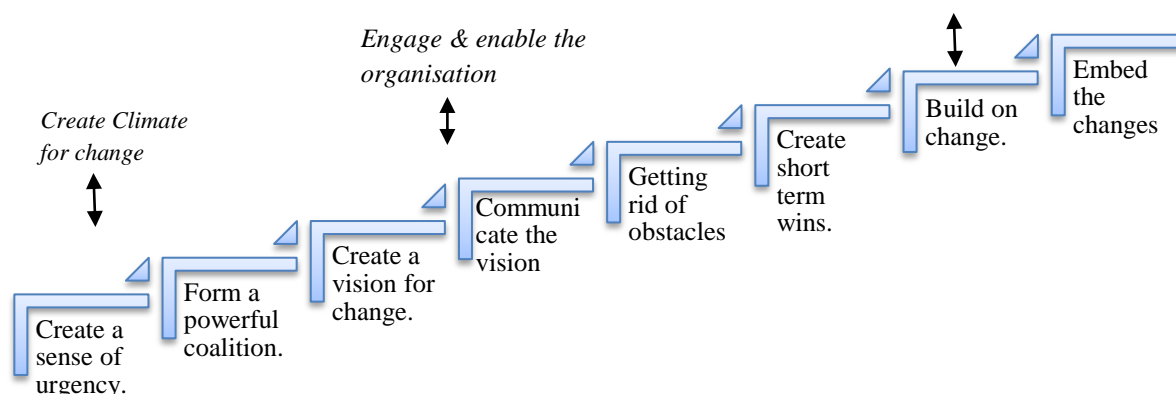


Source: Erkal & Kebapci: Resistance to Change (2009).

### 2.5.3 The John Kotter's Eight Step Model

As illustrated in figure 2.7 John Kotter formulated eight sequential steps to be charted in a change management program. Erkal and Kebapci (2009) express their opinion communicating the vision, addressing the challenges and acknowledging achievements is crucial to the success of the intervention.

**Figure 2.7**  
**Kotter 8-Step Model**



Source: Erkal & Kebapci: Resistance to Change (2009).

Furthermore Colin Carnall's Change Management Model adopts an alternate approach focussing on managerial skills needed to create a stable environment to enable change implementation. Similar to the Carnall's Model is Nadler and Tushman's Congruence Model with more variables added. Erkal and Kebapci (2009) state the congruence model is designed according to the structures and systems prevalent within an organisation namely the activities, the employees, policies, structures and norms. The changes from the external environment subtly coerce the organisation to adapt and transform and juxtapose it into a transformation process. The systems and structures are interdependent on one another based in the nature of the business, the activities, behaviours and performances. The underlying theory of the congruent model is that the interaction, dependency and congruency of the systems whilst transforming are critical for success.

## 2.6 DIMENSIONS AND ELEMENTS OF CHANGE

The literature delineating the scope, the nature and levels of change has provided a vehicle for organisations to view their organisations in a different perspective. Marginalising this broad discipline where the presence of key elements is crucial for the successful implementation of a change initiative, will highlight the dimensions and elements of a change management program.

### **2.6.1 INTEGRATED APPROACH**

According to Meyer and Marius (2009) organisations change their strategies to achieve a predetermined gain and align their operations to support this new strategic intent. Restructuring processes directly impacts on current operational activities and the management of the process and the continuing organisational design and redesign becomes imperative to the successful execution of strategy and becomes a strategic advantage in itself.

Factors that contribute to the success and complexity are dependent on external and internal environment, the inherent nature of the restructuring process and the nature of the existing organisational culture and design (Meyer & Marais, 2009). The interfacing nature of these factors requires a deliberate, holistic and integrated planning and execution of the restructuring process. Restructuring that takes place in an uncoordinated and fragmented manner has conflicting results.

Furthermore, organisations who do not conduct a thorough skills audit before declaring staff redundant runs the risks of losing talented staff in the process. In organisations where a hierarchical structure is in place, power and command is determined by the position that person holds and employees that are directly affected by the restructuring will be inclined to protect component under their command to retain power and control.

The intent of restructuring in an organisation is to streamline and gain value for money. The costs associated are real and often the initial expenses are vastly different with implementation. Crucial to success the gains and losses must be made visible to minimize risks and provide an overall positive balance (Meyer & Marais, n.d).

Erkal and Kebapci's (2009) approach to the concept of change places emphasis on three different levels of change with the intent of influencing previous influential researchers. The three different levels equate to the composition of an organisation namely the individual, the team and the organization itself. The intent of their approach by focusing on behavioural, cognitive, psychodynamic and humanistic psychological perspective demonstrates a number of theories and models of change. In doing so providing a detailed understanding of how change should be managed.

## **2.6.2 MODERATORS OF CHANGE**

Research conducted on the Job Demands–Resource (JD-R) Model by Petrou and Demerouti (2010) within the context of organisational change, the regulatory focus theory was used to determine whether promotion and prevention as individual regulatory foci can play a role during changes in the workplace. Previous research Taylor-Bianco & Schermerhorn (2006) has theoretically linked self–regulation to organizational change. Taylor-Bianco and Schermerhorn (2006) state the regulatory focus theory is one of the few motivation and self-regulation theories that allows for equal consideration of the environment and the individual. It has implications for emotive responses at the workplace, individual–organisation fit and objective setting behaviours.

The theory elaborates on the type of challenges that motivate individuals and how organizational change can hold different meanings for the individuals with diverse motivational tendencies. Job demands as cited in Petrou and Demerouti (2010) refer to those physical, social or organisational aspects of the job that require sustained physical or mental effort. These are associated with certain physiological and psychological costs, whereas job resources refers to those physical, psychological, social or organisational aspects of the job that may be functional in achieving work goals; reduce job demands at the associated physiological and psychological costs or stimulate personal growth or development (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001).

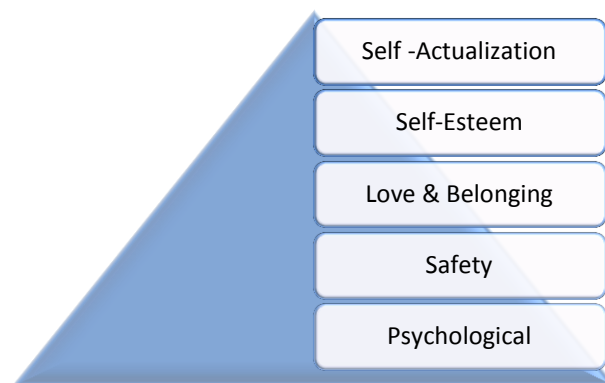
Researchers have studied the health and motivational outcomes of several demands and resources throughout organisational changes, include workload, role ambiguity and change related difficulties. According to Petrou and Demerouti (2010) one of the three functions of job resources is the stimulation of personal growth and development.

## **2.6.3 INHERENT PERSONAL ELEMENTS**

Personal changes in an individual should be factored into transformational interventions to yield maximum success. Literature defines personal change as a blending of the individual's inner world comprising of thoughts, attitudes and emotions with the external world of the organisation, comprising of trends, crisis and competition (Chawane, Van Vuuren, & Roodt, 2003). The inherent personal elements that are impacted with a change and transformation and to gain a deeper understanding focus on various approaches.

Theoretically the humanistic psychological approach according Erkal and Kebapci (2009) focus on the individual’s self- awareness, taking responsibility and emotional intelligence. As interpreted in the psychodynamic, cognitive and behavioural approaches, change in individuals is about adjustment and attaining personal growth. Erkal and Kebapci (2009) go further in saying the self- awareness of the individual and their ability to comprehend the emotional circumstances of others defines the manner in which managers manage the change process. The author elaborates on the work of Maslow’s hierarchy of needs and Roger’s path of personal growth as the key attributers to this approach. The explanations indicate personal growth is achieved by ensuring the environment is conducive for change to be accepted. The change manager should ensure the prevailing conditions in the environment are conducive that allows for authenticity, positive regard and empathic understanding. This is eloquently displayed in Maslow’s hierarchical order of human needs each stage is mastered until the intended results are achieved (figure 2.8) If these elements are lacking in the individuals realm of meaningful existence change initiatives becomes increasing difficult to implement in the workplace. The employee’s psychological wellbeing needs to be factored in their need for safety; belonging and personal growth thus becomes an inherent requirement in the change process.

**Figure 2.8**  
**Maslow’s Hierarchy of Needs**



Source: Erkal & Kebapci: Resistance to Change (2009)

In the context of change and transformation the theory relating to psychological contracts has become increasingly popular. In defining the psychological contracts from the workplace perspective certain expectations are delineated (figure 2.9).

**Figure 2.9**

**Psychological Contracts**

PSYCHOLOGICAL CONTRACTS		
An unwritten agreement that sets out what management expects from the employee and vice versa.	Behavioural expectations that goes with every role. Managers are expected to treat employees justly, provide acceptable working conditions and communicate on employees performance. Employees are expected to reciprocate by demonstrating good attitudes, follow instructions and display loyalty to the organization .	When a contract exists, expectations exists (Morrison). <i>Expectations are unspoken.</i> <i>Parties in contract are interdependent and affects loyalty.</i> <i>Psychological distance : close enough to share information and distant enough not invade personal space.</i> <i>Change modifies the contract.</i>

Source: Morrison: Psychological contracts and change (1994)

The question is poised in Robbins and Judge (2007) what happens if the expectations in the contract are not met? Further, if management does not honour the expectations? When the employees do not deliver expectations? According to Morrison (1994) the issues covered by the psychological contract are laden with emotions and when expectations are absent it provokes strong reactions and feelings. Relevant to the research on change and the psychological contract here Morrison (1994) is of the opinion that the contract does not change over time but it is the effects of change that modifies the psychological contract. He goes further is saying that change initiatives affects relationships and may completely disrupt them and it is during these times of change that new expectations and built and reinforced. Afflictions of change have an effect on employees' stability and security in the workplace. Hence during restructuring the instability generated by change should be minimalistic and dealt with effectively to ensure the success of the process and decrease feelings of fear and resistance. The benefits of the psychological contract is it can assist in providing solutions to human related challenges in giving structure to an ambiguous situation and provide understanding to managing the reactions to changes Morrison (1994). Synonymous to the psychological contract is that the expectations are not always clear especially when the process is running smoothly, unbeknownst the elements of the contract is functioning in the background. It is when the process is riddled with resistance and expectations are challenged



that the elements of the psychological contract surfaces. It is at these critical junctures of the change process that communication and leadership is essential. According to Morrison (1994) the concept of the psychological contract can be used as a diagnostic tool to assist with interventions; articulate the feelings people are experiencing with change and know where to look for inconsistencies with the change strategies.

Continuing the review on personal elements the theory surrounding the concept on commitment has played a vital role in study of organizational behaviour Schultz (1994). Research by Coetzee (2005) claims in order for organisations to achieve their objectives and function at optimal levels it requires a committed pool of skilled employees. Organisations are challenged by the constant changing environment socially, economically and technologically and to remain abreast to these changes, it becomes competitive. Ensure longevity and sustainability the organisation has to utilize their human resources efficiently and effectively (Coetzee, 2005). In defining the multidimensional nature of commitment, Coetzee (2005) relates the concept to employee behaviours, performance, attitudinal, affective and cognitive constructs and the degree of congruency with the organisations goals. Figure 2.10 illustrate the many multifaceted definitions pertaining commitment.

**Figure 2.10**  
**Definitions of Commitment**

COMMITMENT		
<p>Meyer&amp;Allen(1991)</p> <p><i>Affective: The employee's identification with, emotional attachment to and involvement with the organisation.</i></p> <p><i>Continuance: An awareness to the financial implications in leaving the organisation.</i></p> <p><i>Normative: A sense of obligation to remain with the organization.</i></p>	<p>Bateman&amp; Strasser (1984)</p> <p><i>"multi-dimensional nature, involving an employee's loyalty to the organisation, willingness to exert effort...degree of congruency with organisations goals &amp; desire to maintain membership"</i></p>	<p>Sheldon (1971).</p> <p><i>Positive evaluation of the organisation and the organisation's goals.</i></p>

Source: Schultz: Commitment (1994)

Studies conducted by Schultz (1994) investigating different types of work sectors revealed government employees have strong continuance commitment than other sectors based on the type employee that works for government, one with strong ethics and job security (as cited in Perry, 1997; Meyer & Allen, 1997). According to Coetzee (2005) managers are not in a position to influence employees' commitment but they have control over positional and

personal situations which if managed effectively can increase commitment. The author elaborates further stating organisations develop good change management plans delineating structural aspects but fail dismally at managing the human elements. Literature highlights five typical barriers associated with change namely, the perceived threat to their position, the disruption of personal relationships, maintaining the status quo, financial implications and the use of OD specialists (Coetzee, 2005).

The strategies utilized to address these barriers is a combination of internal change agents and OD specialists that are geared at containing anxiety associated with change and maintain commitment to the organisation. Often these strategies do not address the root of the challenges pertaining to employee commitment. In Coetzee's (2005) findings, Bragg (2002) identified the main drivers affecting employee commitment:

- **Fairness:** To create the perception of fairness, employers should pay competitive wages, administer policies that are unbiased, provide accurate performance reviews, promote the most qualified employees and provide opportunities for growth. Employees will remain committed if treated with respect and fairly.
- **Trust:** If employers wish to create and sustain trust, they should be consistent, be a role model in their behaviours, act on their words, encourage employee participation and allow for errors without reprisals.
- **Concern for employees:** Treat employees as human being that has real emotions and a life beyond the workplace. Organisations that listen to their employees build a committed workforce.

The multitude of studies conducted on organisational change reports uncertainty, anxiety and stress associated with change affects employees' attitudes, behaviours and productivity (Shah & Irani, 2010). Literature reveals the use a readiness assessment tool promotes positive attitudes and behaviours in organisational change. In addition if the employee is able to attain their needs, desires and future expectations with the impending change a positive attitude is engendered.

According to Shah and Irani, (2010) readiness is defined as the employee's beliefs, thoughts and behaviours to accept the needs and capabilities of the organisation also referred to as a cognitive precursor to behaviours that resist or support change. Individuals' readiness for change is influenced by their belief of self-efficacy; personal valence and management support (Shah & Irani, 2010).

The phenomena of resistance to change have been researched and in many cases it has been repetitive and agreed upon as the most common reason for a failed change initiative. It is with this premise that the repetitive analogies are not perpetuated and a definition of resistance has been highlighted:

- “A behaviour which is intended to protect an individual from the effects of real or imagined change” (Zander, 1950 as cited in Erkal and Kebapci, 2009).
- “Employee behaviour that seeks to challenge, disrupt or invert prevailing assumptions, discourses and power relations” (Folger & Skarlicki, 1999 as cited in Erkal & Kebapci, 2009).

The literature on resistance highlights the work pioneered by Kurt Lewin called the force-field theory. Erkal and Kebapci (2009) discuss this theory stating that two different types of forces are embedded in an organisation. The one group is in favour of change and the other group opposes it. If the two groups of forces are balanced, the organisation experiences inertia and to change the equilibrium, the forces for change must be strengthened and the resisting forces must be weakened. Individuals who resist change main objective is to protect their own interest that are potentially impacted by the change. He goes further in saying that managers should give sufficient attention to the causes of resistance and not merely removing the symptoms.

The main sources of resistance (Erkal and Kebapci, 2009):

- Strong forces are prevalent that are preventing individuals to change.
- Evidence of different interpretations about the change and the impact.
- Ambiguity in the minds of those affected by change about the nature of the change.
- Prevailing personal interests are directing the change.
- Change is imposed from a top down perspective with no participation.

Having identified the reason for resistance the management of these elements becomes critical for the success of the process. Erkal and Kebapci (2009) suggest managers should take the employees interest into account and ensure a good communication strategy is in place. In addition an effective communication strategy is in place; a clearly defined vision and the need for change must be articulated.

Incorporating the dimension of personal change could result in individual excellence, organisational productivity and national competitiveness. According to Chawane, et al. (2003) organisational environments are expected to serve as the source of the required energies to fulfil individual needs. Researchers are of the opinion that organisations respond to challenges the same as individuals. By way of managers they develop defensive routines against difficult emotions, which are too threatening to acknowledge, and at the same time inhibiting the learning process (Halton, 1994).

Coulson-Thomas (1992) explains the organisational strategies used to diffuse the defensive routines result in structures which frustrate rather than satisfy an individual's needs. Often individual needs are more dominant and force employees to undermine organisation tasks to obtain self-gratification. Chawane, et al. (2003) describe personal change factors as key elements in individual's relationship formation with their co-workers and their work role identification; divided into cognitive and affective domains according to Block (1996), claims to achieve the desired organisational transformation, personal change factors cannot be dealt with on a concrete level. The author elaborates further stating a large part of the organisational issues can only be resolved through a conscious seeing and re-evaluation of the peoples intangible needs, wants, longings and expectations. Research indicates if these factors are ignored it will obstruct learning and change.

Ivancevich and Matteson (1993) identifies ten levels of change targets which vary according to the depth of intended change that is required from individual and organisations. The first level represents the shallowest change and level ten represents the deepest depth of required change. The emphasis according to research is to appropriately address an individual's deeply embedded behavioural patterns without dismissing them as resistance to change. Chawane, et al.(2003) cites the need for organisations to understand and contain these layers of anxieties within individuals before change can be managed would curtail the efforts in trying to resolve irrational organisational problems.

Czander (1993) states these approaches will result in dysfunctional organisational systems which perpetuates a notion of organisational transformation challenges. It was revealed the process of personal change and concurs that the individual's awareness of the need to start self-change is the most important occurrence as it influences all the required change phases and activities. Disciplined commitment to self-reflection about the values and purposes of an individual's life will result in the desire and willingness to change.

Chawane, et al. (2003) elaborate when the environment is conducive, organisational members would experience less anxiety about their work and relations in the workplace. They instead take a joint responsibility to solve the problem that would enhance the organisations effectiveness. Furthermore, the lack of structure and freedom of job resources may be a source of dissonance or distress for prevention focused individuals who prefer structure and concrete responsibilities rather than the opportunities to develop themselves.

Petrou and Demerouti (2010) states job resources, both promotion and prevention focus moderated the relationships between feedback and disengagement, between leader support and disengagement and between participation and openness to change. The research of Petrou and Demerouti (2010) established a conceptual link between self-regulation and organizational change. During changes prevention focused employees might want to know how the change will help them to avoid loss or to perform duties adequately. The promotion-focused employees might want to know how the change can be used to achieve gains or experience new challenges and pursue their ideals. Thus a manager can with reference to Petrou and Demerouti (2010) use promotion and prevention framings interchangeably to facilitate adaptation to changes for employees with different unremitting preferences.

Realising the strategic intent with restructuring by assuming a proactive stance is desirable yet challenging as opposed to a reactive approach that would focus on limiting potential damage. Cognisance should be noted that value can be created and destroyed at different levels in the organisation and to respond strategically to this aspect this must be identified and negotiated. Meyer and Marais (2009) state the combined understanding of organisational change is expanded if specialists from different disciplines interact and build a composite picture.

#### **2.6.4 TRUSTING RELATIONSHIPS DURING CHANGE**

Von der Ohe and Martins (2010) explored the phenomenon of trust within and among organisations especially during times of change and noted the widely publicised organisational practices such as the high compensation of CEO's. As a consequence organisations have experienced declining trustworthiness in the eyes of their employees and other organisations.

Research conducted amongst 500 business professionals by Kreitner and Kinicki (2007) as cited by Von der Ohe and Martins (2010) found the main deciding factor to stay in their jobs or resign was whether they had a trusting relationship with the manager. Von der Ohe and Martins (2010) is of the opinion that continuous change in the world of work will inevitably influence trust relationships positively or negatively and conducted further research on trust levels over a period of time. Analysis of a national longitudinal trust survey data found that the public service constantly stood out.

Based on this premise Kroukamp (2008) state it is vital that government institutions establish trust to achieve stability and further development. Trust not only enhances confidence in institutions but also the cooperation of citizens to effect policies and programs of government. Literature defines trust as a relationship of mutual confidence in contractual performance, honest communication, expected competence and a capacity for unguarded interaction. Leaders can earn and maintain trust but they need to do well in the dimensions of character, competence, communication, consistency and courage (Pennington, 1992).

Further research on trust in organisations assumes it is created by personality and managerial factors. Competencies defining personality are obligingness, conscientiousness, resourcefulness, emotional stability and extraversion. Managerial practices are information sharing, work support, credibility and team management (Martins, Watkins, Von der Ohe, & De Beer, 1997). According to Den Hartog, Shippers and Koopman (2007) employees on lower levels do not have enough discretion or resources to pursue visions that deviate from the organisational goals or propositions made from top management. Employees at lower levels also revealed less likely to trust their direct supervisors than employees on higher levels.

Furthermore, respondents are more likely to trust their immediate supervisors than top management who essentially are the decision makers and make significant input about

distribution and allocation of resources. Du Plessis (2006) note where distrust exists among departments the probability is there will be pockets of knowledge in the institution that will not be integrated because the knowledge is not shared amongst employees.

### **2.6.5 LEADERSHIP AND CHANGE STRATEGIES**

According to Cadogan (2009) systemic and lasting organisational change is as a result of the vision developed by leaders, the depth of the design related to human capital policies and the courage of leaders to implement them. Cadogan (2009) defines leadership courage as a combination of appreciation of the challenges associated with deep design and a compelling vision to change the systemic nature of the organisations they lead. Ensuring real and sustainable change is achieved the human capital policies needs to be designed as part of the systemic transformation framework.

Cadogan (2009) elaborates when the organisation's transformation is developed and expressed and the whole effort ends there, the system is jolted back to reality when conflict arises. The morale of the organisation also drops and the newly developed vision and values are cast aside to make way for old habits for the sake of business survival and self-preservation. This is often the case when the policy design is not part of the whole system that links the values, vision and business strategy.

Cadogan (2009) is of the opinion failed transformations is due to the design of policies that is not reflective of the organisation you want to create and not resonant with the new public service delivery viewpoint. Cadogan (2009) revisited the process, the appointed design team, the core purpose and values of the organisation and ascertains any clashes, gaps of the status quo and the desired state. This would mean modifying or scrapping existing policies and designing new ones.

Crucial to this endeavour the leaders and the design team at all levels do not let old public sector behaviours prevail. The link between the executive team, the design and the human capital management team is vital based on the non-linear nature of the policy development. Feelings of frustration may set in as the elements that created the bureaucratic public sector may still exists in the hearts and minds of some significant others.

Cadogan (2009) elaborates further that once the executive team approves the new policies after many frustrating iterations and amendments, the policy is deployed across the organisation that is widely located, encompassing many levels of involvement as well as

thousands of people getting involved. Cadogan (2009) brings in the subject of risk management at this point stating that organisations cannot rely on faith and luck to fundamentally change an organisation.

It is the capability of managers to identify risks that threaten the implementation of sound policies that guarantees a positive shift in areas of employee engagement, sub- directorate leadership which would create the foundation for a positive culture for deep organisational change.

A process to guide and direct organisational activities, strategies are formulated to achieve long term objectives. The organisation's overall purpose, objectives and operational activities are captured in the organisational strategy.

According to Mwanza (2009) strategic management is distinguished from operational management by the complexity of the influences on decisions. He highlights the major elements of strategic management namely, the understanding of the strategic position, making strategic choices for the future and managing strategy in action.

Furthermore, he states managing strategy is concerned with issues of structuring, resources and managing change. Mwanza (2009) argues designing a structure and putting in place appropriate resources does not ensure that people will make the strategy happen. This alludes to the role strategic leaders and change agents are crucial for facilitating transformational change.

#### **2.6.6 COMMUNICATION**

Interestingly, the readings of Columbine (2009) about managing change have practical underpinnings which resonate with best practices followed in the current world of work; focus is primarily on communication. According to Columbine (2009) leaders must be prepared to respond and provide answers to address concerns from the relevant stakeholders experiencing change. Managers by virtue of their position communicate with their executive members and rely on internal processes to cascade important announcements through to line managers and in turn communicate with their sub-ordinates; mode of communication can be grossly ineffective.

Columbine (2009) elaborates further by claiming this is a typical top down approach and messages gets skewed and lost in the process resulting in miscommunication and



misinterpretation. Seldom business offers employees opportunity to communicate upwards in their attempt to find answers they are looking for from the CEO or Managing Director who is the key decision maker responsible for change.

The CEO's key role is to keep employees motivated and loyal to the organisation. This can be achieved by visibility is crucial to gain respect and confidence from staff members. In addition to the practical elements that bode in her readings she suggests that managers should have a plan delineating clear strategic objectives. Managers should be prepared with consistent and accurate responses to concerns raised. Managers should to achieve credibility be honest and tell the truth despite the difficulties.

### **2.6.7 THE IMPACT ON SURVIVORS**

A core competency of senior management is articulating the strategic vision from a macro to a micro perspective. The use of this vital skill places the organisation in an advantageous position in the eventuality of a global recession and changes. Research has proven that external changes in the global market managers have little control over these variables therefore they have to be proactive and visionary in their style of management to compete globally. Managing on a reactive basis has a major impact on downsizing and transformational initiatives.

Ndlovu and Brijball Parumasur (2005) state the ability to sense, adjust, respond and implement change timeously is now being recognised as a form of strategic and competitive advantage. Armstrong (1999) is of the opinion that organisational transformation is concerned with strategic change and to move an organisation to the future desired state is clearly defined in the organisation's strategic vision and scope.

According to Ndlovu and Brijball Parumasur (2005) their research affirms continuous change is inevitable and the ability to manage it is the key factor on organisational survival. Yielding success, increase productivity, profit and minimize risk factors the change process needs to be carefully managed. Ndlovu and Brijball Parumasur (2005) states the key elements to a successful change management initiative is the management of the people, the commitment to and the involvement with the organisation during the change process.

This would involve repositioning of the human resources and a review of the quality of the management and leadership styles. Ndlovu and Brijball Parumasur (2005) elaborate further on the dynamics of change that are enthused by numerous external and internal forces that

often reinforce each other. These forces include reorganisation, interpersonal and conflict amongst functional units, diverse cultural dynamics, and innovative technological advancement and market changes.

The way in which these factors are managed together with the responses that have an impact on individuals and the organisation are far reaching and have an ultimate effect on the whole. These factors compel managers to redesign jobs, modify working relationships which invariably impacts on career opportunities and declare certain functions redundant. This effectively contributes to the stability and security of individuals jobs.

In addition major transformation according to Ndlovu and Brijball Parumasur (2005) has resulted in a flattening of the hierarchal structures, increasing the span of control, streamlining of processes, reviewing compensation, employment downsizing, decentralization and divisional redesign. Cameron (1994) defines these downsizing activities as initiatives my management to improve organisational efficiency, productivity and competitiveness.

Downsizing, decentralization or mergers involve abolishing whole sections of an organisation and this increases the burden upon those left behind, often referred to as the survivors (Ndlovu and Brijball Parumasur, 2005). The timeframes in which these changes are effected potentially affects the commitment and loyalty to the organisation. Ndlovu and Brijball Parumasur (2005) cites research findings why people resist transformation and change, which often is the person's predisposition to change, the misunderstandings and the fear of the unknown. These conditions are exacerbated by the loss of status, feelings of mistrust, peer pressure personality conflicts and prolonged timeframes of implementation.

According to Ndlovu and Brijball Parumasur (2005) managing the remaining employers is equally important to those that have been declared redundant. The survivors often display emotions and reactions that include shock, disbelief, betrayal, decreased motivation and low levels of morale. Cascio (1993) defines the set of shared emotions, reactions and behaviours of the employees that survived the transformation as survivor syndrome. Erkal and Kebapci (2009) eluded employees resist change thinking that change would negatively impact the workplace dynamics and as a consequence minimises their chance of survival. The conclusion is therefore individuals that embrace change are more inclined to survive within the organisation. The management of the survivors requires an integrated change

management program, which focuses on employee involvement techniques, problem-solving, team building activities, counselling and long term career opportunities and aspirations.

Cascio (1993) elaborates further on the survivor syndrome, stating the issues for the individuals remaining behind can be painful and far reaching for both the individual and the organisation at all levels. Survivors often rationally understand and defend the need for downsizing but find it difficult to accept it emotionally. This reinforces the importance of leading people through the change process, repeatedly articulating and communicating the new organisational vision, structure and change strategies.

Ndlovu and Brijball Parumasur (2005) research finding suggests human resource managers provide emotional support and role clarification to the surviving employees. Further, managers should lead by vision and values not commands and regularly meet with employees to map the goals and seek ideas on how they can work together to meet the goals.

## **2.7 TRANSFORMING PUBLIC SERVICE DEPARTMENTS**

The public service departments for example the department of Health, Education, Housing, Transport and Environmental Affairs is considered important for the sustainable growth and development of our country. To achieve the objectives and effectively deliver quality service to the citizens, numerous transformation and restructuring processes has been implemented post-apartheid government.

### **2.7.1 PUBLIC SECTOR GOVERNANCE**

As part of the transformation of the public sector the spotlight fell on the competencies of senior management, whereby a performance system was developed to ensure that senior officials are enabled and capable of meeting the challenges of change rather than merely acting as administrators of fixed rules and procedures (Schwella & Rossouw, 2005). Following extensive consultations the system was adopted and implemented, introducing mandatory assessment of demonstrated managerial competence by way of Core Management Competencies (CMCs). Senior Managers is expected to enter into a Performance Agreement linked to the organisations strategic plan. The CMCs and Key Performance Areas are factored into individual performance plan.

The competency pertaining to change management is being prescriptive to managerial performance. The appointed manager is expected to initiate, support and champion

organisational transformation and change in order to successfully implement new initiatives and deliver on service delivery commitments.

According to Schwella and Rossouw (2005) the main responsibility of management is to objectively determine what the reality of the organisation is and to lead the institution to the desired future state. This would entail identifying a need for change and create a sense of urgency in transforming the organisation.

This premise automatically appoints the senior managers as change agents and need to take ownership and strengthen their competencies and view change as an opportunity for growth. Managers need to take cognisance that the organisations and individual components are parts of the same system interacting with the organisational environment and not be viewed as isolated units.

As change agents the managers should manage the change process to ensure organisational transformation and development takes place. These key performance indicators suggest that managers should possess competencies to constantly transform the individual subsystems within which the organisation as an open system in response to pressure from the environment (Schwella and Rossouw, 2005). The author goes further in saying managers need to objectively decide what interventions are needed to improve the effectiveness of the individual, team and the organisation, by impacting the structural subsystem (formal design, policies and procedures set forth in the organisation chart which includes division of work.)

Schwella and Rossouw (2005) used various international systems and compared the competencies to South African managerial competencies. The findings were favourable despite the descriptors being slightly different which could be ascribed to the developmental state of various countries. The factors taken into account were the demographic profile of the various population groups and disparities in developmental status of the countries.

## **2.7.2 HEALTH CARE SYSTEM**

South Africa has undergone dramatic changes with the inception of democracy, in particular the government health department. The focus was building capacity at a district level according the decentralisation policy of the National Department of Health. This policy enabled district managers to manage their operational activities more effectively (Dovey, Strydom, Penderis, & Kemp, 2007). The authors' research in the Eastern Cape health sector explored the elements of leadership, knowledge management and the dynamics of change

within the context of decentralisation. Four critical areas of leadership responsibility was identified namely, the transformation of inappropriate mental models held by relevant stakeholders, the development of strategic resilience, specifically to sustain the strategic intent, the shifting of internal locus of control of stakeholders where full responsibility is accepted for change outcomes and the creation of collaborative social responsibility.

It was postulated the theoretical framework on the assumption that social reality is humanly constructed and can be transformed by human action. This alludes to action research methodology directing project members in interpreting and analysing their social reality. Enabling this methodology would require individuals to learn and acquire knowledge on issues relating to analysis, interpretation and strategic transformation.

Facilitating acquisition of knowledge of the social reality, approaches could include mentoring and coaching to support others engaged in accelerated learning and stretch them beyond their comfort zones. Dovey et al. (2007) highlights the key principles in transformational leadership that is used in strategic context. In order to for individuals to transform them self, they need to transform their assumptions. New situations require new knowledge and if they take responsibility for it, they will learn how to do it (planning sessions can provide a clear understanding of the entire change objectives). The more inclusive the members, the more effective the strategy (integration cannot materialise without inter-sectoral collaboration and lastly no meaningful purpose means no morale, no focus no resilience.

Essentially employees and managers should learn to listen and reflect rather than advocate and dictate. The objective with transformation is to inspire commitment to the mission of the project, guide staff through problem- solving processes and facilitate access to tacit knowledge and understanding with regard to workable solutions.

### **2.7.3 PRIMARY HEALTH CARE PLATFORM**

The understanding of a primary health care systems focuses on the providing of basic medical care to communities within close proximity to the residential areas. The institutions providing these basic services namely preventative and curative measures pertaining to conditions as diabetes, hypertension, immunizations, women and child health are provided by the local clinics and community health centres.

Under discussion of transformation, the inadequate primary health systems in terms of quality and costs have caused widespread dissatisfaction amongst communities and relevant stakeholders. Homer and Baron (2010) framed their discussion on change and transformation by identifying critical success factors for transformation of primary health care to become widespread. This would include redress of medical costs and payment, the creation of shared community resources, effective engagement of a broader set of health specialists and major changes to the roles and relationships between the primary health care and other components of the health care system.

Particular attention in the discussion of transformation of primary health care (PHC) was the committed and competence of leaders; the additional investment of resources to PHC; establishing and maintaining sound interpersonal relations and patient and family engagement (Homer & Baron, 2010).

## **2.8 SUMMARY**

Cilliers (2006) approach to organisational change explored the dynamic nature of leaders and team behaviours during transformation. Based on the assumptions that most organisations deal with change on a similar basis, there is a lack of business insight and understanding of the dynamics of behaviour during change. Therefore, he formulated the findings in a manner that would assist psychologists in understanding the phenomenon effectively.

Cilliers (2006) eludes business, leaders and members are all unique and complex and their coping mechanism is largely influenced by personality and interactional styles of leaders as conceptualised within systems of psychodynamic standpoint. The objective of the interviews he conducted during the research was to establish ways of creating new contexts, for members to claim ownership new ideas and explore possibilities to incorporate them into existing relationships (Haslebo & Nielsen, 2000).

The analysis of what change means for the system included past experiences and what the gains and losses were. Organisational design, interpersonal relations, boundaries and role configuration formed the basis of the analysis but on a more abstract level (Cilliers, 2006).

The investigation of the emotional task of the manager and the members was inherently filled with chaos, lack of control and episodes of competition, rivalry, jealousy and aggression. The outcome is that leadership becomes problematic if not impossible especially if the leader is embroiled in a 'change missionary position' (French & Vince, 1999).

According to French and Vince (1999) if the leader is overwhelmed by negative emotions, he is placed in a position of power, continually influencing others from a guilt-enduring point of reference which impacts the entire team. This activity impedes the active desire of the team that wants to change. The members then function under the illusion that they can only change through the actions of the leaders. When the manager's behaviour and its effect on the group is not addressed during change interventions, the system will stay in a social unconscious. Meaning a constraint of social, cultural and communicational arrangements of which the leader, the members and the organisation is unaware of (Hopper, 2003).

To sum up this focussed primarily on literature related to organisational change and the various dimensions that impacts the successful implementation thereof. Relevant to this research the following chapter will discuss the research design and methodology utilized with this study.



## CHAPTER 3

### RESEARCH METHODOLOGY

#### 3.1 INTRODUCTION

Methodological paradigms provide a roadmap for the direction research will follow to produce an answer to a formulated problem to be solved. According Babbie and Mouton (2008) social scientists in the world of social enquiry use the terms methodological approaches and methodological paradigms interchangeably, which define the research methods, techniques of sampling, to data collection and analyses. These would include the rationale of the study and the theory pertaining to the investigation.

Babbie and Mouton (2008) elaborates further stating the methodological paradigm incorporates the methods and techniques utilized, including the assumptions and the underlying principles. In addition, the methodological paradigms are aligned to the qualitative, quantitative and participatory action paradigms. The methodology used to accomplish the end results is illustrated in the research design framework incorporating the sampling technique, data collection and data analysis.

The findings of the study will provide insight into the effect and impact change had on employees whilst the metro district health services were undergoing transformation. Factors to be considered are the emotional and physiological wellbeing, the new scope of responsibilities, resistance, anxieties and the style of leadership throughout the process. It is within the employees' reality that these factors prevail and these elements reside within sociological research paradigm.

Babbie (2010) posits the view that the foundations of social science comprises of two pillars of science being logic and observation that is, the scientific understanding of the world must both make sense and correspond to what the audience observe. Both elements are essential to science and relate to the three major aspects of the enterprise of social science: theory, data collection and data analysis (Babbie, 2010). The scientific theory that social science ascribes to provides systematic explanations whereas the data collection deals with the observational aspect and data analysis seeks for patterns in observations. It has to do with what is and not with what should be therefore scientist focuses on how things actually are and provide reasons why this is present.



This means social science in essence cannot settle debates about values but can determine how these systems perform only in terms of set criteria agreed upon. Researchers for example could determine scientifically whether capitalism or socialism supports human dignity and freedom only if they first agreed on some measurable definitions of dignity and freedom. Their conclusions would then be limited to the meanings specified in their definitions; they would have no meanings beyond that (Babbie, 2010). Often social research has an explanatory purpose providing reasons for phenomena in the form of causal relationships.

Research further deliberates the three major purposes of social research are exploration, description and explanation. Upon further examination of the methodology used in social science, social scientists' main objective is to find out about the reality of human social life. In searching for reality science seeks to protect against the mistakes society makes in day to day enquiry. They often observe inaccurately, researchers/scientists seek to avoid such errors by making observation a careful and deliberate activity. People often jump to general conclusions based on only a few observations, so scientists seek to avoid overgeneralization. They do this by committing themselves to a sufficient number of observations and by replicating studies; in everyday life society sometimes reason illogically. Researchers seek to avoid illogical reasoning by being careful and deliberate in their reasoning as in their observations (Babbie, 2010).

### **3.2 RESEARCH DESIGN**

Literature findings defines the design of the research as the strategy to approach the research problem, providing structure for the processes needed to follow which in English is the planning phase of the research. Babbie and Mouton (2008) state it as the blueprint of how you intend conducting your research. With the emphasis being on the end product and kind of results aimed at, this should guide the researcher on the appropriate design, essentially the kind of evidence needed to address the problem poised (Babbie & Mouton, 2008).

Studies conducted by Poggenpoel, Myburg and Van der Linde (2001, p. 409) presented a viable argument placing qualitative research as a prerequisite for quantitative research. The authors highlight the development of quantitative approach as "...the only accepted methodology even to the level of an ideology.....statistics and hypothesis testing dictated the research...rather than the research problem ...being researched." The implication of this practice resulted in the participants being mere numbers or as stated "quantification of man".

The research degenerated to a mechanical measurement tool and statistical analyses. The authors challenged this anomaly whether it is appropriate to equate statistical findings to substantial findings to the body of scientific results. Researchers revealed what they trusted and believed came from their practical experience in the field.

The presenting principles of conducting scientific inquiry *inter alia* meant reducing and containing biases, accuracy and verification and the construction of theory Poggenpoel, et al. (2001). As a consequence this led to researchers practising at opposing ends promoting their preference to either quantitative or qualitative inquiry. The concluding remarks by the authors emphatically state that the phenomenon being researched inevitably determines the strategy to be followed. Implying that both qualitative and quantitative approaches could be used, furthermore to align to the post-modern classic scientific approach in conducting research, qualitative research precedes quantitative research. This methodology would illustrate logic and justification instead of a particular research preference (Poggenpoel, et al. (2001).

Based on the objective of this study is to explore and understand the effects of change it is thus appropriate to utilize a qualitative and quantitative approach employing a combination of structured interviews and survey questionnaires with the respondents.

### **3.2.1 QUALITATIVE PARADIGM**

Qualitative methods allow the researcher to study the selected issues in depth, openness and detail as they identify and attempt to understand the categories of information that emerge from the data. If the research purpose is to study phenomena as they unfold in real world situations, without manipulation, to study phenomena as interrelated wholes rather than split up into discreet predetermined variables, then an inductive, qualitative approach is required. Qualitative research has often more validity than reliability and is not appropriate for large samples. The strength of this research method is that it is able to study nuances in attitudes, behaviours and for examining social processes over time. The data is collected in the form of written or spoken language or the use of observations and the data is analysed by identifying themes and categories.

### **3.2.2 QUANTITATIVE PARADIGM**

The fundamental objective in quantifying data and constructs is to explain, describe and investigate the phenomena and to analyse human behaviour based on the evidence presented from the sample population. Terre Blanche and Durrheim (2004) defines the quantification of data the collection of evidence in the form of numbers and to use statistical tools to interpret the data. In measuring the data, measurement rules are applied, which essentially allows the researcher to translate the abstract idea in quantitative units. Quantitative research can be distinguished between experimental and non- experimental research.

- Experimental: Main objective is produce causal explanations of a particular phenomenon by identifying causation (the process of one event causing another event).
- Non- experimental: Being descriptive by nature the main objective is to articulate an accurate description of the phenomenon by identifying variables and elaborate on the relationship that exists between these variables.

A non-experimental approach will be used for the purpose of this study by identifying existing factors in the restructuring process and the relationships between them.

### **3.3 POPULATION AND SAMPLE**

Babbie (2010) defines a population as the group or collection of elements that the researcher is interested in generalizing about. More precisely, it is the theoretically specified aggregation of study elements. The vague term South Africans may be the target for a study, the delineation of the population would include the definition the elements of South Africans (for example, citizens, foreigners). Furthermore, a study population is that aggregation of elements from which a sample is actually selected.

The population comprises 350 employees from the regional office in the Metro District Health Service that have gone through the restructuring and transformation process. The participants were part of an intensive change management process. The sample will be chosen from the population and is representative of the greater population.

#### **3.3.1 SAMPLE**

The intended sample size is 60 including managers and non-managerial employees at different hierarchal levels and from different components as each component has a specific

scope of responsibilities and the interface between the components is important for effective service delivery. The qualitative approach allows studying the selected issues in depth, openness and detailing as they identify and attempt to understand the categories of information that emerge from the data.

### **3.3.2 SAMPLING PROCEDURE**

Ensuring representativeness the different departments will be used as strata and within each department a random sampling method will be used to select respondents. Terre Blanche and Durrheim (2004) explain stratified sampling is a procedure of selecting a probability sample where a heterogeneous population is first divided into subgroups (known as strata) on the sampling frame, and simple random samples are drawn from each strata.

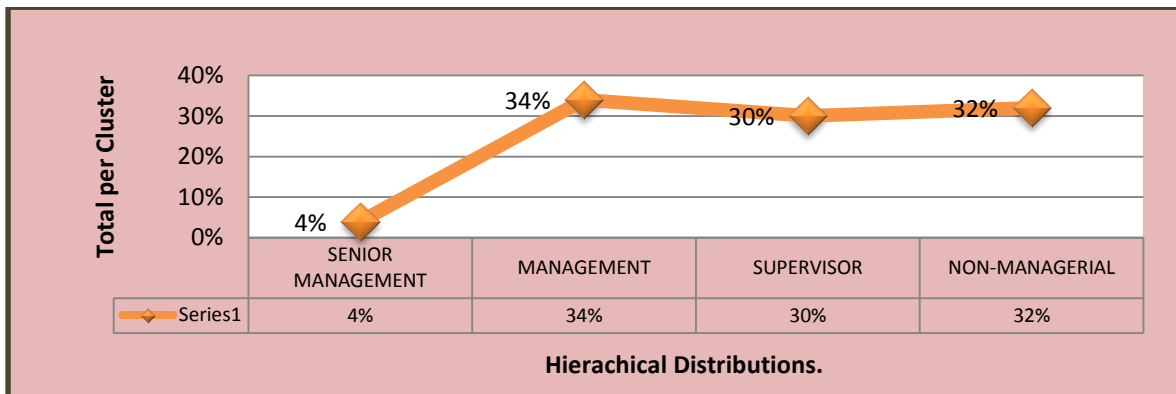
A stratified sample can provide greater precision it often requires a smaller sample, which is cost saving. A stratified sample can guard against an "unrepresentative" sample (for example, an all-male sample from a mixed-gender population). It can be ensured sufficient sample points are obtained to support a separate analysis of any subgroup. The main disadvantage of a stratified sample is that it may require more administrative effort than a simple random sample.

Written permission was obtained from the Chief Director: Metro District Health Services of the Western Cape Department of Health to conduct the research. The participants were approached and briefed about the purpose of the research, ethical obligations pertaining to confidentiality, anonymity and the intended use of the research findings. Relevant to this study, the respondents participating in the qualitative research, face to face interviews were scheduled and the respondents participating in the quantitative research were given the survey questionnaire and asked to return in a self-addressed envelope via the internal mailing system within the organisation. Participants were able to understand the purpose of the research when a cover letter was attached together with a consent form delineating the deliverables.

The respondents were Senior Managers, supervisors, clinicians, and administrators of the Metro District Health Services functioning in Human Resources, Finance, Supply Chain Management, Logistics, Pharmacy and Comprehensive Health Care components. Equal representation was possible when participants were selected from the Chief Directorate's Office, the Southern Western Sub District Office, Northern Tygerberg Sub District Office, Klipfontein Mitchells Plain Sub District Office and Eastern Khayelitsha Sub District Office.

**Figure 3.1**

**Hierarchical distribution of participants**



The total number of responses collectively of 60, the face to face interviews and survey questionnaires was 53 participants; 88% participant rate. It is important to emphasise the subject participation was voluntary.

### **3.4 DATA COLLECTION**

Data is collected from participants to enable a researcher to achieve the objectives by analysing and manipulating the findings to provide meaning.

#### **3.4.1 PROCEDURE**

The methodology to be used is a combination of qualitative research and findings supported by quantitative research design using structured face to face interviews and completion of questionnaires. Qualitative methods allow a researcher to study the selected issues in depth, openness and detail as they identify and attempt to understand the categories of information that emerge from the data. If the research purpose is to study phenomena as they unfold in real world situations, without manipulation, to study phenomena as interrelated wholes rather than split up into discreet predetermined variables, then an inductive, qualitative approach is required. Qualitative research has often more validity than reliability and is not appropriate for large samples. The strength of this research method is that it is able to study nuances in attitudes, behaviours and for examining social processes over time (Babbie, 2010).

According to Babbie (2010) qualitative research is inductive by immersing in the details and specifics of the data to discover important categories. Quantitative research describes and explains the phenomena with the use of numeric and manipulating the observations.

### **3.4.2 THE MEASURING INSTRUMENT**

The data collection instrument consists of a Structured Interview Questionnaire and Survey Questionnaire which is divided into three sections. Section A is the biographical information, Section B is the structured interview and Section C is the survey questionnaire.

#### **3.4.2.1 Section A: Biographical data**

The biographical questionnaire included the following six questions that all participants needed to complete: Gender, age, home language, present rank (Managerial; Supervisory; Operational), number of years in current rank, highest level of education.

#### **3.4.2.2 Section B: Structured interviews**

The face-to-face interviews were conducted with Senior Managers using an adapted structured questionnaire asking open-ended questions and making provision for additional comments. For the sake of time, the interviews were recorded. According to Babbie (2010), the collecting of data via an interview process is a crucial phase of the research process. Being a social / human interaction it involves specific norms, expectations and roles. The author elaborates on the advantages of a face to face interview, stating the presence of an interviewer decreases the number of “no answers” and the completion response rate is usually 80 to 85 %. Respondents are more hesitant in refusing an interviewer face to face than throwing away a survey questionnaire.

The questionnaire was adapted from research studies conducted by Theissen (2004) investigating the impact of organisational restructuring on employee commitment and a survey administered on corporate management with the emphasis on organisational restructuring of the public transport in European cities called Strategies for Public Transport in Cities (SPUTNIC)(<http://www.sputnicproject.eu>).

The structured interview was divided into three parts comprising of 12 questions:

Part A: Restructuring process had a sub total of 3 questions.

Part B: Impact on employees had a sub total of 5 questions and the responses were captured on a Likert scale indicating the level of agreement or disagreement to the questions motivating their responses.

Part C: Implementation strategy had a sub total of 4 open ended questions.

A total of 10 interviews were scheduled with the estimated duration time of 60 minutes. The data received was analysed using the qualitative thematic content analysis process following the interpretive / inductive approach.

### **3.4.2.3 Section C: Survey questionnaire**

The survey questionnaire comprised a total number of 54 statements which was divided into two parts. Respondents had to indicate their agreement or disagreement to the statements by ticking of the most appropriate box on the Likert scale.

Part A: Organisational commitment had a sub total of 22 statements.

Part B: Attitudes towards change had a sub total of 35 statements.

The survey questionnaire is an adapted versions of research studies conducted by Visagie (2010) investigating the relationship between employee attitudes towards planned change and organisational commitment and studies conducted by Theissen (2004) investigating the impact of organisational restructuring on employee commitment. The data received was analysed using the Statistical Package for Social Sciences (SPSS).

### **3.4.3 RELIABILITY AND VALIDITY OF THE INSTRUMENTS**

Babbie (2010) defines reliability as the quality of measurement method that suggests the same data would have been collected each time in repeated observations of the same phenomenon and Validity describing a measure that accurately reflects the concept it is intended to measure. The measuring instruments used in previous research studies have proven acceptable reliability and validity.

### **3.4.4 RATIONALE FOR USE**

The rationale for a qualitative research design as it allow to explore the selected issues in depth, openness and detail as they identify and attempt to understand the categories of information that emerge from the data. It is naturalistic as it studies real-world situations as they unfold naturally, non-manipulative, unobtrusive and openness to whatever emerges. It avoids predetermined constraints on outcomes.

### **3.5 DATA ANALYSIS TECHNIQUES**

The data received from the Qualitative measuring instrument was analysed using the Qualitative Thematic Content Analysis process and the data received from the quantitative measuring instrument was analysed using a Statistical Program for Social Sciences (SPSS) called Moonstats©.

#### **3.5.1 THEMATIC CONTENTS ANALYSIS**

According to Anderson (2010) Thematic Content Analysis (TCA) is essentially a research method that presents qualitative data in descriptive format. The data is collected from interview transcripts. A well-defined TCA presents the thematic content of the interviews by identifying common themes that were transcribed into a word document. By categorising the text into themes the researcher provides communality to the expressions raised by the participants.

Studies conducted by Armenakis, Harris, Cole, Fillmer and Self (2007) identified five precursor sentiments as essential in investigating the effects of organisational change. In developing the change sentiment framework the researcher utilized a qualitative content analysis. Literature reveals this method as an approach if empirical, methodological controlled analysis of texts within their context of communication, following content analytical rules and step by step models without rash quantification.

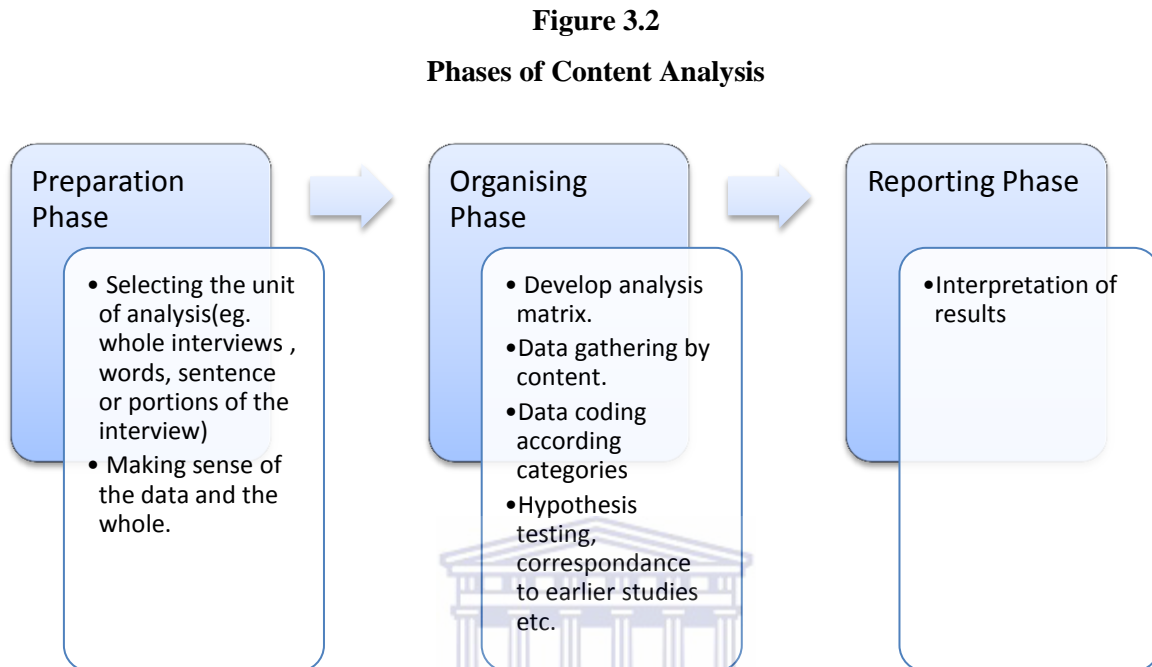
A paper publicised by Elo and Kyngäs (2008) explain content analysis allows the researcher to assess theoretical issues and improve the understanding of the data. The intent of the making valid inferences from the data is to provide new knowledge and insight to an existing body of facts. The coded transcripts or passages from books are condensed and broad descriptions are formulated. The outcome of the analysis is a set of concepts that describes the research phenomenon. These concepts will be the building blocks of a model or framework. The use of content analysis can be implemented in phases following an inductive or a deductive approach.

Armenakis et al. (2007) analysed discrete statements by coding each into five change sentiments. The statements were collected from interviews conducted with a top management team that experienced organisational change.



Phases of content analysis: Preparation, familiarize data content by studying responses and selecting units of analysis, organizing, separating and coding of data, reporting.

Extracted themes documented and presented in a descriptive narrative (figure 3.2).



Source: Adapted Content Analysis process according Henning et al., 2010 p. 138 as cited by Titus (2010)

Advantages and disadvantages of content analysis (Babbie, 2010);

The strengths of content analysis according to:

- Economical.
- Allows researcher to study process occurring over long periods of time.
- Makes provision for objective analysis of transcripts and extract meaning from text data.
- Allows researchers to cover large volumes of text in a short space of time.

Disadvantages:

- It is limited to the investigation of recorded communications.
- The findings may be skewed if the words are not accurately interpreted.

An interpretive approach was used in this research whereby instead of analysing the data of the recorded interviews into language of variables and mathematical formulae the interpretive approach attempts to translate the data into ordinary language and expressions to assist the reader in understanding the study conducted in the context of the world we live in (Terre

Blanche & Durrheim, 2004). In addition the Change Sentiment Framework developed by Armenakis et al (2007) was used to align the expressions of the participants. The process utilized in the data analysis is a Thematic Content Analysis from an interpretive perspective (Terre Blanche & Durrheim, 2004):

Phase 1: Familiarisation and immersion

This involves developing ideas and theories about the phenomenon being studied to provide a preliminary understanding of the data.

Phase 2: Inducing themes and categorizing.

Summarizing the language and verbal expression of respondents and then eliciting communalities and categorizing them into themes. The existing change sentiment framework was used to align the identified themes.

Phase 3: Elaboration and Interpretation.

A written account of the results using the sentiment and thematic framework categories as sub headings is described.

### **3.5.2 STATISTICAL PROGRAM FOR SOCIAL SCIENCES (SPSS)**

The quantitative data was analysed using the comprehensive SPSS Moonstats© on the computer with the windows formatting. The SPSS is a tool that assists the researcher with the following (Babbie, 2010):

- Compiles appropriate tables and graphs.
- Examines relationships among variables.
- Perform tests of statistical significance.
- Develop sophisticated models.

### **3.6 SUMMARY**

The design and methodology adopted in the research provide a basis for the actual analysis. The study utilized a combination of qualitative and quantitative methodology, delineating the mode of data collection which comprised of structured interviews and survey questionnaires. Furthermore the data analysis technique employed for the qualitative aspects of the study were from an interpretative perspective using the thematic content analysis process. The

quantitative aspects of the study were analysed using a SPSS called Moonstats ©. The population group were employees from MDHS regional office in Woodstock, Cape Town who has been through a restructuring and transformation change process. From the population a stratified sample of 60 were selected with a response rate of 88%.

To provide depth and meaning to the research design and approaches utilized the next chapter presents the results of the research in a combination of narrative explanations, graphical illustrations and descriptive statistical computations.



## **CHAPTER 4**

### **PRESENTATION OF RESULTS**

#### **4.1 INTRODUCTION**

The intent of this chapter is to present the results of the data collected emanating from the survey questionnaires and the interviews conducted. The analysis of the primary data pertaining to the survey questionnaire was assisted (Appendix E) using a statistical program. The program used was Moonstats © Statistical Software Program. The program performs the standard descriptive statistical computations and a selection of univariate descriptive, bivariate descriptive and inferential statistics.

The selection used in this study was the univariate descriptive statistics which includes the mode, median, mean, standard deviation, the 95% confidence interval for the mean, minimum, maximum and range, skewness, kurtosis and frequency tables. Available in this selection is the use of graphs, bar charts, pie charts and histograms.

Face to face interviews (Appendix D) conducted with the participants were recorded and transcribed into a word document. The data was analysed using the Qualitative Thematic Analysis process and an interpretive approach was adopted. Themes were extrapolated from the data and categorised into units of analysis and interpreted.

#### **4.2 BIOGRAPHICAL DATA**

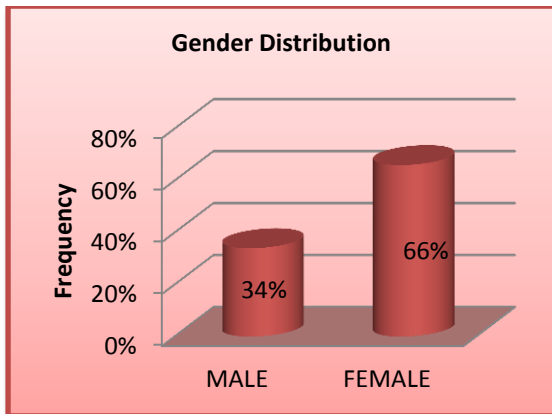
The biographical questionnaire (Appendix C) was completed by 53 respondents out of a sample of 60 representing 88% response rate. The demographical variables presented include gender, age, home language, present rank, tenure, and education. The biographical data was extrapolated on MS Excel spread sheet and presented in a graphical format with a brief description of each variable.

##### **4.2.1 GENDER**

The majority of the participants were female equating 66% of the sample and the remaining 34% were male participants (figure 4.1).

**Figure 4.1**

**Gender Distribution**



**Figure 4.2**

**Age Distribution**

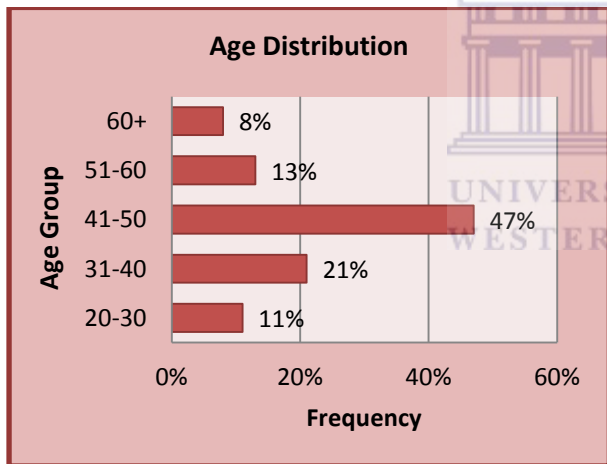
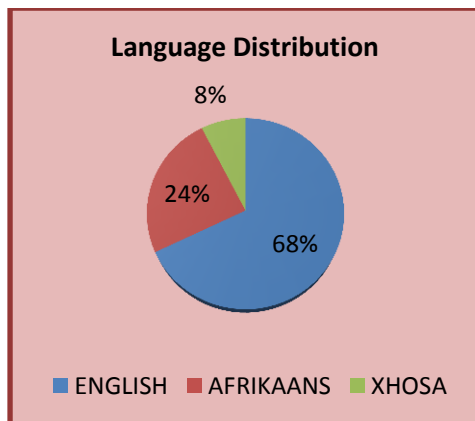


Figure 4.2 indicate the majority of 47% respondents were between the ages of 41 – 50, while 21% were in the 31-40 groups. Eleven percent was in the 20-30 age groups and the smallest portion equating 8% was represented in the 60 plus group.

**Figure 4.3**

**Language Distribution**



The majority of respondents spoke English as their home language equating 68%; 24% communicated in Afrikaans and the smallest representation was Xhosa equating 8% (figure 4.3).

**Figure 4.4**

**Hierarchal Distribution**

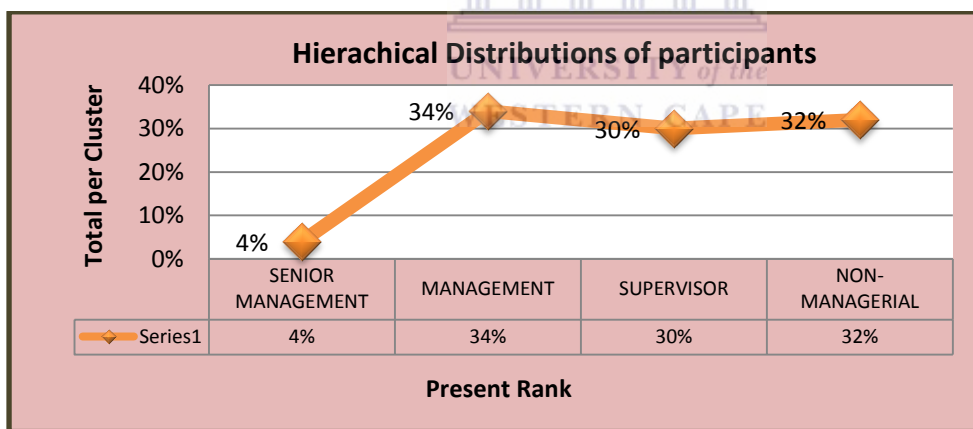


Figure 4.4 illustrates the respondent's current rank in the organisation with the majority of the sample being in management equating 34%. Thirty two percent of the sample were non-managerial, 30% supervisory level and the smallest representation amounting to 4% were senior management.

**Figure 4.5**

**Tenure Distribution**

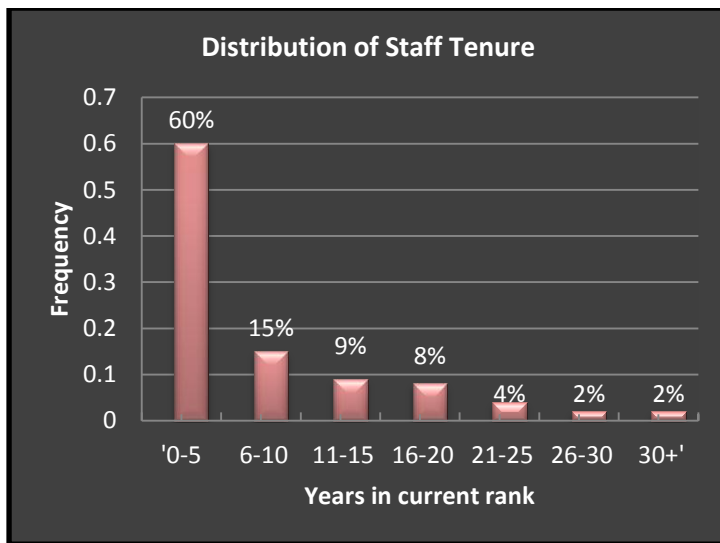
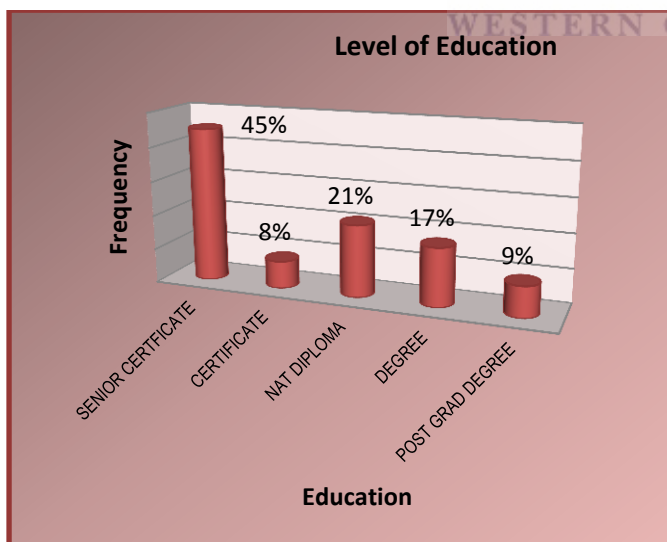


Figure 4.5 illustrates the numbers of years the respondents were in their current rank with the majority of 60% were 0-5 years in their current rank, 15 % were 6 -10 years in their current and the smallest portion equating 2% fell within the 21 – 30 plus group.

**Figure 4.6**

**Education Distribution**



The majority of respondents were in possession of a senior certificate which represents 45% of the sample, while 21% had a National Diploma and the remaining 17 and 8% had higher tertiary education (figure 4.6).

### 4.3 SURVEY QUESTIONNAIRE

The responses to the survey questionnaire Section C, Part A Organisational commitment and B Employee attitudes towards change were analysed using Moonstats Statistical Software package. The results reflect the frequency distributions of the responses selected by the participants. The frequency distributions are defined as a listing of the values or scores and the frequencies with which they occur. The values are listed in the "Value" column and the number of cases obtaining each value in the "N" column. The % column shows the number of cases as a percentage.

The Cum. % (Cumulative Percentage) column shows what percentage of cases obtained a value equal to or less than the value.

The value legend:

Key: 1=A: Strongly Agree; 2=B Agree; 3= C Neither Agree or Disagree; D=4 Disagree; 5= E: Strongly Disagree.

#### 4.3.1 RESULTS: ORGANISATIONAL COMMITMENT (OC 1 – 22)

Frequency distributions of Statements relating to the variable Organisational Commitment:

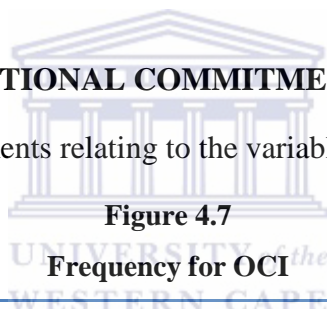
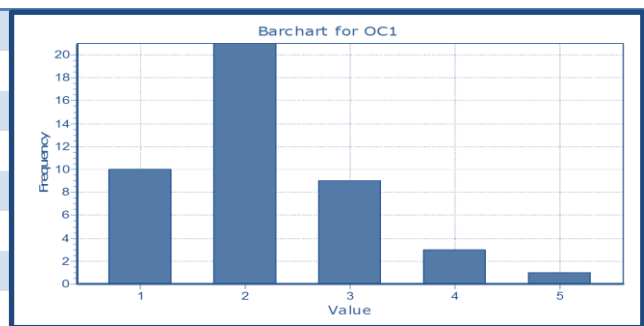


Figure 4.7

Frequency for OCI

**Frequency table for OC1: I would be very happy to spend the rest of my career with the organisation.**

Value	N	%	Cum. %
1	10	22.73	22.73
2	21	47.73	70.45
3	9	20.45	90.91
4	3	6.82	97.73
5	1	2.27	100.00
<b>TOTAL</b>	<b>44</b>	<b>100.00</b>	

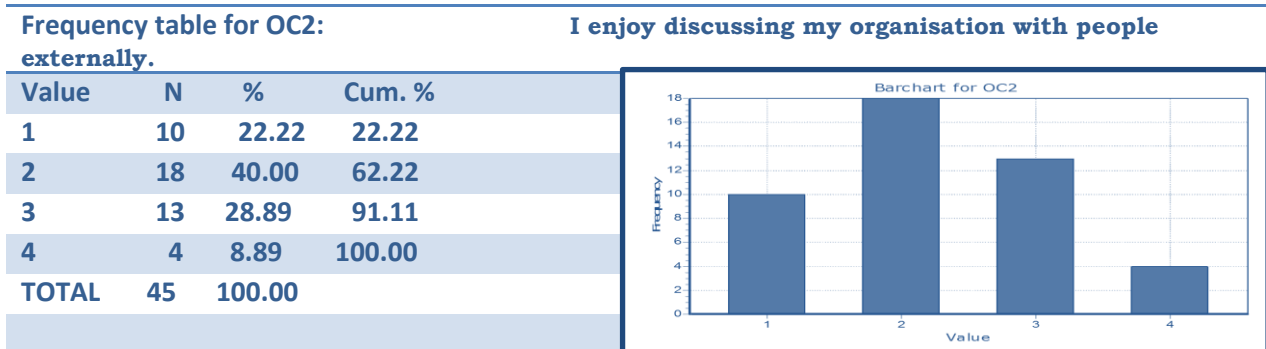


Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree

The statement related to the participants desire to remain with the organisation reflected the following results with the Highest Value Score: 47.7%. (agree); Lowest Value Score: 2.27% (strongly disagree) (figure 4.7).



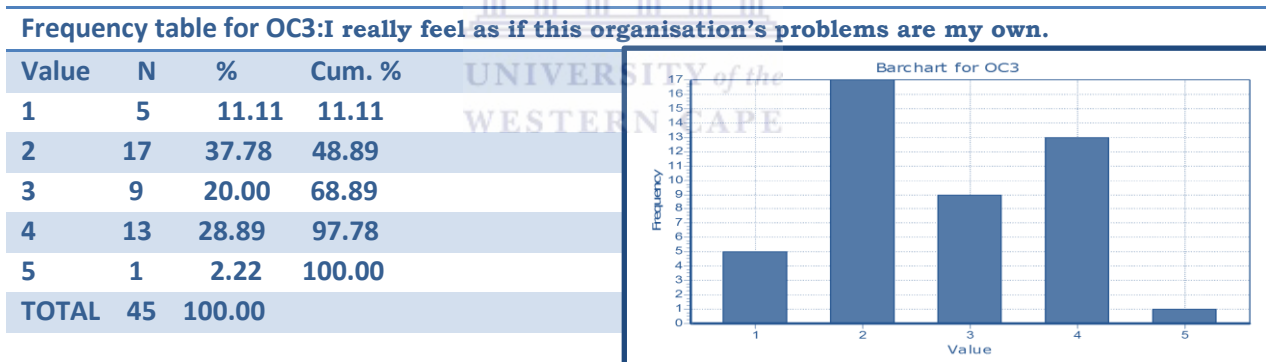
**Figure 4.8**  
**Frequency for OC2**



Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement related to the participant’s demeanour whilst engaging in discussions about their organisation reflected the following results as illustrated in figure 4.8 with the Highest Value Score: 40% (agree). Lowest Value Score: 8.89% (disagree).

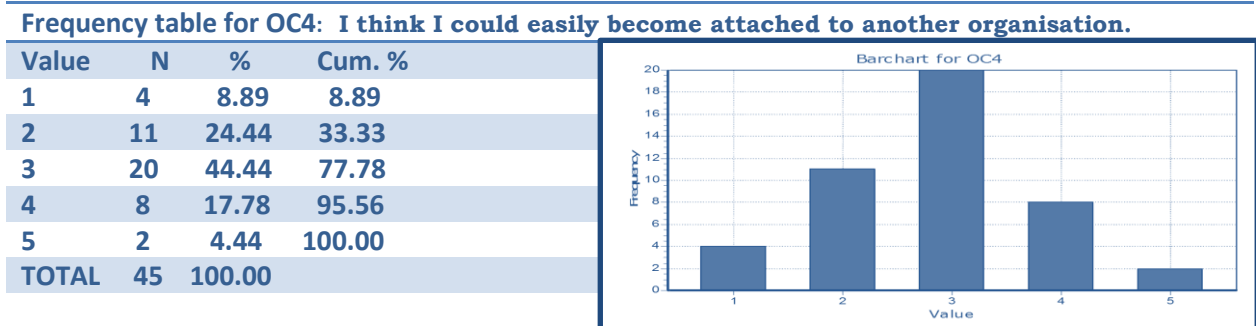
**Figure 4.9**  
**Frequency for OC3**



Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

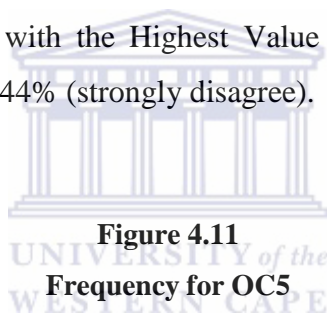
The statement related to the participant’s willingness to take ownership of organisational issues presented to them reflected the following results with the Highest Value Score: 37.78%. (agree), Lowest Value Score: 2.22% (strongly disagree) (figure 4.9).

**Figure 4.10**  
**Frequency for OC4**

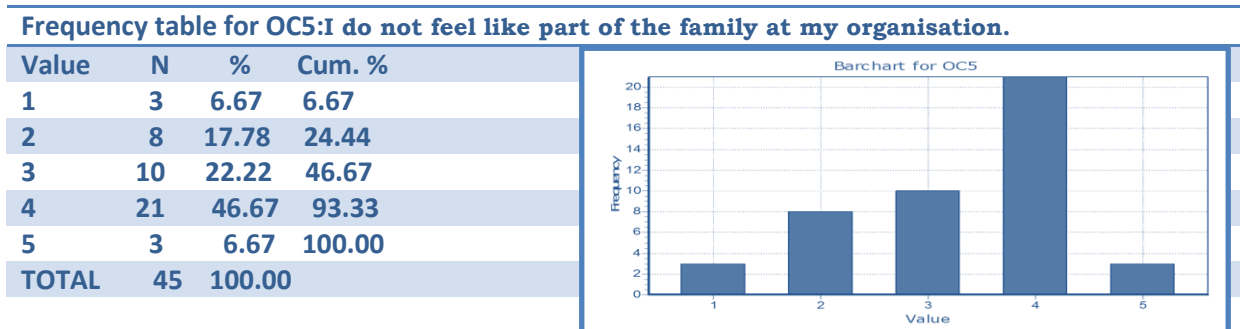


Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement related to the participant’s ability to adapt to another organisation reflected the following results in figure 4.10 with the Highest Value Score: 44.4%. (neither Agree or disagree), Lowest Value Score: 4.44% (strongly disagree).



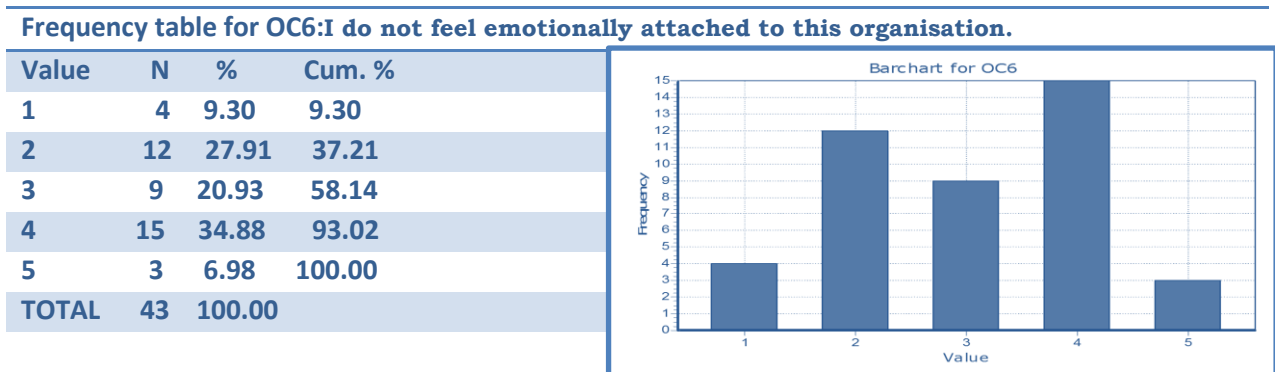
**Figure 4.11**  
**Frequency for OC5**



Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

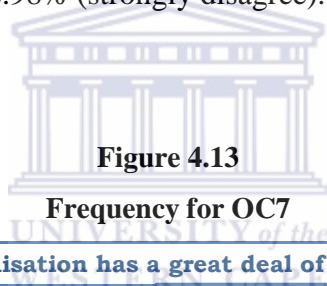
The statement related to the participant’s sense of belonging reflected the following results in figure 4.11 with the Highest Value Score: 46.67% (disagree). Lowest Value Score: 6.67% (strongly agree/disagree).

**Figure 4.12**  
**Frequency for OC6**

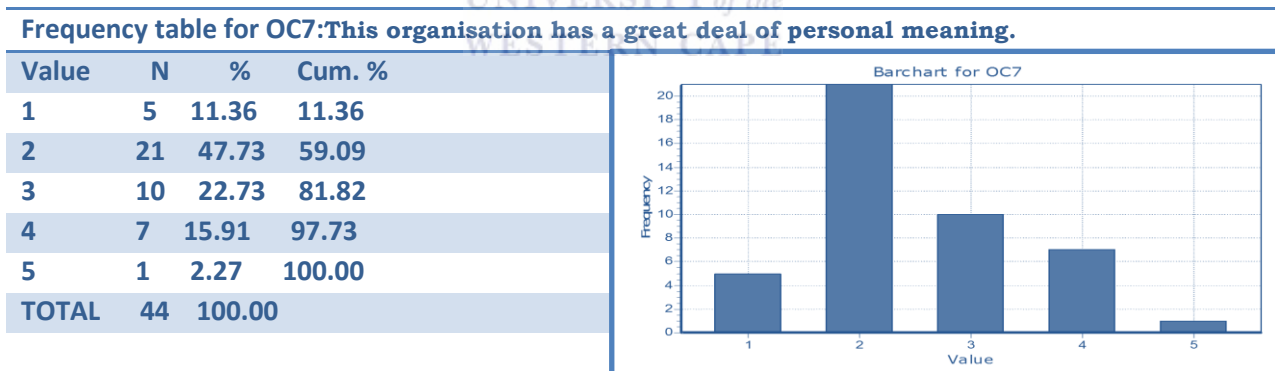


Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement related to the participant emotional attachment to the organisation reflected the following results as illustrated in figure 4.12 with the Highest Value Score: 34.88% (disagree), Lowest Value Score: 6.98% (strongly disagree).



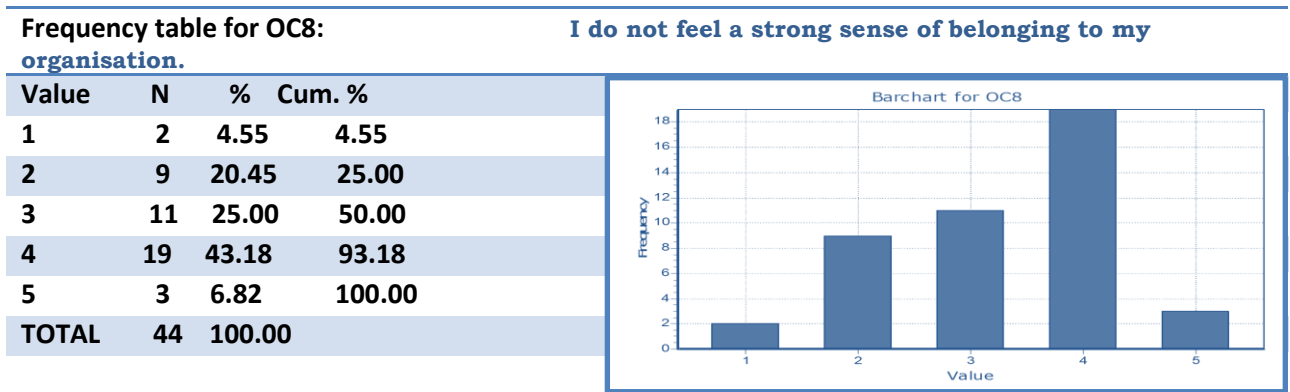
**Figure 4.13**  
**Frequency for OC7**



Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

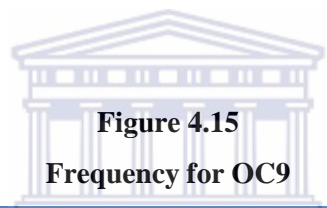
The statement related to participant's personal connectedness to the organisation reflected the following results in figure 4.13 with the Highest Value Score: 47.73%. (agree) Lowest Value Score: 2.27% (strongly disagree).

**Figure 4.14**  
**Frequency for OC8**

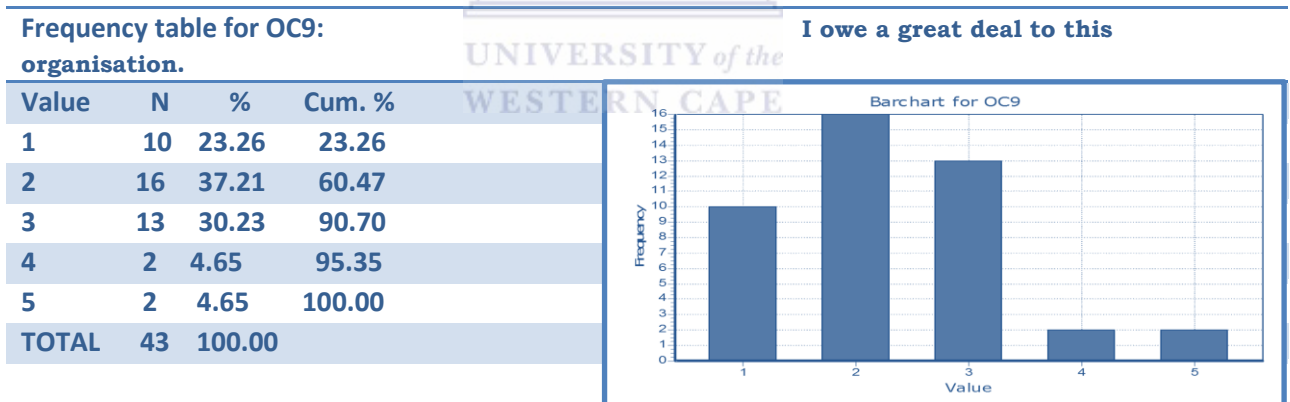


Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement overtly related to their sense of belonging reflected the following results as illustrated in figure 4.14 with the Highest Value Score: 43.18%. (disagree) Lowest Value Score: 6.82% (strongly disagree).



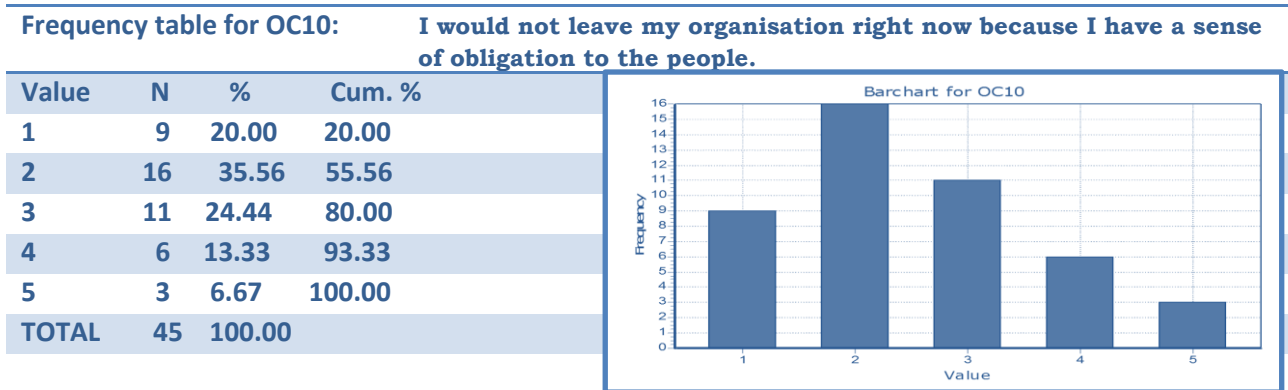
**Figure 4.15**  
**Frequency for OC9**



Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

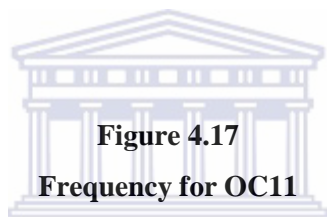
The statement related to the participant's indebtedness to the organisation reflected the following results in figure 4.15 with the Highest Value Score: 37.21%. (agree) Lowest Value Score: 4.65% (disagree/strongly disagree).

**Figure 4.16**  
**Frequency for OC10**

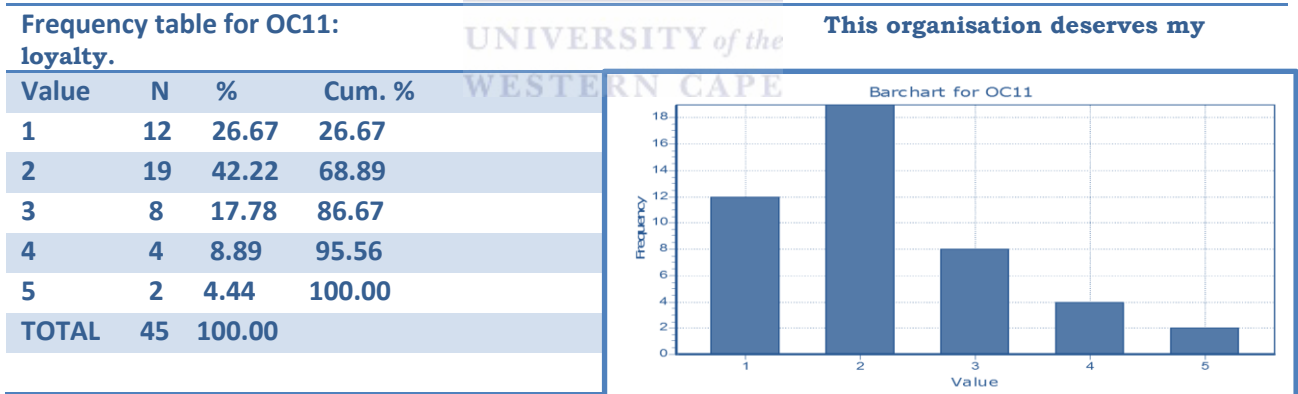


Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement relating to the participants sense of loyalty reflected the following results with the Highest Value Score: 35.56%. (agree), Lowest Value Score: 6.67% (strongly disagree) (figure 4.16).



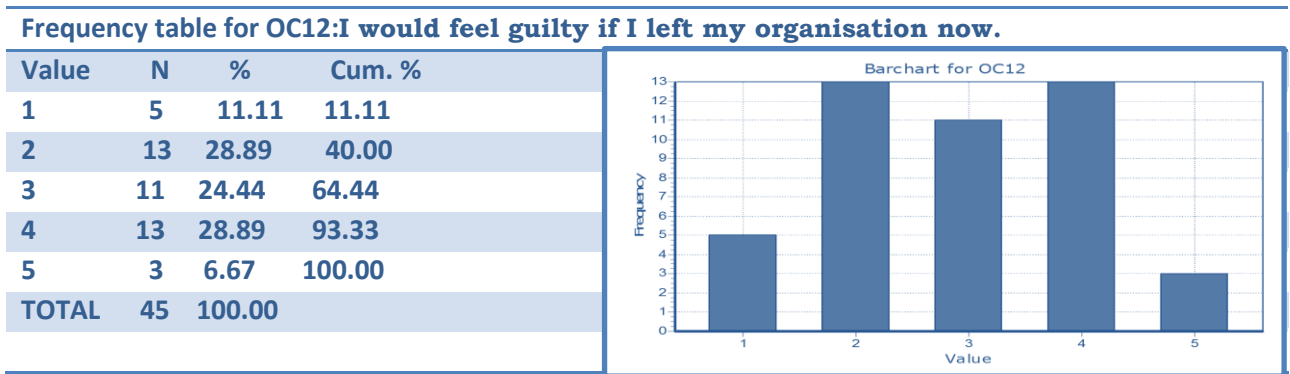
**Figure 4.17**  
**Frequency for OC11**



Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

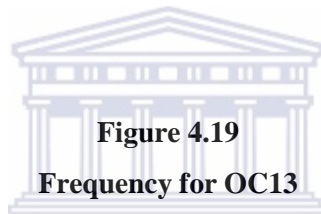
The statement related to the participant’s perception to the reciprocal nature of their loyalty reflected the following results as illustrated in figure 4.17 with the Highest Value Score: 42.22%. (agree), Lowest Value Score: 4.44% (strongly disagree).

**Figure 4.18**  
**Frequency for OC12**

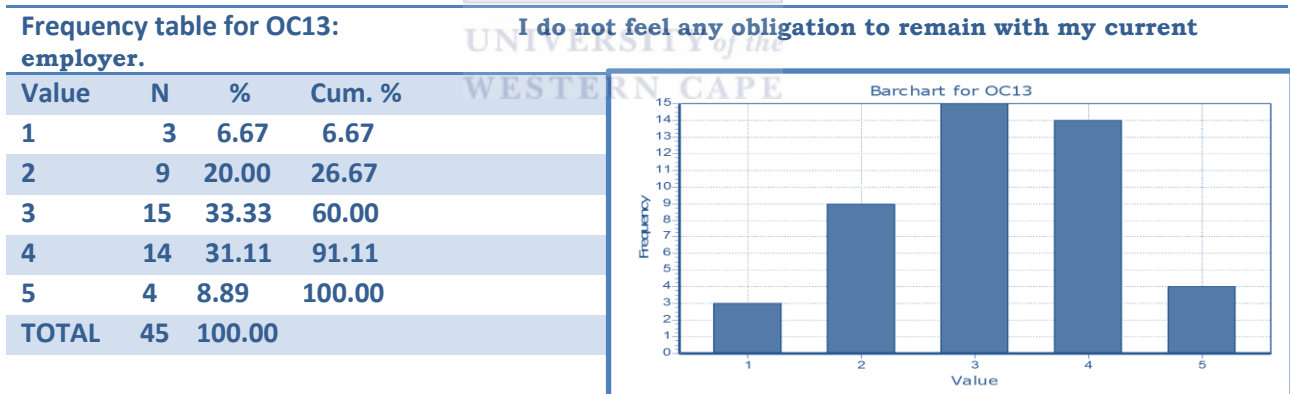


Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement related to participant’s sense of accountability to the organisation reflected the following results with the Highest Value Score: 28.89%. (agree)/disagree), Lowest Value Score: 6.67% (strongly disagree) (figure 4.18).



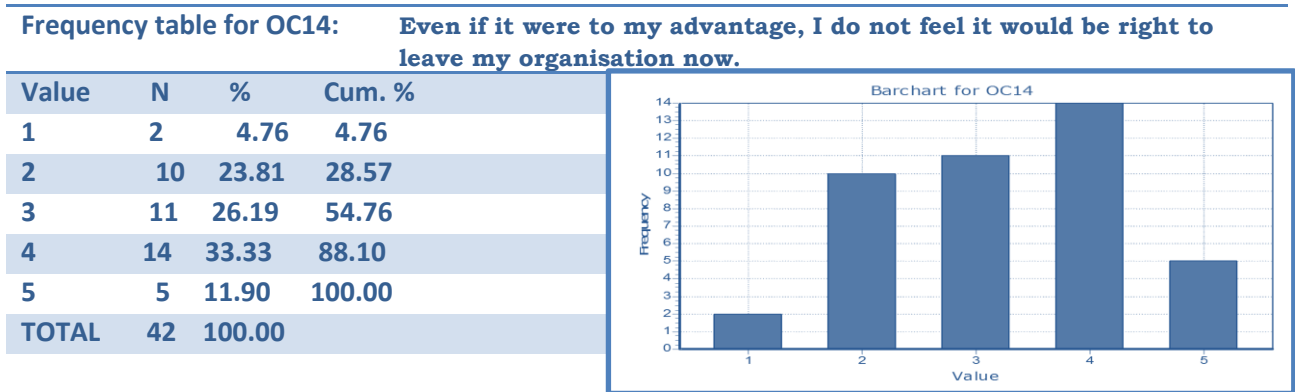
**Figure 4.19**  
**Frequency for OC13**



Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

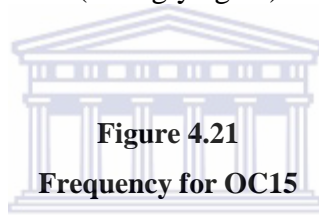
The statement related to the participants sense of belonging to the organisation in figure 4.19 with the Highest Value Score: 33.33%. (Neither agree or disagree), Lowest Value Score: 6.67% (strongly agree).

**Figure 4.20**  
**Frequency for OC14**



Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement discreetly related to the participant’s commitment to stay with the organisation reflected the following results in figure 4.20 with the Highest Value Score: 33.33% (disagree), Lowest Value Score: 4.76% (strongly agree).



**Figure 4.21**  
**Frequency for OC15**



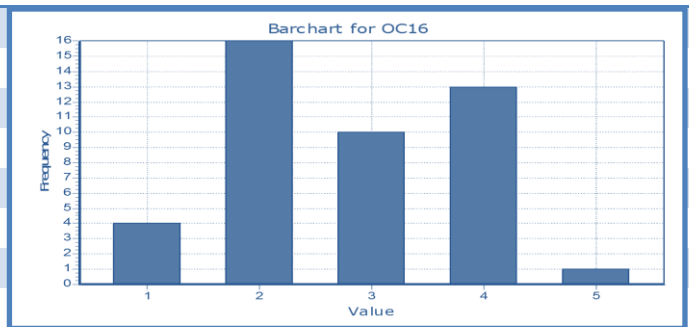
Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement related to the participant’s sense of stability reflected the following results in figure 4.21 with the Highest Value Score: 31.82%. (agree/disagree), Lowest Value Score: 2.27% (strongly disagree).

**Figure 4.22**  
**Frequency for OC16**

**Frequency table for OC16: It would be very hard for me to leave my organisation right now, even if I wanted to.**

Value	N	%	Cum. %
1	4	9.09	9.09
2	16	36.36	45.45
3	10	22.73	68.18
4	13	29.55	97.73
5	1	2.27	100.00
<b>TOTAL</b>	<b>44</b>	<b>100.00</b>	



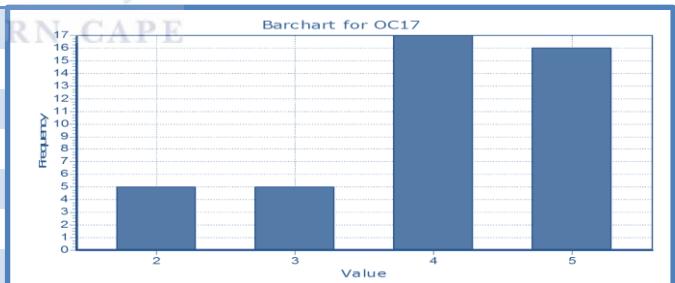
Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement related to the participant's sense of inertia reflected the following results as illustrated in figure 4.22 with the Highest Value Score: 36.36%. (agree), Lowest Value Score: 2.27% (strongly disagree).

**Figure 4.23**  
**Frequency for OC17**

**Frequency table for OC17: I am not afraid of what might happen if I quit my job without having another lined up.**

Value	N	%	Cum. %
2	5	11.63	11.63
3	5	11.63	23.26
4	17	39.53	62.79
5	16	37.21	100.00
<b>TOTAL</b>	<b>43</b>	<b>100.00</b>	



Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

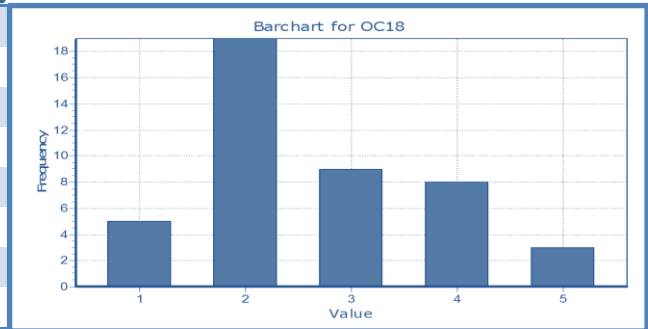
The statement related to the participant's sense of security reflected the following results in figure 4.23 with the Highest Value Score: 39.53%. (disagree), Lowest Value Score: 11.63% (agree/neither agree or disagree).



**Figure 4.24**  
**Frequency for OC18**

**Frequency table for OC18: One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.**

Value	N	%	Cum. %
1	5	11.36	11.36
2	19	43.18	54.55
3	9	20.45	75.00
4	8	18.18	93.18
5	3	6.82	100.00
<b>TOTAL</b>	<b>44</b>	<b>100.00</b>	



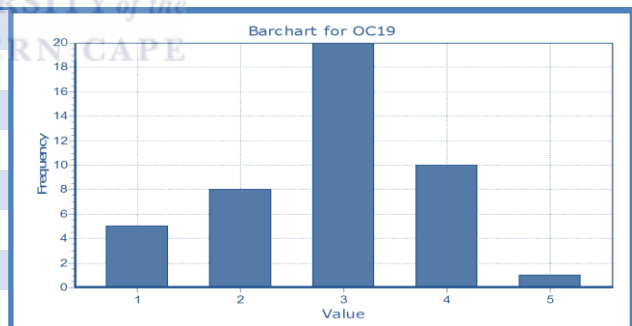
Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement related to the participant's perception of the job market reflected the following results as illustrated in figure 4.24 with the Highest Value Score: 43.18%. (agree), Lowest Value Score: 6.82% (strongly disagree).

**Figure 4.25**  
**Frequency for OC19**

**Frequency table for OC19: I feel that I have too few options to consider leaving this organisation.**

Value	N	%	Cum. %
1	5	11.36	11.36
2	8	18.18	29.55
3	20	45.45	75.00
4	10	22.73	97.73
5	1	2.27	100.00
<b>TOTAL</b>	<b>44</b>	<b>100.00</b>	



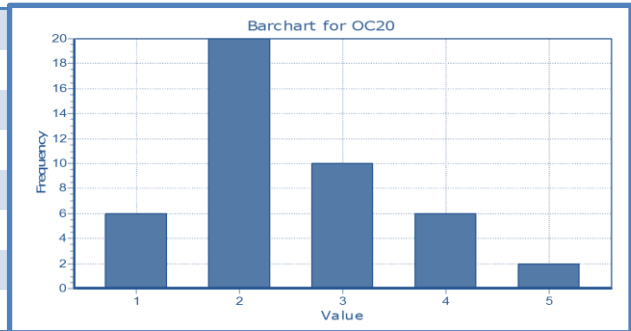
Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement related to the participant's perception on their employability reflected the following results in figure 4.25 with the Highest Value Score: 45.45%. (Neither agree or disagree), Lowest Value Score: 2.27% (strongly disagree).

**Figure 4.26**  
**Frequency for OC20**

**Frequency table for OC20: Right now staying with my organisation is a matter of necessity.**

Value	N	%	Cum. %
1	6	13.64	13.64
2	20	45.45	59.09
3	10	22.73	81.82
4	6	13.64	95.45
5	2	4.55	100.00
<b>TOTAL</b>	<b>44</b>	<b>100.00</b>	



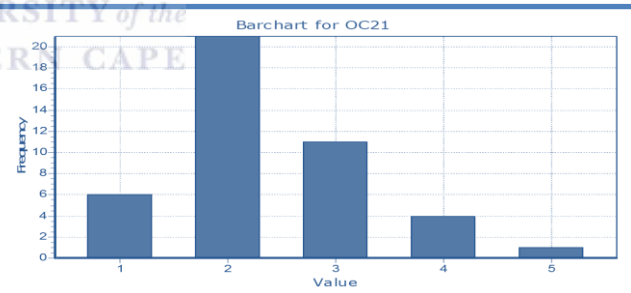
Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement related to the participant's needs reflected the following results in figure 4.26 with the Highest Value Score: 45.45%. (agree), Lowest Value Score: 4.55% (strongly disagree).

**Figure 4.27**  
**Frequency for OC21**

**Frequency table for OC21: It would be too costly for me to leave my organisation right now.**

Value	N	%	Cum. %
1	6	13.95	13.95
2	21	48.84	62.79
3	11	25.58	88.37
4	4	9.30	97.67
5	1	2.33	100.00
<b>TOTAL</b>	<b>43</b>	<b>100.00</b>	

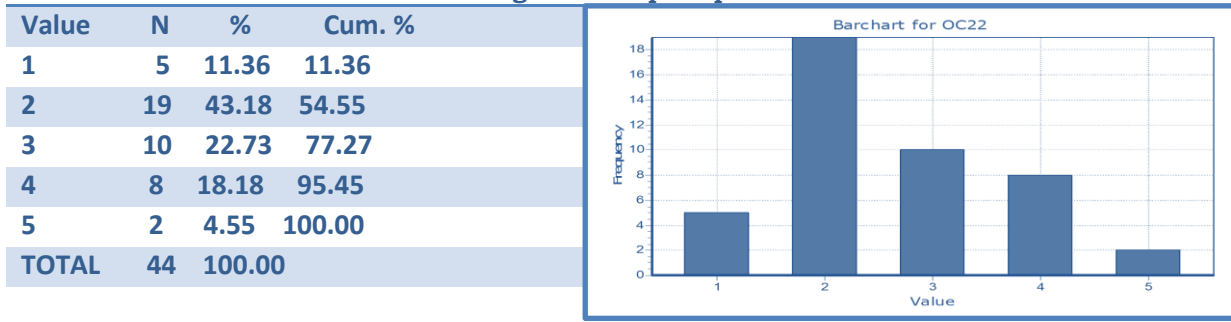


Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement related to the participant's financial status reflected the following results with the Highest Value Score: 48.84%. (agree), Lowest Value Score: 2.33% (strongly disagree) (figure 4.27).

**Figure 4.28**  
**Frequency for OC22**

**Frequency table for OC22: One of the reasons I continued to work for this organisation is that leaving would require personal sacrifice.**



Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statement related to the participant’s personal needs reflected the following results as illustrated in figure 4.28 with the Highest Value Score: 43.18%. (agree), Lowest Value Score: 4.55% (strongly disagree).

#### **4.3.2 DESCRIPTIC STATISTICS: ATTITUDES TOWARDS CHANGE: AC23 – 54**

Section C, Part B of the survey questionnaire focused on employees attitudes towards change. Using the Moonstats© Statistical Software Package, the Univariate Statistical computation was selected which analyses one variable at a time considering their distributions, statistics and other properties. The results below reflect the descriptive statistics. Descriptive statistics are a way of summarising the variables in a dataset defined by Terre Blanche & Durrheim (2004):

**Variable:** The name of each variable for which descriptive statistics have been calculated.

**N:** The number of cases for each variable.

**Mean:** The average value for the variable.

**Std. Dev.:** The standard deviation - an indication of how closely values are clustered around the mean. Approximately 68% of cases lie between one standard deviation below and one standard deviation above the mean.

**Minimum:** The smallest value obtained for a variable.

**Maximum:** The largest value obtained for a variable.

**Median:** The middle value when the values are arranged from smallest to largest. If the median is smaller than the mean, that is an indication that most values are smaller than the

mean while a few values are much larger than the mean. If the median is larger than the mean, that is an indication that most values are larger than the mean while a few values are much smaller than the mean.

**Mode:** The most common value (only one is shown, but there may be more than one).

**Skewness:** An indication if the distribution of values are symmetrical or not. If skewness is larger than 0, the distribution is positively skewed, i.e. there are fewer cases above the mean than below the mean. If skewness is smaller than 0, the distribution is negatively skewed, i.e. there are more cases above the mean than below the mean.

**Kurtosis:** An indication of how thick the tails of the distribution of values are. If the distribution is neither very peaked nor very flat (i.e. the two tails are moderately thick), the kurtosis is 0.

The discreet statements in Part B of the survey questionnaire were grouped in the following categories:

AC 23 – 25: Attitude to Organisational Change.

AC 26-30: Readiness to Change.

AC 31: Trust

AC 32 – 34: Communication to Organisational Change.

AC 35 – 36: Training.

AC 37 – 38: Change Confidence

AC 39 – 41: Need for Change

AC 42 – 48: Personal Benefit

AC 49 – 54: Organisational Benefit.



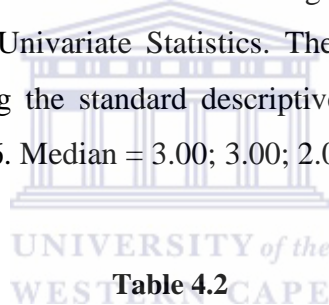
(Source :Visagie, 2010: The relationship between employee attitudes towards planned organisational change and organisational commitment)

Descriptive statistics of statements relating to the variables of Attitudes towards Change illustrated in table 4.1.

**Table 4.1**  
**Descriptive Statistics for Attitudes to Change: AC 23- AC25**

Variable	N	Mean	StdDev	Minimum	Maximum
AC23	43	2.70	0.99	1.00	5.00
AC24	43	2.70	0.94	1.00	5.00
AC25	44	1.86	0.67	1.00	4.00
Variable	N	Median	Mode	Skewness	Kurtosis
AC23	43	3.00	2.00	0.50	-0.19
AC24	43	3.00	2.00	0.30	-0.40
AC25	44	2.00	2.00	0.65	1.37

The variable relating to employee attitudes towards organisational change as reflected in Table 4.1 were analysed using Univariate Statistics. The variable consisted of 3 discrete statements and analysed showing the standard descriptive statistics. Descriptive results in table 4.1: Mean = 2.70; 2.70; 1.86. Median = 3.00; 3.00; 2.00. Mode = 2.00.



**Table 4.2**  
**Descriptive statistics for Readiness to Change AC 26 – AC 30**

Variable	N	Mean	StdDev	Minimum	Maximum
AC26	43	2.53	1.01	1.00	5.00
AC27	43	2.72	1.01	1.00	5.00
AC28	44	2.41	0.87	1.00	5.00
AC29	44	2.41	0.95	1.00	5.00
AC30	44	2.75	0.94	1.00	5.00
Variable	N	Median	Mode	Skewness	Kurtosis
AC26	43	2.00	2.00	0.48	-0.47
AC27	43	3.00	2.00	0.45	-0.39
AC28	44	2.00	2.00	1.51	2.30
AC29	44	2.00	2.00	0.96	1.12
AC30	44	3.00	3.00	0.36	0.12

The variable relating to employee readiness to change as reflected in table 4.2 were analysed using Univariate Statistics. The variable consisted of 5 discrete statements and table 4.2 shows the computation relating standard descriptive statistics. Descriptive results of the

discreet statement AC28 relating to Senior Managers in table 4.4: Mean = 2.41. Median = 2.00. Mode = 2.00.

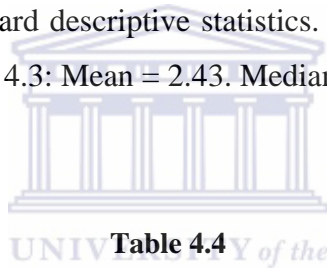
**Table 4.3**  
**Descriptive statistics for attitude towards Trust AC31**

Variable	N	Mean	StdDev	Minimum	Maximum
AC31	42	2.43	0.86	1.00	5.00

Variable	N	Median	Mode	Skewness	Kurtosis
AC31	42	2.00	2.00	1.20	2.37

The variable relating to employee attitude related to Trust in table 4.3 were analysed using Univariate Statistics. The variable consisted of 1 discreet statement and table 4.3 shows the computation relating to the standard descriptive statistics. Descriptive results of the discreet statement AC31 reflected in table 4.3: Mean = 2.43. Median = 2.00. Mode = 2.00.



**Table 4.4**  
**Descriptive statistics for communication of organisational change AC32 – AC34**

Variable	N	Mean	StdDev	Minimum	Maximum
AC32	44	2.52	0.93	1.00	5.00
AC33	44	2.61	0.92	1.00	5.00
AC34	44	2.43	0.87	1.00	5.00

Variable	N	Median	Mode	Skewness	Kurtosis
AC32	44	2.00	2.00	0.94	0.86
AC33	44	2.00	2.00	1.05	1.31
AC34	44	2.00	2.00	1.21	0.91

The variable relating to employee attitudes towards communication of organisational change in table 4.4 were analysed using Univariate Statistics. The variable consisted of 3 discreet statements and table 4.4 shows the computation relating to the standard descriptive statistics. Descriptive results in table 4.4: Mean = 2.52; 2.61; 2.43. Median = 2.00. Mode = 2.00.

**Table 4.5**

**Descriptive statistics for Attitude toward Training AC35 – AC36**

Variable	N	Mean	StdDev	Minimum	Maximum
AC35	43	2.56	0.96	1.00	5.00
AC36	43	2.53	0.93	1.00	5.00

Variable	N	Median	Mode	Skewness	Kurtosis
AC35	43	2.00	2.00	1.02	0.40
AC36	43	2.00	2.00	0.72	-0.06

The variable relating to employee attitudes towards Training in Table 4.5 were analysed using Univariate Statistics. The variable consisted of 2 discrete statements and table 4.5 shows the computation relating to the standard descriptive statistics. Descriptive results in table 4.5: Mean = 2.56; 2.53. Median = 2.00. Mode = 2.00.



**Table 4.6**

**Descriptive statistics of Attitude of Change Confidence: AC37 – AC38**

Variable	N	Mean	StdDev	Minimum	Maximum
AC37	42	3.60	0.94	2.00	5.00
AC38	42	2.52	0.94	1.00	5.00

Variable	N	Median	Mode	Skewness	Kurtosis
AC37	42	4.00	4.00	-0.57	-0.59
AC38	42	2.00	2.00	0.57	-0.03

The variable relating to employee Confidence towards organisational change as reflected in table 4.6 were analysed using Univariate Statistics. The variable consisted of 2 discrete statements and table 4.6 shows the computation relating to the standard descriptive statistics. Descriptive results in table 4.6: Mean = 3.60; 2.52. Median = 4.00; 2.00. Mode = 4.00; 2.00.

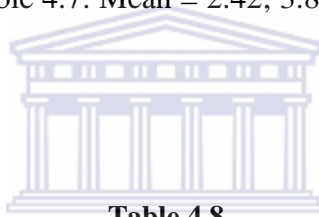
**Table 4.7**  
**Descriptive statistics for Need for Change: AC39 –AC 41**

Variable	N	Mean	StdDev	Minimum	Maximum
AC39	43	2.42	0.79	1.00	4.00
AC40	43	3.81	0.66	2.00	5.00
AC41	42	3.74	0.94	2.00	5.00

Variable	N	Median	Mode	Skewness	Kurtosis
AC39	43	2.00	2.00	0.58	-0.09
AC40	43	4.00	4.00	-0.29	0.39
AC41	42	4.00	4.00	-0.55	-0.42

The variable relating to employee attitude towards the need for organisational change as reflected in Table 4.7 were analysed using Univariate Statistics. The variable consisted of 3 discreet statements and table 4.7 shows the computation relating to the standard descriptive statistics. Descriptive results in table 4.7: Mean = 2.42; 3.81; 3.74. Median = 2.00; 4.00; 4.00. Mode = 2.00; 4.00; 4.00.



**Table 4.8**  
**Descriptive statistics of variable Personal Benefit AC 42 – AC47**

Variable	N	Mean	StdDev	Minimum	Maximum
AC42	43	3.35	1.07	1.00	5.00
AC43	43	2.93	1.20	1.00	5.00
AC44	43	2.67	1.21	1.00	5.00
AC45	43	2.60	1.00	1.00	5.00
AC46	42	2.76	0.88	1.00	5.00
AC47	43	3.30	1.19	1.00	5.00
AC48	44	3.14	1.13	1.00	5.00

Variable	N	Median	Mode	Skewness	Kurtosis
AC42	43	3.00	4.00	-0.14	-0.87
AC43	43	3.00	4.00	-0.12	-1.06
AC44	43	2.00	2.00	0.59	-0.50
AC45	43	2.00	2.00	0.74	0.55
AC46	42	3.00	3.00	0.95	1.28
AC47	43	4.00	4.00	-0.54	-0.71
AC48	44	3.00	2.00	0.02	-1.06

The variable relating to employee attitudes of their Personal benefit of organisational change in Table 4.8 were analysed using Univariate Statistics. The variable consisted of 7 discreet statements and table 4.8 shows the computation relating to frequency percentages of the



discreet statements and further analysed showing the standard descriptive statistics. Descriptive results of the statement AC47 related to future job opportunities as reflected in table 4.8: revealed a frequency percentage of 44.19 % and the Mean = 3.30. Median = 4.00. Mode = 2.00.

**Table 4.9**  
**Descriptive statistics for variable Organisational Benefit AC49 – AC54**

Variable	N	Mean	StdDev	Minimum	Maximum
AC49	44	2.41	0.90	1.00	4.00
AC50	44	2.55	0.85	1.00	4.00
AC51	44	2.57	0.95	1.00	5.00
AC52	44	2.64	0.97	1.00	5.00
AC53	44	2.70	1.07	1.00	5.00
AC54	44	2.36	0.78	1.00	4.00

Variable	N	Median	Mode	Skewness	Kurtosis
AC49	44	2.00	2.00	0.49	-0.49
AC50	44	2.50	2.00	0.09	-0.53
AC51	44	2.00	2.00	0.65	-0.28
AC52	44	2.50	2.00	0.32	-0.44
AC53	44	2.00	2.00	0.39	-0.72
AC54	44	2.00	2.00	0.48	0.02

The variable relating to employee attitudes of the Organisational Benefit of organisational change table 4.9 were analysed using Univariate Statistics. The variable consisted of 6 discreet statements and table 4.9 shows the computation relating to the standard descriptive statistics.

Results of the statement AC49 related to the organisation’s benefit from the change as reflected in table 4.9: revealed the descriptive statistics Mean = 2.41. Median = 2.00. Mode = 2.00.

Results of the statement AC51 related to the meeting client’s needs from the change as reflected in table 4.9: revealed the descriptive statistics Mean = 2.57. Median = 2.00. Mode = 2.00.

Results of the statements AC54 related to the change matching the organisation's priorities as reflected in table 4.9: revealed the descriptive statistics Mean = 2.36. Median = 2.00. Mode = 2.00.

#### **4.4 INTERVIEWS**

The data collected from the structured face to face interviews were analysed using a Thematic Content Analysis method from an interpretive perspective (Terre Blanche & Durrheim (2004):

*Phase 1: Familiarisation and immersion*

*Phase 2: Inducing themes and categorizing.*

*The existing change sentiment framework was used to align the identified themes.*

*Phase 3: Elaboration and Interpretation.*

##### **4.4.1 PHASE 1: FAMILIARIZATION WITH DATA**

The data collected from the face to face interviews where the participants were senior managers from different sub districts in the metropole that were part of the restructuring change process and the interviews were pre-arranged according the managers availability; 80% of the managers honoured the interviews. The questions were open-ended that allowed them to qualify their responses. The interviews were recorded and transcribed into a word document. The responses were analysed using the Thematic Content Analysis and the emerging common themes expressed by the participants were grouped into categories to provide communality to their expressions. The emerging themes were named reflecting the appropriate interpretation.

The named themes were aligned to the Change Sentiment Framework as defined in table 4.10. The framework represents collective sentiments identified as the important precursors in investigating reactions of organisational change and used as an effective guide to analyse qualitative interview data collected (Armenakis, et al. 2007).

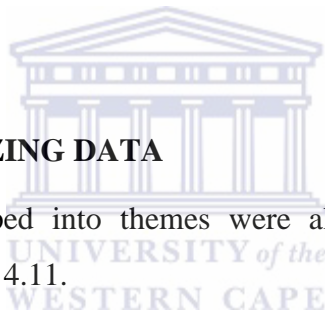
**Table 4.10**  
**Change Sentiment Framework**

<b>Unit number</b>	<b>Sentiment</b>	<b>Definition</b>
<b>1</b>	Discrepancy	Term used in describing a deviation from acceptable performance. The reported discrepancy or new organisation's objectives serve as justification as to why change was necessary.
<b>2</b>	Appropriateness	Term used to describe if the change proposed or implemented was the right one for the organisation.
<b>3</b>	Efficacy	Defines the confidence in individual's ability to complete task denoting they will be successful in implementing proposed changes. Reference made to training and skills mix.
<b>4</b>	Principal Support	Defines the extent Senior Managers and supervisors demonstrated that they support the organisational change.
<b>5</b>	Valence	Perceived personal gain / loss as a result of organisational change, either intrinsically or extrinsically.

Source: Armenakis, Harris, Cole, Fillmer & Self (2007).

#### **4.4.2 PHASE 2: CATEGORIZING DATA**

The common expressions grouped into themes were aligned to the Change Sentiment Framework as illustrated in Table 4.11.



**Table 4.11**  
**Emerging Themes**

<b>Sentiment</b>	Emerging Themes from participants' expressions.
<b>Discrepancy</b>	Transparency Barriers / Challenges
<b>Appropriateness</b>	Improved relations Successes Methodology / Strategy
<b>Efficacy</b>	Implementation Skills Commitment
<b>Principal Support</b>	Leadership Consultation
<b>Valence</b>	Commitment Security

The establishing of themes was supported as depicted in table 4.12 with examples of participants' expressions.

**Table 4.12**  
**Participant's Expressions**

Sentiment	Examples of expressions
<b>Discrepancy</b>	<b>Transparency / Barriers / Challenges</b>  "...major decisions haven't been taken about...the management of this particular department, ...whether it was going to...before it was managed from a central point whether it was going to be devolved to sub structure level..."  "...Some District Hospitals were not so eager to take on the responsibilities of CSSD and Supply Chain Services..."  "...Timeframes of processes..."  "...when we started with the whole unbundling...of the Woodstock.... so then my portfolio changed..."  "...One of the barriers ... encountered...need to have...professional project

	<p>management should be approached...if you go back... want access to information and... documentation...will find it difficult... get that type of information...”</p> <p>“...the restructuring process was ..... not well planned.....nor was it well executed....it was mismanaged... not properly financed...inadequate resources ...”</p> <p>“... the clients ... staff in our sub structure...are crippling under it...where people were matched and placed...resources were inequitably distributed... which made some districts sustainable and ...others absolutely non- functional...”</p> <p>“... restructuring process is still not completed ... still do not have management authority over the City of Cape Town...”</p> <p>“... Management structures are not yet appropriate ...specifically in the area of Human resources...”</p> <p>“...people that were placed at the district hospitals....were not received well at all.....”</p> <p>“...people was not mapped and placed to have equal knowledge to perform the function ...they were placed in Supply chain but that doesn’t mean that is the function they performed in Woodstock....”</p> <p>“...morale of the staff way back in the centralized Woodstock office was very low the ...labour management structures were very active and it was very confrontational and it was almost militant at times from the side of the unions....”</p> <p>“...the department never.....had clues where it was going with the services I was managing....it was neglected and it had not been clearly ...addressed in the plans ....”</p> <p>“...they...didn’t sufficiently consult with the people that actually do the work...the decisions of restructuring was made at a higher level...they never really asked the people who do the work on a daily basis...”</p> <p>“...I don’t necessarily think this whole process was transparent...”</p>
<p><b>Appropriateness</b></p>	<p><b>Improved relations / Successes / Methodology / Strategy.</b></p> <p>“...And how that was going to be done for this department we been sortive ....in limbo... cause those decisions weren’t taken and we continued more or less working the same as we had been before the restructuring process. And I think this would .....apply to the ...most of the allied health section...”</p> <p>“...outcome was positive in enhancing the interaction with facilities &amp; broader community...”</p> <p>“..Management is more accessible to employees..”</p> <p>“...we took a big organisation...like the MDHS... it was to big to manage from one place...and started to manage on the ground nearer...or nearer to where it’s supposed to be managed or the ....sub district as we call it....”</p>

	<p>“...strategy that we basically followed was that we centralize, we standardize and then we decentralize...”</p> <p>“...smaller , workable manageable units.... we implemented the district health system.... is a smaller geographical area mapped..... serving people locally .. more accessible...”</p> <p>“...the worst case scenario in Khayelitsha Eastern.... wasn’t properly planned...had no office accommodation ...geographically... hugely impacted on our ability to function as a team.. were spread all over the place...the inequities that made us dysfunctional ... ”</p> <p>“... the integration of services plus all levels is a plus factor...like hospital facility based.. community based ....you work in a seamless way for the benefit of the patient...”</p> <p>“... it(the department) has been through multiple attempts at restructuring processes...from the days of the Day Hospitals to the days of ....community health services organisation to the days of ....the MDHS...”</p> <p>“..The process was well thought out, well designed...well executed ... the outcome has left a few gaps ... people ...decided not to exercise their choice for ...geographical area... vulnerable...”</p> <p>“...there is more discipline in the organisation...there is an understanding of what our goals are in the organisation...”</p> <p>“...some of the assumptions that were made with the restructuring planning have proven to be flawed... in the process of trying to fix it...”</p>
<p><b>Efficacy</b></p>	<p><b>Skills / Implementation / Commitment</b></p> <p>“...Change Management process were in place ...EAP (Employee Assistance Program)...”</p> <p>“..More staff had to be employed, due to one office becoming 4 sub-structures...”</p> <p>“...the employees from this office ... unpacking their own furniture...immediately they started buying into...taking ownership of the substructure...”</p> <p>“... this organisation lacks is people management skills and the ability to manage people...invest in people and things follow after that ...”</p> <p>“...directly related to the matching &amp; placing process that was followed ...we had to train an entire staff in terms of compliance ....”</p> <p>“...I was appointed as part of the restructuring...responsible for. ..the restructuring of my component...”</p> <p>“... lot of planning of training ... training interventions you can plan... are dependent on when the training opportunities are available...”</p>

	<p>“...everything was well planned the moment when everything moved out everything went haywire.....”</p> <p>“...Very difficult....at the same time of the decentralisation....the same time restructuring in respect of SCM was quite difficult...”</p> <p>“..in planning a lot of the risks were mitigated.....”</p> <p>“.... a social plan ... for excess staff ....I think that was also critical for ...to care for the affected.... with each of them a plan was developed so that they could ...be re-skilled , retrained or placed alternatively....created a new opportunity for many of the staff members ...”</p>
<p><b>Principal Support</b></p>	<p><b>Leadership / Communication / Consultation</b></p> <p>“...Chief director had monthly progress meetings with staff...”</p> <p>“...the employees at Woodstock...had....a lot of consultations...but if you look at the district hospitals they were basically left on their own .....”</p> <p>“...One of the success factors was the constant meetings that we had... information sessions telling people it was basically bring people together and the info sharing....and transparency of the whole process it meant that there was buy in to the process.....”</p> <p>“ ... the head of the whole MDHS .. Chief Director was chairing so there wasn't time for stories .....get tails ...and by the time it got to the employees...it is a different story ....”</p> <p>“... we had a direction in which we were going... the final structure had not been approved upfront....but we have been consulted every step of the way what the final structure should look like...”</p> <p>“... communicate the involvement of the labour ...almost pedantic nature of the process was useful....”</p> <p>“... District Hospital ... people on the receiving end... was not sufficient communication ... as a result ... huge resistance...”</p> <p>“... was good... frequent meetings....the chief director himself was involved ... where he explained to the people...the discussions ...was very good ....I would never had the sense of ...anxiety the people were actually been going through...managing people in times like that would have been impossible... taking the time to talk to people... the first time in my career that I went through.. .change..... and the way it was handled I was quite impressed by the way it was done....”</p> <p>“...the driver of this whole process ...Dr Keith Cloete was instrumental in driving this whole process successfully so his was most certainly very good he is also a strategist that can also operationalize and micro manage so you don't always find that so ....quality of his management style to be able to give direction and leadership.....”</p>

	<p>“...there were consultations....my problem with the consultations was the quality of the consultations...and the honesty and the clarity of the information that was imparted ....most of the processes were dealt with the people as a collective ...whereas it held different consequences for different people ..... because they held different positions....some people were more severely or detrimentally affected by it.....i think they fluffed the truth a lot. ..”</p>
<p><b>Valence</b></p>	<p><b>Personal Benefit or Loss / Security</b></p> <p>“...My position has changed from Supply Chain Technical Advisor and CSSD Supervisor to Facility Based Programmes ...Positive Outcome in the sense of a new field. Clinical field...”</p> <p>“..For most employees... closer to home... spending less money on travelling...”</p> <p>“..Created job opportunities for more people...”</p> <p>“...we actually employed more people.. than was at Woodstock because if you look at how the services started to unbundle...the needs that was identified...which actually added to it...”</p> <p>“...very secure in the current position ... using me for a lot of projects... important link to this whole organisation...”</p> <p>“...high commitment...not to the organisation... I have commitment to serving people...”</p> <p>“... the first... restructuring ...left for a more stable job...knowing that the restructuring was going to happen...was more appropriate than previous attempts...my career path has been affected by it....”</p> <p>“..My commitment to the District Health Service is high.....my level of commitment if the City was part of my managerial control would be higher....”</p> <p>“... very committed to my job.....whether I like it or not..... it’s high. It was high and it is still high. It doesn’t mean it is not challenging....”</p> <p>“...my position was definitely affected and for a year and a half ...two years of the 3 years .....I was the focusing solely on the restructuring process....it was a major impact on my personal job at the time....”</p> <p>“...it wasn’t always clear how it was affected... essentially in the end the position I was in was declared in excess....”</p> <p>“....my commitment is to the communities that were serve...so I make that distinction... I have high levels of frustration with the department...”</p> <p>“...what happened to me was that through the process of restructuring because of the lack of honest communication and the fact that they did not clearly communicate what would happen to the role I played in the structure at that time...”</p>



	<p>“...colleagues I had that was in a similar position that I was in ...tasked with the restructuring....are actually bitter and angry because they got treated so badly....but they stuck around and they waited for management....everything around them has changed but they still doing what they did before...and it ten times harder to do that.. ten times more soul destroying ....”</p> <p>“...I don’t think that they sufficiently enabled people to make a conscious and informed decision about what the implications of the change were going to be for people in terms of their career and their future and help them decide whether this is a good thing or bad thing...”</p>
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#### 4.4.3 PHASE 3: ELABORATION AND INTEPRETATION

Discrepancy: Employees felt they were not part of the decision making process and the actions took place at Cabinet and Provincial level and certain functions were not addressed in the planning phase of the restructuring. The sentiment reflects the process was not adequately funded resulting in inequitable distribution of resources which rendered some districts dysfunctional. Disturbing was the reluctance to accept employees that were matched and placed and district hospitals raising doubts on the transparency of the process. The expression was that professional project management consultants would have been more effective as the timeframe of implementation was too long.

Appropriateness: The sentiment determining if the change was the correct for the needs of the organisation reflects the previous structure was unmanageable due to the vast geographical area hence the change was to establish smaller controllable sub-districts, integrate a number of services and render the service locally closer to the communities. The structured strategy followed was to first centralize core functions, secondly standardize the core functions and lastly decentralize. The process rendered management more accessible on ground level, disciplined actions were instilled, however, there were pockets of expressions that felt the process was well structured, well executed and others felt it was flawed.

Efficacy: Ascertaining if employees had the confidence and skills base to adopt the changes, expressions reflected that parallel restructuring progresses to supply chain management component made it difficult to train people timeously to assume to role and responsibilities. The availability of training intervention as impacted the planned retraining and up-skilling of employees; in certain districts an entire component needed to be retrained. The consequence was more staff needed to be appointed to affect the training initiative. A small percentage of

staff was declared as being extra due to the function they were rendering was outsourced. The affected employees supported by a Social Plan that was implemented to provide alternate opportunities in retraining in other occupational categories. Certain districts were more sustainable with the skills mix and staff took ownership of the changes implemented.

Principal Support: In gauging the support offered by top management about the process there was an overwhelming number of positive expressions relating to the Chief Director being the Head of the Metro District health Services. Employees felt his involvement in the process was pivotal to the success of the implemented change specifically to regular information sessions held with staff and providing detailed transparent information about the direction of the organisation. The leadership, guidance and commitment to the process were considered impressive and the lack thereof would have impeded the management of anxious staff members. However, some felt the consultations were dealt with on a collective basis as the pending changes had different consequences for different categories of staff.

Valence: In ascertaining if the changes had any personal benefits or losses as a result of the changes, employees expressed mixed opinions. In reflecting on the personal benefits the changes created more job opportunities and individuals were placed closer to their place of residence saving on travelling cost. The changes for some resulted in returning to their core area of expertise and for many their commitment to their vocation remains high. The perceived losses due to the restructuring resulted in some being utilised as change agents outside their core area of expertise and negatively impact their personal lives. A small percentage viewed the process as detrimental to their careers as they felt not sufficient information was given to those adversely affected by the process and to enable them to make informed decisions regarding their future.

#### **4.5 SUMMARY**

The results presented were the Biographical Demographics, Survey Questionnaire and the structured face to face interviews. Utilizing a combination of techniques, the biographical information was illustrated with the use of graphs. The findings of the survey questionnaire were analysed using a SPSS package called Moonstats © and illustrated with a combination of frequency distributions, bar graphs and descriptive statistical computations. The expressions emanated from the face to face structured interviews were analysed using the Thematic Content Analysis process. Providing more depth and meaning, the themes

generated were aligned to the Change Sentiment Framework developed by Armenakis et al, (2007) followed with a rich descriptive narrative.

The following chapter will provide an in-depth discussion of the results related to the problem statement, the objectives of this study highlight the limitations and provide recommendations to future research and change initiatives.



## CHAPTER 5

### DISCUSSION OF RESULTS, RECOMMENDATIONS AND CONCLUSION

#### 5.1. INTRODUCTION

The reasons that prompted the research were the manifestation to the tangible and non-tangible effects transformation and change had on individuals at MDHS on all levels of existence. The problem statement formulated was:

Are change agents, leaders and employees sufficiently empowered to mitigate the challenges and appease the expectations associated with restructuring, transformation and change?

The intent of the restructuring was to strengthen the Metro District Health Services (MDHS) by decentralizing Primary Health Care Services. Selected employees within MDHS were tasked as change agents to facilitate the process and were simultaneously directly impacted by the process. Cascading from the problem statement the specific objectives this study was to explore and understand specifically:

- To determine employees attitude towards change.
- To establish challenges and barriers with the implementation of the change process.
- To evaluate employees commitment to the organisation after transformation.
- To provide guidelines to pave the way forward to produce productive and effective work and service delivery.

The study provided grounded support to Maslow's Hierarchy of needs theory. This research project led to an in depth journey into the world of change management and yet despite the vast amount of research conducted, extensive in depth literature reviews on the topic and negative comments received in an attempt to derail the pathway; the subject is by no means exhausted.

The fundamental principle of change is transform is an on-going process. The environmental, social, economic and technological factors that influences peoples existence in all spheres of life, is continuously changing, exponentially and it is with this premise the subject on change can never be exhausted nor mastered completely.

Numerous attempts by experienced researchers, academics and analysts attempting to develop a formula for successful change management intervention remains a contentious and controversial topic for debate as the human element is always unpredictable and coping mechanisms of individuals to their ever changing environment is also not constant.

Literature emphasises the reasons for the dismally unsuccessful implementation of change interventions could primarily be attributed to the bases on which the change management practices that are aligned to. Some change management process is viewed as being generic of a perceived stable, one-dimensional concept of organisational transformation and can be applied to most circumstances.

The discussions deliberated on is primarily related to the problem statement, the objectives, the findings of the survey, expressions from the interviews and brought to a conclusion highlighting the limitations and recommendations.

## **5.2 DISCUSSION**

The formulated problem statement and objective of this study was to explore and understand the effects of change on employees at MDHS during a restructuring and transformation process. The study was conducted using a combination of quantitative and qualitative research methodology with the focus on attitudes, commitment and challenges/successes related to the restructuring process and the findings are the opinions from the sample group of employees, related to the objectives of this study.

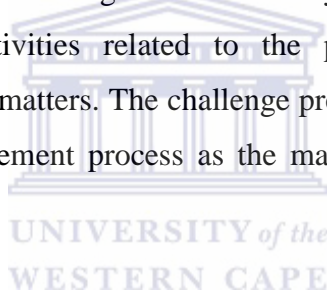
### **5.2.1 DEMOGRAPHIC INFORMATION ABOUT THE SAMPLE**

The sample of 60 employees was selected from the Department of Health based at the former Metro Regional District Office situated in Woodstock that were part of the restructuring process. The majority of the participants were females (n= 35 / 66%); the participants were between the ages of 41 – 50 (47%). The majority of the participant's home language was English (68%) and most of them only had a matriculation certificate residing in a management role.

## **5.2.2 DISCUSSION: PROBLEM STATEMENT**

The findings related to the problem statement in determining if there were sufficient capacity to deal with the restructuring and transformation initiatives were extracted from the data received. Managers of respective units were mandated and co-opted to function as change agents tasked to manage the restructuring specific to the area of expertise. In doing this the risks related to compliance and service delivery in their respective area of expertise was sufficiently mitigated.

Evident was the experienced change agents whose inherent dispositions and personality traits placed them in an advantageous position to successfully mitigate the risks related to resistance, anxiety and behavioural modifications; associated to the changes implemented at MDHS was reflected in the positive responses to survey questionnaire by the lower levels of employees. This is mainly attributed to the adopted communication strategy and the extensive consultations with staff members. Managers that felt they needed to empower themselves more, actively engaged in activities related to the process dealing with structural, organisational and labour related matters. The challenge presented with this approach offered limitations to the change management process as the managers co-opted were themselves directly affected by the process.



## **5.3 OBJECTIVES**

The composite objective of this study is to explore and understand the effects of change on selected employees functioning at different levels within the MDHS Regional office based at Woodstock, during restructuring and transformation of the provisioning of healthcare services. The findings related to the objectives of this study focussing on employees attitudes, their commitment to the organisation and the barriers related to the process is placed in context.

### **5.3.1 DISCUSSION ON SURVEY QUESTIONNAIRES**

The aim of the survey was to determine participant's attitudes towards organisational commitment and attitude to organisational change. The survey questionnaire was adapted from previous studies conducted by Visagie in 2010 related to organisational change. The adapted version was categorised into two parts and participants had to indicate on a Likert scale their level of agreement/disagreement to statements posed (Appendix E).

The responses to Part A of the questionnaire related to Organisational Commitment showed an overwhelming percentage of employees being committed to the organisation. The sample of 50 was selected to participate in the survey questionnaire and a response rate of 90% was returned. The 22 statements related to organisational commitment a total of 77,2% of the sample group reported a positive commitment to the organisation and 22,7% remained neutral stating they neither agree nor disagree with the statement.

The findings of the study revealed the employees were committed to their job and the function they perform in the delivery of a quality healthcare service to the communities they serve. A clear distinction was made that their commitment was to not to the institution itself but on the mandate they needed to deliver.

The literature focusing on organisational commitment is defined by Meyer & Allen (1991) as:

- Affective: The employee's identification with, emotional attachment to and involvement with the organisation.
- Continuance: Awareness to the financial implications in leaving the organisation.
- Normative: A sense of obligation to remain with the organization.

Organisational commitment was defined by Bateman & Strasser (1984) as a "multi-dimensional nature, involving an employee's loyalty to the organisation, willingness to exert effort...degree of congruency with organisations goals & desire to maintain membership".

The frequency distribution results reflecting participant's perception on organisational commitment with the highest score to the given statements are in table 5.1.

**Table 5.1**  
**Scores related to Organisational Commitment.**

<b>Statement</b>	<b>Response</b>	<b>Frequency = Highest Score</b>
I would be very happy to spend the rest of my career with the organisation.	Agree	48%
I enjoy discussing my organisation with people externally.	Agree	40%
I really feel as if this organisation's problems are my own.	Agree	38%
I think I could easily become attached to another organisation.	Neutral	

I do not feel like part of the family at my organisation.	Disagree	47%
I do not feel emotionally attached to this organisation.	Disagree	35%
This organisation has a great deal of personal meaning.	Agree	48%
I do not feel a strong sense of belonging to my organisation.	Disagree	43%
I owe a great deal to this organisation.	Agree	37%
I would not leave my organisation right now because I have a sense of obligation to the people.	Agree	36%
This organisation deserves my loyalty.	Agree	42%
I would feel guilty if I left my organisation now.	Neutral	29%
I do not feel any obligation to remain with my current employer.	Neutral	33.33%
Even if it were to my advantage, I do not feel it would be right to leave my organisation now.	Disagree	33.33%
Too much in my life would be disrupted if I decided I wanted to leave my organisation now.	Neutral	32%
It would be very hard for me to leave my organisation right now, even if I wanted to.	Agree	36%
I am not afraid of what might happen if I quit my job without having another lined up.	Disagree	39%
One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.	Agree	43%
I feel that I have too few options to consider leaving this organisation.	Neutral	45,4%
Right now staying with my organisation is a matter of necessity.	Agree	45%
It would be too costly for me to leave my organisation right now.	Agree	48%
One of the reasons I continued to work for this organisation is that leaving would require personal sacrifice.	Agree	43%

Part B of the survey questionnaire which related to the employee's Attitudes towards Organisational Change was discretely categorised into components with the emphasis on the following change variables:

- AC 23 – 25: Attitude to Organisational Change.
- AC 26-30: Readiness to Change.
- AC 31: Trust
- AC 32 – 34: Communication to Organisational Change.
- AC 35 – 36: Training.
- AC 37 – 38: Change Confidence
- AC 39 – 41: Need for Change
- AC 42 – 48: Personal Benefit
- AC 49 – 54: Organisational Benefit.

(Source: The relationship between employee attitudes towards planned organisational change and organisational commitment. Visagie, 2010).



The findings of the study revealed the employees had a positive attitude to the changes and welcomed the new structure as the benefits of implementing the Healthcare 2010 strategy surpassed all the perceived inertias related to the change.

Research conducted by Erkal and Kebapci (2009) go further in saying the self- awareness of the individual and their ability to comprehend the emotional circumstances of others defines the manner in which managers manage the change process. The author elaborates on the work of Maslow's hierarchy of needs and Roger's path of personal growth as the key attributers to this approach. Research conducted amongst 500 business professionals by Kreitner and Kinicki (2007) as cited by Von der Ohe and Martins (2010) found the main deciding factor to stay in their jobs or resign was whether employees had a trusting relationship with the manager.

Kroukamp (2008) states it is vital government institutions establish trust to achieve stability and further development. Trust not only enhances confidence in institutions but also the cooperation of citizens to effect policies and programs of government. Trust is seen as a relationship of mutual confidence in contractual performance, honest communication, expected competence and a capacity for unguarded interaction.

Erkal and Kebapci (2009) highlight the divergence to the behavioural approach by changing the individual's cognitive processes. The way people think inadvertently affects their emotions and their behaviour hence by altering their thought processes would minimize negative reactions to change. Various techniques may be used ranging from mentoring and coaching activities.

The change variables used in Part B of the questionnaire were incorporated into the 32 discreet statements as reflected in Appendix E and were analysed using Univariate Statistics options that illustrates standard descriptive statistics for example; N: The number of cases for each variable; Mean: The average value for the variable; Median: The middle value when the values are arranged from smallest to largest and Mode; the most common value.

The statistical computations discussed are the most common occurring value, the mode, which reflects the participant's attitude towards organisational change (table 5.2).

**Table 5.2**  
**Scores related to Attitudes towards Change.**

<b>Change Variable</b>	<b>Response</b>	<b>Mode</b>
Attitude to Organisational Change: AC 23 -25.	Agree	2
Readiness to Change: AC 26 – 30	Agree	2
Trust: AC 31	Agree	2
Communication to Organisational Change: AC 32 – 34	Agree	2
Training: AC 35 – 36	Agree	2
Change Confidence : AC 37 – 38	Agree / Disagree	4 / 2
Need for Change: AC 39 – 41	Disagree	4
Personal Benefit: AC 42 – 48	Agree / Disagree	4 / 2
Organisational Benefit: AC 49 – 54	Agree	2

Key: 1: Strongly Agree; 2: Agree; 3: Neither Agree nor Disagree; 4: Disagree; 5: Strongly Disagree.

The statements posed a question to the participants and they were required to indicate which statement they supported or refuted on a Likert scale ranging from A–E and converted to numerical values 1-5 to facilitate the statistical computation analyses. A total of nine Change Variables were categorised. The statements in 8 categories namely, Attitude to Organisational Change, Readiness to Change, Trust, Communication to Organisational Change, Training, Change Confidence, Personal Benefit, Organisational Benefit were posed in a manner that implied a positive outcome to the Change Process. The mode values related to six change variables indicate that participant's agreed to the intended outcome of the Change management process. Therefore their attitude to change can be considered in a positive light. The mode values related to the variables focusing Change Confidence and Personal Benefit the participants responses were mixed with an equal number of mode values agreeing and disagreeing with the statements.

The statements for the change variable focusing on the need were posed negatively implying the reasons and communications relating to this process were not adequately addressed. The mode value for this variable indicates the participants disagree with the statements implying there were adequate consultations and the reason for the restructuring and changes were necessary.

### **5.3.2 DISCUSSION ON STRUCTURED INTERVIEWS**

The aim of the structured interview was to determine participant's perceptions related to the restructuring process, the implementation of the strategy and the impact it had on the employees. A total of twelve questions were posed and the responses were recorded and transcribed into a word document. The expressions were analysed using a Thematic Content Analysis approach. The theme emanating from the responses were aligned to the change sentiment framework. A sample of ten managers that were part of the restructuring process were approached and asked to participate in the interview. A total of 80% of the managers honoured the scheduled interviews.

According to Cadogan (2009) systemic and lasting organisational change is as a result of the vision developed by leaders, the depth of the design related to human capital policies and the courage of leaders to implement them. Cadogan (2009) defines leadership courage as a combination of appreciation of the challenges associated with deep design and a compelling vision to change the systemic nature of the organisations they lead. Ensuring real and sustainable change is achieved the human capital policies needs to be designed as part of the systemic transformation framework.

#### **5.3.2.1 Organisational Restructuring Process: Expressions**

The discussion hereunder is primarily based on the expressions of the participants and provides life and depth to the literature articles reviewed relevant to the findings.

##### **Discrepancy**

The literature defining the nature of the psychological contract is brought to life with the sentiments expressed by the participants. Individuals felt the truth was masked and a small group staff that offered 20 years and more service to the organisation was adversely affected by the process were not appropriately managed; they were significantly compromised.

The change management program adopted in the restructuring process at MDHS was fundamentally limited due to the restricted resources and the complexity of the process.

Literature reviews defined the theory related to psychological contract as "...an unwritten agreement that sets out what management expects from the employee and vice versa..." by implication the psychological contract that existed between the employee and the employer was damaged. According to Morrison (1994), the issues covered by the psychological

contract are laden with emotions and when expectations are absent it provokes strong reactions and feelings.

The inequitable distribution of human and financial resources after the restructuring process significantly impacted the morale of staff in certain districts. As a consequence participants were of the opinion this anomaly rendered those districts affected as being dysfunctional. Reference was made to the inappropriate manner the staff was deployed was treated by the receiving institutions. The institutions that were required to accept staff was matched and placed at their institutions were not well received. The reason can be attributed to the lack of consultations with the receiving institutions management structure.

### **Appropriateness, Efficacy, Principal Support and Valence**

The overwhelming consensus and consistencies from the participant's responses was the sterling leadership and guidance offered by the Chief Director the head of the Metro District Health Services with the implementation of the restructuring process. The extensive consultations held with staff and chaired by the Chief Director were well received and contained anxiety. There were some that felt the consultations were dealt with as being collective and this did not sufficiently allow employees that were adversely affected to make informed decisions. The message delivered had adverse implications to certain occupational groups and as a consequence these select few were declared in excess and the appropriate Employee Assistance Program (EAP) was put in place. In addition a Social Plan was drafted to assist staff in a career decision making processes.

The appropriateness of the restructuring process was supported by the unmanageable status of having one regional office based in Woodstock to render administrative support to the health facilities within the Metropole. The restructuring resulted in the establishment of 5 district offices which rendered the Metro District Health Services more manageable. Managers were more accessible and new job opportunities were created. The decentralisation of functions meant the services were rendered at a Primary Health Care Platform were being offered closer to the client's place of residence.

## **5.4 LIMITATIONS**

The limitations relevant to this study was the accessibility of the employees that were part of the restructuring process as they were deployed across the Metropole covering areas in Atlantis, Mamre, Eerste River and Khayelitsha. The timeframe that lapsed since the

restructuring process were that some staff had left the organisation due to natural attrition. Cognisance should be taken the restructuring process was done in phases and there were parallel policy changes being made during the implementation of the process. The focus of this study was Phase 1 of the process being the unbundling of the Woodstock regional Office and at that time the latter phases of the process was not concluded.

The statistical analyses were maintained at a basic level due to the qualitative elements. Future research should be extended to more facilities that were affected by the restructuring process and online distribution of survey questionnaires may offer a larger sample group. Cognizance should be paid to this study by conducting further research to overcome some of the limitations to ultimately contribute towards the body of knowledge.

## **5.5 RECOMMENDATIONS**

Ndlovu and Brijball Parumasur (2005) state the key elements to a successful change management initiative is the management of the people, the commitment to and the involvement with the organisation during the change process. This would involve repositioning of the human resources and a review of the quality of the management and leadership styles. They elaborate further on the dynamics of change that are enthused by numerous external and internal forces that often reinforce each other. These forces include reorganisation, interpersonal and conflict amongst functional units, diverse cultural dynamics, and innovative technological advancement and market changes.

According to Ndlovu and Brijball Parumasur (2005) managing the remaining employees is equally important to those that have been declared redundant. The survivors often display emotions and reactions that include shock, disbelief, betrayal, decreased motivation and low levels of morale. Cascio (1993) defines the set of shared emotions, reactions and behaviours of the employees that survived the transformation as survivor syndrome.

In light of the literature review and the findings the recommendations are any decisions made related to future restructuring process should be more inclusive and participatory. Ideally the employees functioning at an operational level namely, the staff actually operating at grassroots level should be consulted.

In addition, the restructuring process was complex and the geographical span of control was vast. It is with this premise that with future change initiatives the services of organisation development specialists be utilized to fast track the process and sufficiently mitigates the

risks without affecting service delivery. This practice would prevent utilizing staff as change agents and who are often also affected by the change processes but are expected to suppress their emotions and career aspirations to get the job done.

## **5.6 CONCLUSION**

In determining whether the objectives of this research were attained, the main objective of this research was to explore and understand the effect the restructuring and transformation had on employees at the MDHS Regional Office situated in Woodstock. To substantiate the findings extensive research was done on the topic related to change management interventions ranging from restructuring, mergers, decentralisation, transformation and redundancies.

The change processes that were reviewed had realistic and practical change models developed by astute academics and researchers. The message that transcends through all the change management strategies, plans and success formulae is considering the human factor. Understanding and effectively manage change, managers need to acknowledge emotions will always play a significant role. Emotion cannot be divorced from the workplace because emotions cannot be separated from people. Leaders who have an understanding of the significance of the role of emotions will improve their ability to manage co-workers' behaviours.

Robbins and Judge (2007) deliberate on the myth of rationality and scientific management. Alluding the protocol in the world of work is too suppress emotions and a successful organisation was one that did not allow employees to express any form of emotions such as fear, joy, sadness, anger, love or grief. These displays of emotions were seen as the antithesis to rationality and viewed as disruptive. Studies reveal emotions are critical to rational thinking mainly because they provide important information about how individuals understand the world around them.

Leaders should be mindful of the function of the human emotions in implementing any change processes. Crucial to the process is to ensure employees understand the need for change and develop a clear compelling vision. As displayed within the change process at MDHS was the ownership, commitment and communication of the message by top management. Making the time to listen to the concerns of the people makes them feel valued.

In determining the challenges, definite barriers were identified with the implementation of the process, in particular was the protracted timeframe of implementation, the inequitable distribution of human resources resulting in an imbalance of appropriate skills base in certain districts to the extent that they were perceived as dysfunctional.

Future researchers together with stakeholders that have a vested interest in the Health Care System, can be appeased with tentative remediation steps at the time of this research study was set in motion. A draft framework for dialogue focusing on Health Care 2020 has been constructed and distributed via the departmental intranet website for public scrutiny and comment. Pertinent questions were posed in the document related to the lessons learnt from the implementation of Comprehensive Service Plan and an opportunity to present suggestions how to improve on the previous strategy adopted.

This remediation process bodes well with the findings of this study as it paves the way in providing guidelines to improve the quality of service delivery and future transformation initiatives.



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**APPENDIX B.**

**Participant Consent Form**

**Restructuring and transformation at MDHS**

I have read the Information Sheet regarding the research project and fully understand the contents. All the questions have been answered to my satisfaction and understand that I am free to request more information at any stage.

I am fully aware that:

- My participation in this research project is completely voluntary
- I am able to withdraw from the research project at any time without disadvantage or prejudice.
- The raw data on which the results of the research project depend will be kept in a secure storage space for 5 (five) years after which it will be destroyed.
- The results of the findings may be published and available in a library and electronic database and every attempt will be made to maintain my anonymity.

I agree to take part in this research project.

.....

(signature of participant)

.....

Date.

**APPENDIX C.**

**Section A: Biographical Information**

Please tick  the block most applicable.

<b>1</b>	<b>GENDER</b>										
<b>a</b>	Male	<input type="checkbox"/>	b. Female				<input type="checkbox"/>				
<b>2</b>	<b>AGE (in years)</b>										
<b>a</b>	Under 20	<input type="checkbox"/>	b. 20-30	<input type="checkbox"/>	c. 31-40	<input type="checkbox"/>	d. 41-50	<input type="checkbox"/>	e.51-60	<input type="checkbox"/>	f. Over 60
<b>3</b>	<b>HOME LANGUAGE</b>										
<b>a</b>	English	<input type="checkbox"/>	b. Afrikaans	<input type="checkbox"/>	c. Xhosa			<input type="checkbox"/>	d. Other		<input type="checkbox"/>
<b>4</b>	<b>PRESENT RANK</b>										
<b>a</b>	Senior Management										
<b>b</b>	Management										
<b>c</b>	Supervisor										
<b>d</b>	Non- Managerial										
<b>5</b>	<b>NUMBER OF YEARS IN CURRENT RANK</b>										
<b>a</b>	0 – 5 years		<input type="checkbox"/>	b. 6 – 10 years		<input type="checkbox"/>	c.11 – 15 years		<input type="checkbox"/>	d. 16 -20 years	
<b>e</b>	21 – 25 years		<input type="checkbox"/>	f. 26 – 30 years		<input type="checkbox"/>	g. Over 30 years		<input type="checkbox"/>		
<b>6</b>	<b>HIGHEST LEVEL OF EDUCATION</b>										
<b>a</b>	Senior Certificate										
<b>b</b>	Certificate										
<b>c</b>	National Diploma (3years)										
<b>d</b>	Degree										
<b>e</b>	Post Graduate Degree										



**APPENDIX D.**

**Section B: Structured Interviews**

Open ended questions

A. Questions on restructuring process

<b>1. Has your organisation been through a restructuring process during the past 5 – 10 years?</b>	<b>Yes</b>	<b>No</b>
<b>If 'yes', how was your position affected by the restructuring?</b>		
<b>2. What were the specific aims of the restructuring plan?</b>		
<b>3. What was the outcome of the restructuring process?</b>		

B. Organisational Restructuring – Impact on employees

<b>4. In your view, was there sufficient consultation within MDHS about the changes taking place and how they were likely to affect you?</b>	<b>More than sufficient</b>	<b>Sufficient</b>	<b>Insufficient</b>
	1	2	3
<b>Please qualify your answer.</b>			
<b>5. Did you receive sufficient information about the future status/ directions of your department / unit following restructure?</b>	<b>More than sufficient</b>	<b>Sufficient</b>	<b>Insufficient</b>
	1	2	3
<b>Please qualify your answer.</b>			
<b>6 a. How would you rate your level of commitment to the organisation prior to restructuring?</b>	<b>High</b>	<b>Neutral</b>	<b>Low</b>
	1	2	3
<b>b. How would you rate your level of commitment to the organisation now?</b>	<b>High</b>	<b>No change</b>	<b>Low</b>
	1	2	3
<b>If your level of commitment has changed, what was it about the process of restructuring that has affected your level of commitment to the organisation?</b>			

<b>7. How secure do you feel in your current position (please circle)</b>	Very Secure	Fairly Secure	Same as before	Fairly insecure	Very Insecure
	1	2	3	4	5
<b>Can the organisation do anything to help improve the way you feel?</b>					
<b>8. In your view is the relationship between management and employees better now than before the restructure?</b>	Much Better	Slightly better	Same as before	Worse	Much Worse
	1	2	3	4	5
<b>In which way has it changed?</b>					

C. Questions on implementation strategy

<b>9. Could you please comment on the implementation strategy that was followed?</b>
<b>10. Which would you consider the critical success factors for the implementation?</b>
<b>11. Which were the main barriers that you encountered in the restructuring phase?</b>
<b>12. Was there an issue of overstaffing or redundancy and if yes how was it dealt with?</b>

That concludes the interview thank – you for participating.

**APPENDIX E.**

**Section C: Survey Questionnaire**

A. Organisational Commitment: (Please indicate your level of agreement with each of the following statements).

STATEMENTS		Strongly agree	Agree	Neither Agree or disagree	Disagree	Strongly disagree
		A	B	C	D	E
1.	I would be very happy to spend the rest of my career with the organisation.					
2.	I enjoy discussing my organisation with people externally.					
3.	I really feel as if this organisation's problems are my own.					
4.	I think I could easily become attached to another organisation.					
5.	I do not feel like part of the family at my organisation.					
6.	I do not feel emotionally attached to this organisation.					
7.	This organisation has a great deal of personal meaning.					
8.	I do not feel a strong sense of belonging to my organisation.					
9.	I owe a great deal to this organisation.					
10.	I would not leave my organisation right now because I have a sense of obligation to the people.					
11.	This organisation deserves my loyalty.					
12.	I would feel guilty if I left my organisation now.					
13.	I do not feel any obligation to remain with my current employer.					

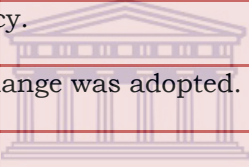
		Strongly agree	Agree	Neither Agree or disagree	Disagree	Strongly disagree
		A	B	C	D	E
14.	Even if it were to my advantage, I do not feel it would be right to leave my organisation now.					
15.	Too much in my life would be disrupted if I decided I wanted to leave my organisation now.					
16.	It would be very hard for me to leave my organisation right now, even if I wanted to.					
17.	I am not afraid of what might happen if I quit my job without having another lined up.					
18.	One of the few serious consequences of leaving this organisation would be the scarcity of available alternatives.					
19.	I feel that I have too few options to consider leaving this organisation.					
20.	Right now staying with my organisation is a matter of necessity.					
21.	It would be too costly for me to leave my organisation right now.					
22.	One of the reasons I continued to work for this organisation is that leaving would require personal sacrifice.					

B. Attitudes towards change.

Please indicate your level of agreement with each of the following statements.

STATEMENTS		Strongly agree	Agree	Neither Agree or disagree	Disagree	Strongly disagree
		A	B	C	D	E
23.	Most of the initiatives that are supposed to solve problems in this organisation do not do much good.					
24.	The organisational change initiatives had the desired effect in my organisation.					
25.	I would support and do my best for any change initiative which I believe is beneficial to the organisation.					
26.	Most changes in our organisation made my work more effective and efficient.					
27.	The organisational changes improved our organisation's overall efficiency.					
28.	Our senior managers encouraged all of us to embrace the organisational changes.					
29.	My managers were committed to making the change effort a success.					
30.	My colleagues supported the organisational change efforts.					
31.	In this organisation, competent authorities conveyed the reasons for the changes in all aspects.					
32.	I am thoroughly satisfied with the information I received about the changes in my organisation.					
33.	I knew how to access necessary information about the changes in my organisation.					
34.	I believe the information transmitted about the changes made in this organisation explained why the change was necessary.					

		Strongly agree	Agree	Neither Agree or disagree	Disagree	Strongly disagree
		A	B	C	D	E
35.	This organisations head office arranged seminars / workshops in order to train personnel about the changes in this organisation.					
36.	I consider myself adequately trained about the changes in this organisation.					
37.	I was intimidated by all tasks I had to learn because of the changes.					
38.	I did not anticipate any problems adjusting to the work I would have when change was adopted.					
39.	There were legitimate reasons for us to make this change.					
40.	No one has explained the reason for the change initiative to take place.					
41.	I was suspicious about the reason for the change initiatives that took place.					
42.	When this change was implemented, I did not believe there was anything for me to gain.					
43.	This change has disrupted many of the personal relationships I developed.					
44.	The change gave me new career opportunities.					
45.	People pretended they agreed with the changes, but in reality did not allow them to be introduced.					
46.	It is common to continually change direction, not giving continuity to what was already done.					
47.	My future in this job is limited because of the changes implemented.					

		Strongly agree	Agree	Neither Agree or disagree	Disagree	Strongly disagree
		A	B	C	D	E
48.	The change made me question my future employment with this organisation.					
49.	I think this organisation has benefited from this change.					
50.	The organisation is more productive since the change was implemented.					
51.	When the change was adopted, we were better equipped to meet our customer's needs.					
52.	This change improved our organisation's overall efficiency.					
53.	This organisation lost some valuable assets when the change was adopted.					
54.	The change matched the priorities of our organisation.					
 UNIVERSITY of the WESTERN CAPE <b>MANY THANKS FOR TAKING THE TIME TO COMPLETE THIS SURVEY.</b>						