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**A CASE STUDY ANALYSIS OF THE MANAGEMENT  
OF CHANGE PROCESSES IN THE CIVIL SERVICE  
OF LESOTHO**

**By:**

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## DECLARATION

I hereby declare that all views expressed in the research are my own work and in case whereby other people's work has been used it has been duly acknowledged. This research has not been previously accepted for any degree and is not being currently submitted in candidature for any degree.

Signed.....*Makella*.....*096258*.....

Date.....*15<sup>th</sup> September, 2003*.....

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## **ABSTRACT**

This study is an evaluation of the implementation of change processes in the Lesotho Civil Service, Ministry of the Public Service (MPS). A qualitative method was used where an exploratory study was conducted by drawing a case study to evaluate the change implementation process in the organisation.

In enabling the researcher to conduct a more focussed study, only five factors that have an impact on the successful implementation of change were considered. The factors were namely: forces for change; managing and leading change; building the desired culture; resistance to change and errors common to organisational change. The relevant information for the case study was obtained mainly from interviews and questionnaires. The pattern matching technique was performed on the case study, whereby the way change was implemented in the Lesotho Civil service was compared to that suggested by the literature.

Fifty questionnaires were administered to fifty employees in the Ministry of the Public Service. Finally an evaluation based on the responses of the respondents, what actually happened and that which the literature suggests were evaluated interdependently.

Based on this evaluation, it was found that, there were forces for change in the organisation, but management did not communicate with the employees as to the need for change and how it was to be implemented. Employees were never involved or asked to participate in the planning process of the change.

Management in the organisation did not take all aspects into account when planning for change as suggested by the literature and all these aspects need to be improved upon by the leaders in the organisation.

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## CHAPTER ONE

### 1.1. Background for the Research

The Civil Service of Lesotho is the biggest employer in the country. Just like any other organisation it has been affected both positively and negatively by the rapid changes in the business world. Its main customer base is the public at large and the employees themselves.

One of the objectives of the Lesotho Government is poverty reduction. One of the Government strategies to achieve this objective is amongst others, Public Sector Improvement and Reform Programme. The purpose of the Reform Programme is to improve the quality and the efficiency of delivery of public services to all Basotho and other clients as appropriate. The desired outcome is the right people, with the right attitude, in the right place, at the right time while the end result is the enlarged, reinvigorated economy and reduction in the general level of poverty.

Since independence Lesotho had engaged in reform initiatives to address the problems of lack of clarity of roles and responsibilities of various civil service positions, duplication of efforts within Ministries and departments, weak management, absence of planned training and poor record management systems.

Within the Public Sector Improvement and Reform Programme, the Ministry of the Public Service is responsible for the following:

1. Transformation of Personnel Administration into Human Resource Management.
2. Introduction of Performance Management system.

3. Computerisation of human resource information, networking and linking it to the payroll.

**Source:** Ministry of the Public Service 2003.

For the purposes of this study, the main focus of discussion is on the change initiatives for the transformation of human resource management to personnel management and specific examples applicable in the dissertation will be made from all the above mentioned change initiatives where necessary.

## **1.2. Motivation for the Research**

Organisational change involves and affects people both directly and indirectly, I will analyse how leaders of the transformation process in the organisation dealt with people management issues. These are aspects such as motivation, sensitization and the involvement of the employees in the transformation processes as well as the leadership skills that were adopted in order to effect the change.

The research was further motivated by the fact that the researcher wanted to examine and make a systematic inquiry into whether the reasons for the transformation were well communicated to all organizational members as an effort from management to solicit ideas and suggestions from employees with regard to what should be done and how, and the levels at which the employees will be participating in effecting the change and ensuring success as any type of change will affect them as shareholders in the organisation.

Furthermore, a study was conducted in order to investigate how informed and receptive are the employees to the change initiative and whether they understand and appreciate the anticipated end-result of the change implementation. This indicates how good or bad the leaders of change were in communicating and clarifying the need for change and the future vision that they are driving towards.

The researcher again wanted to find out whether leaders of change in the organisation created a state of creative tension, whereby they offered more to the employees as an incentive for them to move in a group towards the intended vision.

These and many other more reasons such as the commitment of both leaders of change and the employees in the organisation, the forces that prompted the changes etc. are what motivated the researcher to conduct this study.

### **1.3. Value of the Project**

When the project is complete, it is hoped that it will be of great value to the organisation in that it will provide mechanisms required of any organisation for it to effectively and successfully implement change and evaluate progress afterwards. The project will provide guidelines on the most critical issues that need to be adhered to by the leaders or drivers of change organization so as to ensure its success.

Over and above the aforementioned, the organisation can use the results produced from the project to assess itself with regard to its success in incorporating all the valuable aspects needed in transforming such as, good leadership skills, informed and motivated employees, effective communication throughout the process and the realisation of creating a corporate culture conducive for the transformation.

Furthermore, the results of the study can be of benefit to the organisation as it can use them as guidelines in assessing their overall performance, and also identify corrective measures that they can undertake, in order to rectify the mistakes that were made and make all the necessary adjustments in order for the transformation to be a success.

#### **1.4. Problem Statement**

The problem statement for this study is an evaluation of the implementation of transformation processes introduced in the Civil Service of Lesotho to determine why they fail or if not progress at a very slow pace that greatly defies the set standards and performance dates set for all the levels of the implementation stage.

Change is never easy. Most people have feelings of uneasiness when faced with the prospect of abandoning the familiar activities and the challenge of the new. It is therefore not surprising that one's most stressful experiences are those that involve substantial disruption from one's former routines

The key components of effective change management have a common underlying factor, which is: the ability to ensure the best possible standards of communication between senior management (those people responsible for driving and managing the change), and all other parts of the organisation (those who will have to deliver and live with the outputs of the process) throughout the process. Therefore any change program that is initiated by an organisation will have to be evaluated in order to determine the success of the process.

#### **1.5. Objectives of the Study**

These are the desired end results and in this dissertation the focus is on the following three objectives:

- To evaluate the implementation and management of transformation processes in the Civil Service.
- To determine whether the objectives and steps taken to transform and align the Civil Service form a strategic fit with the mission and vision of the organisation.
- To establish the effectiveness of transformation processes in the Civil Service.

## 1.6. Research Methodology

The research methodology is qualitative in nature. The study was based on the literature review of the applicable theories of change management, and the collection of data through questionnaires dispatched to employees from Grade F-L and the available secondary data from on the topic conducted by other researchers.

The questionnaire is constructed in such a way that under all the five variables of change to be discussed, there are questions that are asked and which at the end tie up the change model together.

### Data Collection Techniques or Methods

- **Secondary data** – This will be information that will be gathered from the writings and research done by other people on the same topic of change management. These will be obtained from thesis, reports etc.
- **Literature review** – A comprehensive theoretical review on the topic of change management will be obtained from management books, the Internet media and from the available journals and articles on the topic.
- **Questionnaires** – Questions will be of one category namely, Likert Scale questions.
- **Interviews:** interviews were conducted so as to get more information regarding the change processes in the organisation. A set of questions will be developed so as to be able to cover all the constructs of change to be discussed in the following chapter.
- **Sample Size:** The sample size will be of fifty (50) employees from the Ministry of the Public Service selected from Grades F-I, that are referred to as management positions in the Ministry. A total of fifty questionnaires was sent out.

### **1.7. Delimitations and Limitations**

**Firstly**, as a delimitation the study will only focus on the people management aspect of transformation processes with the main emphasis on the type and style of leadership followed. It will not investigate further any of the other resources needed for the success of a transformation project such as finance and any other logistics but I will briefly indicate their` impact on the change implementation. The study will further focus on the transformation initiatives that are spearheaded by the Ministry of the Public service due to the accessibility and familiarity with the Ministry and its activities **(WILL NOT COVER ALL TRANSFORMATION INITIATIVES IN OTHER GOVERNMENT MINISTRIES)**.

These delimitations and limitations can be a form of resistance towards the factors pushing for change. But the researcher can overcome these by winning the trust of the respondents through communication, clarifying the reasons for the research and what the resulting product will be and how the organization and the employees themselves will benefit from the end – product.

**Secondly**, the perceived limitations to the study are as follows:

- Possible resistance in divulging some of the information with fear that they might be trading confidential documents.
- The hoarding of information by certain individuals who feel that they will be letting go of their valuable possessions.
- People may not be willing to participate in personal interviews and they might again perceive the filling of questionnaires as a waste of time.
- Upper level management might provide untrue responses that are full of bias because the project might expose their weaknesses.
- As this is a people management subject some information especially that obtained from the personal interviews and questionnaires from the interviewees might be overloaded with bias and emotion.

In trying to overcome the aforementioned possible limitations, the researcher indicated to all the prospective respondents that the information she is asking for will not be used to harm them in anyway but will be used to come up with solutions to overcome and iron out problems they are encountering in implementing and managing change effectively in their organisation.

## **1.8. The Structure of the Dissertation**

- **Chapter Two**

This chapter will cover the literature review section of the dissertation. In this chapter the researcher will discuss the theories and models related to the subject of change management and go further at the end of the chapter by adapting a model to use in the study.

- **Chapter Three**

A detailed review of the study will be provided here. This will be done using the change management constructs discussed in chapter two as a framework to write the case study (pattern matching). A history of the organisation will be provided, the transformation processes embarked on and the success or failure of the implementation process.

- **Chapter Four**

In this chapter the research method to be used in this study will be discussed. The research design will be qualitative in nature and both the sources of information and the measuring instruments used in the study will be discussed. The sample size and the extent to which the information is both internally and externally valid will be indicated.

- **Chapter Five**

This chapter will focus on the presentation of the information that was gathered from the responses of the employees in the Civil Service of Lesotho through the use of questionnaires and interviews. It will be presented in summary form under the variables of change that have under discussion in the dissertation.

- **Chapter Six**

In this chapter there will be an evaluation of the management of the change in the Civil Service. An evaluation of the data collected through the use of questionnaires and interviews. In the evaluation there will be a comparison of the responses of the sample size with the theoretical models of change management that are discussed in the chapter on literature as well as what really happened in the organisation.

- **Chapter Seven**

Conclusions drawn from the evaluation and the Recommendations will be outlined in this chapter on the basis of the findings of the evaluation in chapter five. This will encompass commending the Ministry on all the things that they did well and advising them on how to improve on their shortcomings and what to do in the future when embarking on a change initiative.

Guidelines will also be provided on the most critical issues that need to be adhered to by the leaders of change in the organisation so as to ensure its success, such as; communication.

## CHAPTER TWO

### LITERATURE REVIEW

#### **2.1. Introduction**

The discussions of the literature review will explain the impact of the factors on the change management processes. These factors are the driving forces of change; managing and leading change (highlighting change planning; stages in the change process; importance of leadership and management in change implementation), resistance to change, building the desired culture and the errors common to organisational change.

#### **2.2. The Driving Forces Of Change**

We live in a very volatile environment. This makes everything and everyone in this environment susceptible to continuous change. Despite this, change should not be done for the sake of change; it should be done because it is a strategy to reach some overall goal. Usually organisational change is provoked by some major outside driving force, for example, substantial cuts in funding, address major new markets and a need for dramatic increases in productivity.

Typically, organisations must undertake organisation-wide change to evolve to a different level in their life cycle, such as, going from a highly reactive, entrepreneurial organisation to more stable and planned development. Change can also be due to internal forces. Appointment of a new chief executive can provoke organisation-wide change when his or her new and unique personality pervades the entire organisation.

Kotter (1996), states that, major change efforts have helped some organizations adapt significantly to shifting conditions, have improved the competitive standing of others and have positioned a few for a far better future.

In today's dynamic and changing environment organisations face many different forces of change. Their survival in turn depends on the ability to effectively respond to these forces of change. Awareness of these forces can help leaders determine when they should consider implementing organisational change.

There are wide ranges of forces acting upon organisations, which make the need for change inevitable. As Greenburg and Baron (1997) observed that organisations change either because they want to change or because they have to do so. Organisations confront the need to change because of conditions beyond their control, such as changes in the economy, competition, or government regulations. They also change simply because they want to make things better.

According to Krietner and Kinicki (1992), a great deal of organisational change comes from the strategic decisions to alter the way an organisation does business. Internal forces of change come from both human resource problems and managerial decisions to introduce new systems, to solve inadequate reward system and the type of structure, that result in conflict between managers and their subordinates or inadequate direction or support.

Such changes may include changes in products or services, changes in organisational size and structure, changes in administrative systems, introduction of new technologies etc. However, Krietner and Kinicki (1995) state that, not all forces for change are deliberate. Often an organisation is forced to respond to changes from outside over which it has little or no control. The key external forces for change are demographic characteristics, technological advancements, market changes, and social and political pressures

This, in turn, is requiring these organisations to adapt. “Change or die!” is the rallying cry among today’s managers worldwide (Robbins: 1996). Table 2.1 below, summarises six specific forces that are acting as stimulants for change.

**Table 2.1. Driving forces for change**

<b>DRIVING FORCES</b>	<b>EXAMPLES</b>
Nature of the workforce	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increase in professionals</li> <li><input type="checkbox"/> More diverse</li> <li><input type="checkbox"/> Many new entrants with inadequate skills</li> </ul>
Technology	<ul style="list-style-type: none"> <li><input type="checkbox"/> More computers and automation</li> <li><input type="checkbox"/> New occupations</li> <li><input type="checkbox"/> Flatter / flexible organisational structures</li> </ul>
Economic shocks	<ul style="list-style-type: none"> <li><input type="checkbox"/> Security market crashes</li> <li><input type="checkbox"/> Interest rate fluctuations</li> <li><input type="checkbox"/> Foreign currency fluctuations</li> </ul>
Competition	<ul style="list-style-type: none"> <li><input type="checkbox"/> Global competitors</li> <li><input type="checkbox"/> Mergers and consolidations</li> <li><input type="checkbox"/> Growth of specialty retailers</li> </ul>
Social trends	<ul style="list-style-type: none"> <li><input type="checkbox"/> Increase in college attendance</li> <li><input type="checkbox"/> Increase in divorce rate</li> <li><input type="checkbox"/> Delayed marriages by young people</li> </ul>
World politics	<ul style="list-style-type: none"> <li><input type="checkbox"/> Collapse of Soviet Union</li> <li><input type="checkbox"/> U.S embargo on Libya</li> <li><input type="checkbox"/> End of apartheid in South Africa</li> </ul>

**Source:** Rijamampianina, 2003.

As there are forces that drive change, (See Table 2.1) there are also resisters of change. These sources of resistance to change make it difficult for organisational change programmes to be carried out smoothly and timeously. These resisters to change can be from both individuals and from the organisation itself (this will be dealt with in the later section on resistance to change).

The optimum way according to Naidoo (2001) is to identify and selectively remove the restraining forces. Because of the imbalance that exists, the driving forces will automatically push towards change.

The internal forces amongst others include, both human resources problems with reference to availability of qualified personnel and the managerial decisions to introduce systems to solve problems such as inadequate reward systems, poor performance of the organisation.

The driving forces for change in the Civil service of Lesotho were both internal and external in nature. Some of the external forces that brought about change initiatives in the Civil Service are new government regulations, technological changes that affect the nature of work. This and many more forces of change in the civil service of Lesotho will be discussed in detail in the following chapter.

### **2.2.1. Why start a change Programme?**

According to Naidoo (2001), organisations embark on change programmes if they are faced with the following scenarios:

- Pain – The existing state is painful due to falling market share, executive turnover, decreasing profits, conflict etc. with the acknowledgement of crisis the old ways of thinking become obsolete.
- Image or potential – Top management have a clear idea of where they see the organisation. This can be seen in terms of profits, industry position, diversity, size, national role etc. In this case the organisation is moving towards a new (desired) state.
- Outside influence – External forces e.g. new government legislation, technological innovation. The old ways become obsolete and outside influences are the driving forces for the change.
- Achievement desire – Top management wants the organisation to become better. If there is potential for the organisation to move towards a more desired state then there is need to maximise the opportunity.

- Let's do something – Employees want to appear to be doing something constructive.

According to Naidoo this reason is likely to lead to more pain in the long run.

### **2.3. Managing and Leading Change**

This variable is very important so as to be able to manage the tension caused by the transition to a new state. If good leadership and management to control the process are not applied, the change process can fail, due to resistance.

Successful change must involve top management, including the board and chief executive. Usually there's a champion who initially instigates the change by being visionary, persuasive and consistent. A change agent role is usually responsible to translate the vision to a realistic plan and carry out the plan ([www.mapnp.org](http://www.mapnp.org)).

According to Anstey (2002) the centrality of leadership in any change process is clear from the mobilization phase through to workplace implementation phases. It has proven to be an elusive concept in many ways, but there is common cause that it involves a process of influencing groups towards the achievement of goals.

He goes further to argue that unlike management, which involves activities directed at coping with complexity and bringing order to a system, leadership is about coping with change and is centered in developing vision and inspiring people to achieve new objectives. Both are necessary for effective organizations capable of adaptive responses to fast-changing environments.

In chapter three of this dissertation, the aforementioned two concepts will be discussed in detail indicating how they are affecting the change processes in the Civil Service of Lesotho. This will be conducted in the form of a case analysis, which will be focusing on the variables of change management that are discussed in this chapter.

### 2.3.1. Management and Leadership of Change

Kotter (1996) states that management is a set of processes that can keep a complicated system of people and technology running smoothly. Leadership is a set of processes that creates organizations in the first place or adapts them to significantly changing circumstances. Leadership inspires what the future should look like, aligns people with that vision, and imagines them to make it happen despite of obstacles.

Creating plans to achieve the set objective, organizing for implementation and then controlling the process to keep it on track is the main essence of management. As depicted by table 2.2. below, one can easily see that the need to create short-term wins in a successful change effort demonstrates an important principle that: transformation is not a process involving leadership alone good management is also essential, thus a balance of the two is required

<b>LEADERSHIP</b>	Good	Transformation efforts can be successful for while, but often fail after short-term results become erratic.	all highly successful transformation efforts combine good leadership with good management.
	Poor	Transformation efforts go nowhere	Short-term results are possible, especially through cost cutting or mergers and acquisitions. But real transformation programs have trouble getting started and major, long-term change is rarely achieved
		Poor	Good
		<b>MANAGEMENT</b>	

**Table 2.2.** The Relationship of Leadership, Management, Short-Term results and successful Transformation, Kotter, 1996.

According to Gumbi (2002) the key ingredients in leadership come from inside one's soul and are principle and value –driven. Leadership starts with a sense of direction and is about going somewhere not about maintaining the status quo.

Leadership can be seen as the process of social influence in which the leader tries to obtain voluntary participation of employees in an effort to reach stated organisational goals by using personal power as opposed to positional power. Both managers and leaders are needed within the organisation. Managers need to instill stability whereas the leaders must ensure that the organisation progresses. The problem is when managers try to lead, while they have skills only to manage, and then chaos arises as leading needs different parts of oneself. According to Kotter (1990) leadership does not replace management but complements it. Management is about coping with complexity. Without good management complex organizations and the changes implemented in them become chaotic in ways that threaten the very existence of the organisation.

Creating plans to achieve the set objective, organising the implementation and the controlling the change process to keep it on track is the main essence of management Kotter (1996).

When looking at the model of the relationship of leadership, management, short-term results and successful transformation by Kotter (1996), one can conclude that both leadership and management are essential for the implementation of change processes. The Model shows that good leadership and good management leads to highly successful transformation efforts. The opposite is that poor leadership and poor management has a negative effect on change processes, as they do not take off.

What has been said in this section leads to the conclusion that leadership and management skills are prerequisites for effective and successful change implementation.

In chapter three a more practical analysis with reference to the Civil Service of Lesotho will be done in order to further explain and clarify the interdependence of leadership and management in effecting successful change.

According to Feldman (2002), without good change management an organisation will be in trouble politically. Your changes likely will need reversing on a regular basis, and your organisation will experience downtime and unreliable operations. In a nutshell, Change management, while it sounds esoteric, is simply the art of managing change rather than letting it manage you. As the change management saying has it “to fail to plan is to plan to fail.”

He goes further to indicate that, fortunately, change is easy to get a handle on. It consists of several phases, starting with the planning process and continuing into the implementation.

After identification and the realisation that change is needed in the organisation, the next step to be considered is change planning. For the purpose of this study, focus will be on briefly discussing the different types of change. The next factor to be reviewed will be the forces that restrain/ cause resistance to change and the stages of organisational change. Finally the different organisational strategies are discussed.

Naidoo (2001) states that, change initiatives involve the refining of how processes are performed, questioning of the existence of, need for and form of the processes. For example, processes can be automated, terminated, re-engineered, or out-sourced. People performing these tasks could be retrenched, re-deployed or Re-skilled. This could result in a dramatic shift of the size, shape and culture of the organisation. Dunn (2002), identifies the following elements of change:

- Leadership and work processes
- Structure and group learning
- Technology and communication
- Interrelationships and rewards

Organisational change can originate from planned intervention or programme, aimed at improving organisational effectiveness. At the end of the continuum, change can originate as a reactive, unplanned response to the environment. Any real change situation is likely to lie along the continuum between the two ends.

### **2.3.2. Planned vs. Unplanned Change**

Lippit (1982), states that, organisational change can be characterised in terms of the motivation or underlying causes of change, as well as the manner in which change occurs. In terms of the motivation for change, it is typically described as planned/proactive or unplanned/reactive.

#### **1. Planned change**

According to Naidoo (2001), planned change involves a deliberate, powerful and explicit decision to engage in a change programme of change, which may involve internal and external expertise, and a strategy of collaboration between expert and client system.

Planned change has both intentional (explicitly planned for) and unintentional (emerging from the situation) aspects.

Because it is not possible to plan for all eventualities in a change intervention, managers and change agents need to consider all organisational systems at their disposal to effect change successfully.

### **2.3.2.1 Types of planned change**

#### **a) Strategic change**

Strategic change is the reshaping of strategy, structure and culture of an organisation over time, by internal design, external forces or by simple drift. This type of change is managed in a deliberate as opposed to an emergent or opportunistic way Grundy (1993). In short, strategic change can be defined as a well-planned change process.

There are four prerequisites to strategic change:

Naidoo (2001)

- ❑ Change must be new to the organisation.
- ❑ Change must have an impact on the business itself.
- ❑ The change must have long-term impact.
- ❑ The change must have an impact on the people in the organisation and the way they do things.

#### **b) Revolutionary change**

Revolutionary change occurs if the whole organisation and culture is redefined. One of the main problems faced by organisations is that they set too high levels for detecting problems, resulting in people going to great extents to protect their views. Changes therefore take along time resulting in an increase in the seriousness of the problems. Often a crisis has to be reached before any action can be taken. Another contributing factor to rapid revolutionary change is the level of dissatisfaction (ibid).

## **2. Unplanned change**

Sometimes change takes place because it is imposed on the organisation by the environment. For example, can take the form of unplanned of changes from within the organisation in response to external crisis.

### **2.3.2.2. Types of unplanned change**

#### **a) Evolutionary change**

Greiner (1972) says evolutionary change in the lengthy periods between organisational revolutions and is the most common mode of organisational change. Maenetja (1998) describes evolutionary change as an incremental adjustment of an organisation without the development of a new organisational structure. This involves the continuous, evolving interactions among members of an organisation in response to organisational and/or environmental change.

Characteristics of evolutionary change

Naidoo (2001)

- Reflects organisational momentum.
- The present organisational working environment is maintained and improvements sought within.

Any type of change, whether planned or unplanned is unsettling to the employees. It brings about feelings of both ambiguity and uncertainty among employees, which leads to uncertainty, fear and disharmony.

### **2.3.3. The Focus of Change**

Planned change applies particularly to top-down change initiatives, such as changes initiatives, such as changes in organisational strategy and structure.

**Strategy and structure changes** pertain to the administrative domain of organisations. These include changes in policies, reward systems, co-ordination and control systems, in addition to changes in the organisational structure or strategic focus.

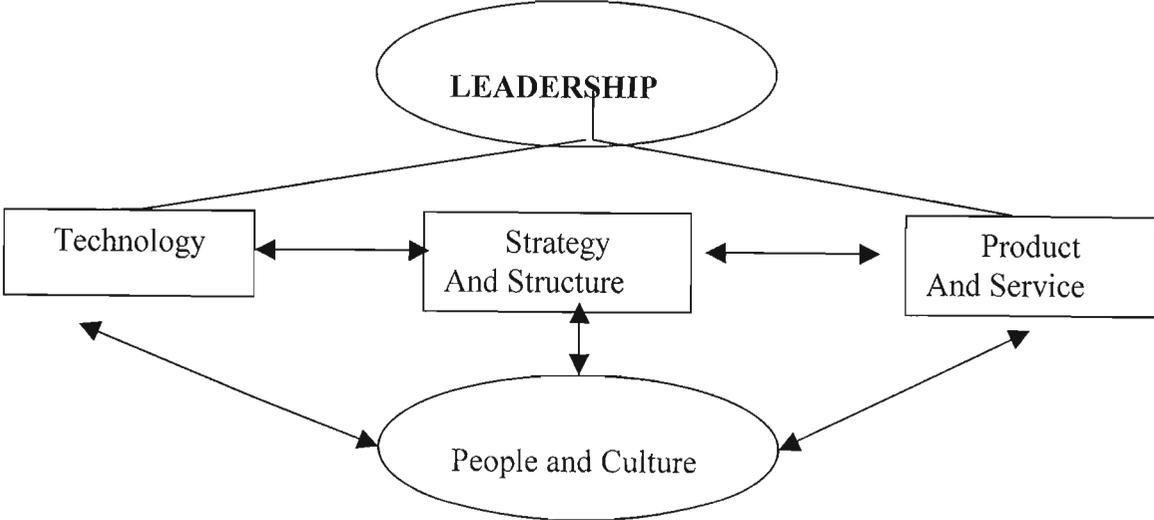
**Technological changes** are changes in the organisation's production processes, including its knowledge and skills base that enable distinctive

competence. Technology changes in work methods, equipment, and workflow, are designed to make production more efficient or to produce greater volume.

**Product and Service changes** pertain to product or service outputs. New products are normally designed to increase market share or to develop new markets, customers, or clients.

**Culture Change** refers to changes in the values, attitudes, expectations, beliefs, and behaviours of employees.

In the figure below, the arrows connecting the types of change indicate that a change in one part may affect other parts of the organisation. For example, a new strategic plan may lead to new products, which in turn require change in technology ( Daft:1999).



**Figure 2.3.** Types of Organisational Change, Daft, 1999.

The argument laid above by Daft is true in practice. This will be discussed in detail with great reference to the Lesotho Civil Service in the following chapter. A change in one of the variables imposes change on the other so that the whole organisation is changing at the same level.

With new strategies and structures being put in place by management due to change, work methods and workflow also change.

#### **2.3.4. Managing change to manage results**

According to Cross (2001), operating in this unstable, dynamic, and many times chaotic environment requires managers to manage how they run their businesses and to design organisations that can adapt to change. This is no small matter given the innate fear and resistance possessed by many.

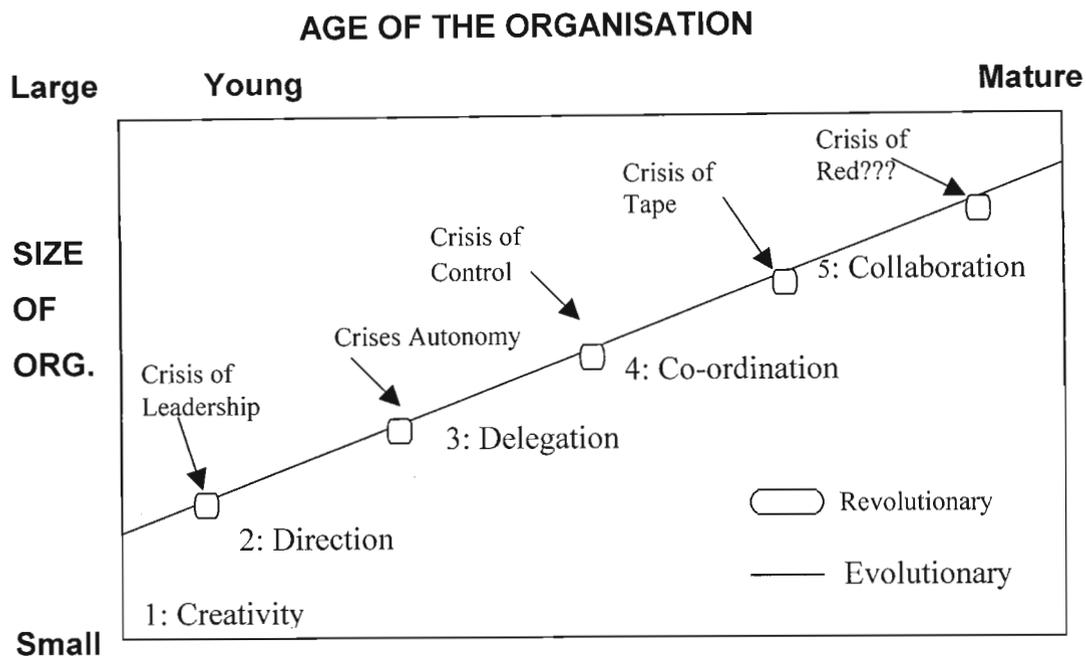
Change is not an easy task and many consultants, academics, and corporation staffers have invested in enormous amounts of time and resources to develop theories and processes that yield change.

Cross explains that, *GAM* assembled a broad panel of change experts to identify the basic ingredients of a winning change strategy.

The exercise resulted in the following six items of counsel:

- Top management support drives successful change efforts.
- Winning change efforts begin with solid business strategies, goals, and plans.
- Communication powers the change process.
- Find measures and models to gauge change.
- Develop a plan to reinforce change.
- Seek expert counsel, but don't abdicate the throne.

Successfully managing change whether planned or unplanned is also influenced by the size of the organisation as well as the age of the organisation in its life cycle. This statement can be depicted diagrammatically as follows:



**Figure 2.4.** Managing through change, Mangaliso, 1999.

### 2.3.5. Stages in organisational change

As earlier mentioned, change is a process that encompasses a series of stages. If any one of the stages is skipped or not carried out properly, the whole change process collapses, thus it becomes unsuccessful.

Implementation of change in any organisation is a complex and continuous process that is time consuming. But for change implementation to be a success, it has to be planned for and clearly organised, controlled and led by visionary people. The above lead to the conclusion that change implementation is a process that comprises of different stages.

Five Stage Model: (Grundy, 1993)

- Diagnosis – This is the process of understanding the rational (that is why we are doing it) and the implications of change. Effective diagnosis involves exploring the forces, which may enable or constrain the process of achieving the objective (that is what we want out of it).

- Planning – Is the programming of one or more change thrusts or projects to mobilise resources coordinate activities and to achieve desired milestones and outputs.
- Implementation – is the execution of change programmes and the management of barriers to change.
- Control – Is the checking back to ensure that the change process is on tracking terms of its benefits and costs (both expected and unexpected), and timescales.
- Learning – Is the systematic review of the lessons gained from the change, both in terms of the change rationale and also the effectiveness of the change process. (This does not mean there is no learning in earlier stages, simply a more formal, learning review is appropriate).

According to Daft (1999), major change does not happen easily. However, leaders do facilitate change and thereby help organizations adapt to external problems and opportunities. It is important for them to recognize that the change process goes through stages, that each stage is important, and that each may require a significant amount of time. They are responsible for guiding employees and the organization through the change process.

Kotter (1996) argues that first, useful change tends to be associated with a multistep process that creates power and motivation sufficient to overwhelm all the sources of inertia. Second, this process is never employed effectively unless high quality leadership and not just excellent management drive it.

In evaluating in detail how change was implemented in the Civil Service of Lesotho, a model to be used for the analysis will be adopted at the end of the this chapter.

On the basis of this overview and the previous discussions in this dissertation, the researcher will adapt a model of change that is based on the researcher's knowledge and understanding of the subject of change management. This

model will be used in the following chapter as a basis to analyse how the organization under study went about in implementing change.

### The stages of organisational change



**Figure 2.5.** Stages of organisational change, Mangaliso, P. 1999.

The first step for an organisation that is going to embark on an organisational change process is to be aware of its environment. This refers to being aware of the forces that drive change in and out of the organisation as they influence the existence and survival of the organisation.

After so doing, they will be able to assess the need for change and thus, understand and plan their change process. The leaders of change will be able to direct the organisation to where they want it to be from where they are now. Before implementing any change, (see figure 2.5) above, the leaders of change in the organisation have to first of all build a culture for change. In building a culture for change the leaders have to sell the change idea to the employees.

They have to make it clear to the employees why change is necessary, what is expected of them, how the change process will be carried out and what are the expected end results. In so doing the employees feel they are part of the change process and then change their attitudes, beliefs, values and the way they do thing in order to assimilate into the changes proposed.

As will be discussed in the section on managing resistance to change, with every change whether organisational or personal there's always resistance. Leaders of change have to anticipate resistance and build mechanisms that will help the in dealing with the resistance. One mechanism that management can employ is that of involving the employees in the planning stages of the change process and then going further in to soliciting their views by asking them to participate (include them in the team that is endowed with the task of implementing change) in the change processes.

With every change initiative to be successful, there has to be a leader with vision. This means that an organisation not needs a person who will be able to manage the new processes but also it needs a person who can lead the process. An

organisational change leader is one who is able to build a shared vision within the organisation. To build the shared vision the leader has to do the following:

- Explain the reasons for the change.
- Identify and communicate with the employees where the organisation is at present (answer the question “where are we now”).
- Clearly define where the organisation is going – this clarifies the question of “why the need to change”. This can be conducted through brainstorming, scenario writing, etc.
- Lead the path as to how the organisation will get to the desired state.
- Have the ability to manage the change through the transition.

In making sure that the employees “buy” into the proposed change, management has to make sure that it communicates as fiercely as possible the negativities of the current state in which the organisation is in and the disadvantages it holds, not only for the organisation but for the employees as well and all the good things that will come out of the change.

As soon as employees believe that the current situation will not bring them any good and rather it will harm them, they will adapt to the changes and move along with management changing their organisation into a better improved and improved entity that they can benefit from both in the short and long-term.

Communication is a very vital element of change. For an organisation to be able to realize its change aspirations, leaders have to communicate again and again and again the importance of the change to all the stakeholders. With communication they can also accomplish the previous stages that have been discussed already in this section like, building a culture for change, destabilizing the status quo etc.

Making the change happen and reinforcing the change in the organisation are very important as well. If they are not undertaken it means that all the other

change stages have been in vain. The two factors that are particularly important in institutionalising change in corporate culture are; the first is a conscious attempt to show people how the new approaches, behaviours, and attitudes have helped improve performance. The second factor is taking sufficient time to make sure that the next generation of top management really does personify the new approach.

All this stages in the change process are interrelated. If one of them is not carried out the sequence of the change process is broken and this might lead to failed change initiatives.

#### **2.4. RESISTANCE TO CHANGE**

This variable lies between the current reality and the future vision. Resistance can be due to errors committed by the leaders of change in implementing the change. They might not have communicated the vision and thus people refuse to leave the status quo even if it is not desirable, or they might resist because the reasons for change were unknown to them. A detailed discussion on resistance to change and the strategies applicable to overcome it will be discussed in this section.

In every organisation there is always some kind of obstacle or leadership encounter some problems in trying to effect change. The most common and biggest hindrance is by the employees who resist the proposed change.

Although people may be unhappy with the current situation in organisations, they may be afraid that any change will be unsettling and will only make things worse. This unwillingness of employees to accept organisational change either because of fears of the unknown or organisational impediments is the essence of resistance to change.

According to Kreitner and Kinicki (1992), resistance to change can be defined as an emotional or behavioural response to real or imagined threats to an established work routine. Connor and Lake (1988), state that resisting change by employees "is an attempt to maintain the status quo when there is pressure for change.

Resistance to change can be manifested in different ways. Kreitner and Kinicki (1995), state that, "Resistance can be as subtle as passive resignation and as overt as deliberate sabotage. Managers need to learn to recognise the manifestation of resistance both in themselves and others if they want to be more effective in creating and supporting change".

As a way of resisting change, employees in the Civil Service of Lesotho for example refused to adopt the new form of assessing employee performance by pointing out that they do not understand the system and that they think it will work in their organisation.

Later in the chapter the strategies for overcoming resistance to change will be discussed theoretically in then in chapter three practical references will be made to the Civil Service of Lesotho.

#### **2.4.1. Failure of Change Initiatives**

Typically there are strong resistances to change. People are afraid of the unknown. Many people think things are already fine and do not understand the need for change. Many are inherently cynical about change, particularly from reading about the notion of "change" as if its mantra. Many doubt there are effective means to accomplish major organisational change.

The main reason for change initiatives to fail is resistance. This is the third factor that will be under discussion in this study. Naidoo (2003), says that the key to

combating resistance to change is to prepare first line managers to deal with the resistance from the shop floor, as he or she is the vital link in the communication.

Reasons for failure can be attributable to a lot of factors such as, poor communication, resistance due to personal factor such as security, organisational factors such as threats to expertise or power and structural and group inertia.

In order to manage change effectively the following dimensions regarding resistance to change need to be managed.

#### **2.4.2. Resistance from employees**

Robbins (1996) claims that individual factors as sources of resistance to change reside in basic human characteristics as perceptions, personalities and needs. People also resist change as soon as they have moved from the state of denial and begin to experience self-doubt, anger, depression, anxiety, frustration, fear or uncertainty because of the change. Naidoo (2001) says some types of organisational change are similar to near death experiences. For example when organisations go through retrenchments or mergers, the expectations, promises and hopes and the actual work goes through something close to death for certain people.

##### **a) Reasons for resistance to change**

Some of the common reasons for individual resistance to change within organisations include situational variables and social-psychological and personality variables, character mechanisms.

##### **1. Resistance due to situational variables**

(<http://www.andersonconsulting.com/org.resist.htm>)

- Threat of loss of position power
- Fear of the unknown

- Altered social relationships
- The summation of perceived personal loss and gains from change
- Forced change and lack of participation in the change
- When the purpose of the change is not made clear, resistance due to poor communication may occur
- Threat to self-image
- Loss of reward privileges

## 2. Socio-psychological and personality variables, character mechanisms

- Cognitive dissonance
- Fear of the unknown
- Venturesome/ risk-taking/ need for change
- Faith in people/ concern for others
- Conservatism
- Dogmatism
- Administration for status
- Machiavellianism

### **2.4.3. Resistance from the Organisation**

Barriers to change can also stem from existing conditions within the organisation. Although organisations have to adapt to their environment, they tend to feel comfortable operating within the structure; policies and procedures within which have been formulated to deal with a range of present situations.

Robbins (1996) states that to ensure operational effectiveness, organisations often set up defenses against change and prefer to concentrate on the routine of things they perform well. Thus organisations themselves are conservative in their very nature.

### **a) Reasons for resistance to change**

Robbins (1996)

- ❑ Past contracts or agreements
- ❑ Threats to established resource allocation
- ❑ Maintaining stability
- ❑ Investment stability

(<http://www.andersonconsulting.com/org/tresist.htm>)

- ❑ Disruption of organisational cultural reality
- ❑ Previous exposure to failed change efforts
- ❑ Peer group pressure and forced conformity of more powerful others
- ❑ To organisational climate

### **2.4.4. Strategies for overcoming resistance to change**

In the preceding section we have seen the barriers to change. In this section we will identify some of the major methods used to overcome these resistances. Greenburg and Baron (1997) remarked, unless these hurdles can be cleared, any attempts to systematically change organisations may be doomed to failure.

Krietner and Kinicki (1995) identify the following six strategies to change:

- ❑ Education and communication
- ❑ Participation and involvement
- ❑ Facilitation and support
- ❑ Negotiation and agreement
- ❑ Manipulation and co-optation
- ❑ Explicit and implicit coercion

According to Naidoo (2001), the problem with these approaches is that they tend to seek to neutralise resistance without recognising the legitimacy of resistance as part of the human experience of change. This tends to lead to symptomatic instead of systematic approach to change management.

## **2.5. Building the Desired Culture**

The fourth variable under discussion is building the desired culture. From the change model depicted at the beginning of this chapter, this variable falls and has to be addressed while communicating the vision for change. In so doing incentives and rewards can be used to build the culture appropriate for the proposed changes. These incentives have to be administered appropriately to accommodate the change implemented. For example, if the leaders of change wish to foster teamwork, the incentives and rewards have to be teambased.

With the implementation of change in an organisation it is always for leadership to create a suitable culture to effect the change. The desired culture refers to new customs and ways of doing things, influencing behaviors and attitudes of employees in the organisation. According to Anstey (2000), an organisation's culture refers to a system of shared meanings held by its members, which distinguishes it from other organizations.

These common views may have been held for so long that they are taken for granted and have dropped out of consciousness – "its how things are done". However an entrenched organizational culture may also prove to be a major obstacle to change, to tolerance and diversity and mergers. Unlocking existing cultures is important in transformation endeavors as building and locking new ones. It is immensely difficult to effect- in a sense it demands a transformation of the soul of the organisation.

The culture of the Lesotho civil service has entrenched common views that "this is how things are done". This is evident in that, as a symptom of the culture of the organisation, the computerization of human resource information from manual filing has proven to be at a deadlock as the employees especially those who have been with the organization for many years refuse to accept the change. It

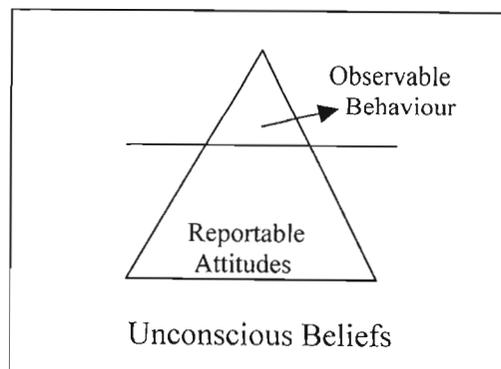
has been difficult to change this culture, as the people are comfortable with the status quo.

### 2.5.1. Why Change Organisational Culture

As the environment changes, so do business processes and the nature and ways of doing work. The increasing competitive pressures in the market that lead to change requires that organisations keep abreast of the changes and development in all aspects of the business world. These developments could be demographical changes in the workforce, socio-political demands, and economical and new technology.

As these changes occur, they also have an impact on the culture within an organisation. The culture of the organisation has to change as well so as to adapt to the new ways of doing things. An organisation's culture refers to the attitudes, beliefs values, business processes and the way in which things are done in an organisation and how the employees behave that makes it unique to that organisation.

According to Daft (1999), changing organisational culture fundamentally shifts how people think about their work and generally leads to renewed commitment and empowerment of employees and a stronger bond among workers and between the organisation and the customers.



**Figure: 2.6.** The Cultural Iceberg, Naidoo, 2001.

According to Naidoo (2001), culture operates at three levels. These three broad levels are shown in figure 2.6. The first level is the visible tip of the iceberg. This information can be gathered by observing employees' interaction with the other employees.

A range of conscious attitudes underpins these observations and values set within the organisation. Reportable attitudes are obtained by prompting people to talk about issues that they do not normally talk about spontaneously. The conscious beliefs are the most mysterious level. This occurs when the drivers behind peoples' attitudes and behaviours are unexplainable. By determining the current status of the cultural orientation of one's company, one can focus on those issues relevant to the company.

As culture is deeply engrained in the beliefs and values of employees, it is difficult to change through perseverance management can adapt a culture to enhance organisational performance.

### **2.5.2. The kind of culture to be developed**

As organisations embark on change, they not only change their strategies and technologies as mentioned earlier they also have to change their culture to accommodate the changes. In this instance it is management's duty to instill a culture of change in the organisation where the employees will have the freedom and encouragement to try new approaches, develop new and leadership skills within the clearly defined boundaries set up.

When embarking on change, it is important to inculcate a desire to change into the culture to such an extent that it becomes the norm. According to Hultman (1993), one of the ways to promote the new culture is to show people how their new ideas, approaches and attitudes have a positive impact on the performance of the organisation. Motivating factors such as the need to feel wanted, the

feeling of importance and the knowledge they have, encourage to improve their performance.

### **2.5.3. Ways of bringing about culture change**

According to Daft (1999), the two traditional ways of leaders to bring about culture change are through total quality management, organisational development programmes.

- The first way of bringing about cultural change that is total quality management infuses quality values throughout every activity in the organisation. With total quality management requires that the workers must be trained, involved and empowered in order to perform and maintain the quality standards that are required by the new change. A technique that can be used to involve workers is benchmarking, a process whereby organisations find out how others do something better than they do and then try to imitate or improve on it. This method always brings a significant change in organisational change.
  
- The second method is organisational development. Rather than focusing on specific problems, organisational development became a process of fundamental change in an organisations overall culture.

Leaders use organisational development culture change interventions to improve organisational performance through trust, open confrontation of problems, employee empowerment and participation, the design of meaningful work, and the full use of human potential within the organisation. One way of doing this is through team building. Team building activities bring people together to discuss conflicts, goals, communication, creativity, and leadership, and plan how to overcome problems and improve results.

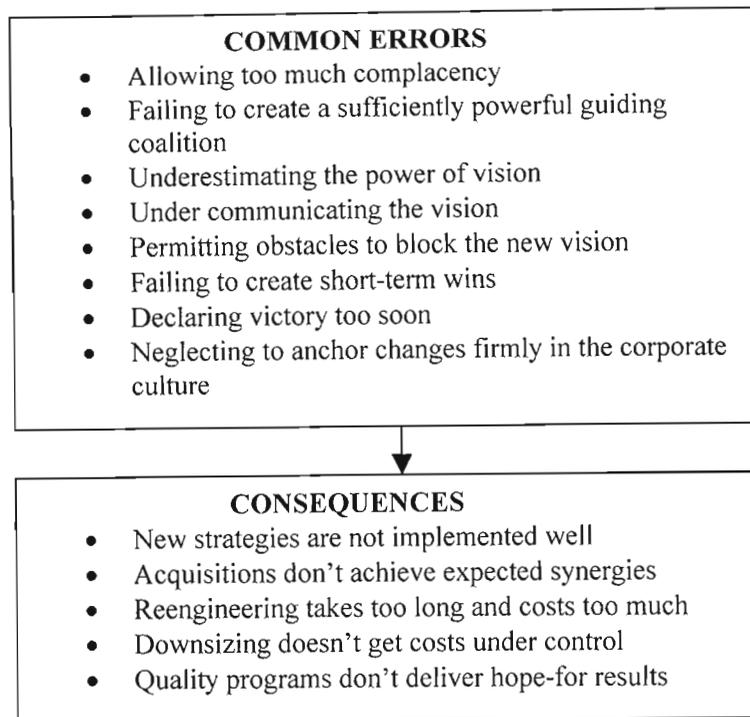
Galpin (1996) mentions the following as ten cultural components that management should consider when implementing change:

- Rules and policies
- Goals and measurement
- Customs and norms
- Training
- Ceremonies and events
- Management behaviours
- Rewards and recognition
- Communications
- Physical environment
- Organisational structure

With any large – scale change requires us to confront the large issue of culture. In conclusion we can indicate that changing the culture of an organisation is a very important task in implementing effective change because the employees are the ones who have to make the change stick.

## **2.5. Errors Common to Organisational Change**

As has been briefly indicated that the major obstacle to effecting change is resistance to the change by employees, there's another downside as well. This is illustrated in figure 2.7. below, that shows that there are some common errors that that can be made by the people implementing the change. To some degree, this downside of change is inevitable. Because whenever human communities are forced to adjust to shifting conditions, pain is ever present. These errors are illustrated as thus:



**Figure 2.7.** Eight errors common to organizational change efforts and their consequences, Kotter: 1996.

This will be dealt with in chapter three where it will be linked to the case of Lesotho Civil Service. This will provide an indication on whether senior management and leaders in the organisation are aware of these errors, how they are dealing with them and thus the consequences of thereof.

With every change and any initiative there is always some kind of resistance that acts as a stumbling block towards the attainment on the set goals. As discussed in the previous section on resistance to change, resistance can come from the organization itself or from the employees in the organization.

Kotter (1995) discusses these common errors. From his research, he discovered that leaders of change tend to **allow too much complacency in the change process**. This refers to the failure of leaders to establish a great enough sense of urgency. Successful change efforts begin with the leader being able to

identify the need for change and then through communication, convincing people of the need for change. For example, the leaders can convince people to follow them on changing by the status quo more dangerous than launching into the unknown.

The second error is that they fail **to build a powerful guiding coalition**. Failure to do so, means that people with the capabilities and required resources is not driving the change process. Again they can make this mistake by building a coalition using only people from management positions. By so doing they exclude the employees in the change process activities and these could lead to resistance of the change by the employees. Kotter (1995), continues to argue that a high sense of urgency within the managerial ranks helps enormously in putting a guiding coalition together. Major change is impossible unless the head of the organisation is an active supporter.

To build a guiding coalition, someone needs to get people together, and help them develop a shared assessment of their company's problems and opportunities, and create a minimum level of trust and communication. One vehicle for accomplishing this task is off-site retreats for two or three days.

Thirdly, they can **underestimate the power of vision**. Leaders can underestimate the power of vision by neglecting whether consciously or unconsciously to emphasise what their vision for the company is. They may take for granted that employees will just follow, but in reality is that employees will follow and nature that change only if they know what the end-result is going to be and if they believe that it is going to be to their benefit.

For change to be successful the guiding coalition has to develop a picture of the future that is relatively easy to communicate and appeals to all the stakeholders in the company, customers and the employees. Without a sensible vision, a

change effort can easily dissolve into a list of confusing and incompatible projects that can take the organisation in the wrong direction or nowhere at all.

The fourth error in change implementation is, **undercommunicating the vision**. Sometimes a group develops a good change vision and then proceeds to communicate it by holding a single meeting or sending out a single communication. As a rule of thumb: if a leaders of change cannot communicate the vision to someone in five minutes or less and get a reaction that signifies both understanding and interest, it means that this phase of transformation is not yet complete.

Leaders have to make sure that they explain clearly and repeatedly what the vision for the change is. Communicating the vision is like marketing the change to workers Cross (2001). Management can use some of the Marketing tools to market change. She states that target marketing has great relevance in change management. Furthermore she states that managers should segment their employee base and tailor the change to meet the needs and demands of each segment. This could be of great use as different levels of the organization have employees with different educational levels and their understanding of a similar concept can vary greatly.

**Permitting obstacles to block the new vision** is another great error that managers make. Instead of just dealing with any type of resistance as it arises, some managers tend to ignore the resistance or the warning signs with the hope that it will go away. These in the long run tends to be detrimental as that “small thing” that they ignored manifests itself into something big that has become difficult or too cumbersome for them to solve.

**Failure to create short – term wins** and **declaring victory too soon** are some of the errors that can inhibit successful change implementation. Creating short – term wins motivates the employees and all the stakeholders in the organization.

This is because they are able to measure their progress and see where their going wrong and then device some means to rectify their mistakes. Short - term wins also act as a yardstick for managers themselves to assess whether their goals and vision are realistic and they can be attainable. When managers declare victory too soon, they tend to dwell on the small successes that they encounter and thus loose sight of the big picture of why they are changing and what direction they had decided on taking. Ironically, it is often a combination of change initiators and change resistors that creates the premature victory celebration. In their enthusiasm over a clear sign of progress, the initiators go overboard. They are then joined by resistors, who are quick to stop an opportunity to stop change.

**Not anchoring changes in the corporate culture.** The last error was that of failing to anchor the changes firmly in the corporate culture. When managers fail to do this, it ends up with the culture that does not have a stake in the changes and they are unwilling and some resist the implementation of the changes. That is why it has been mentioned in the earlier sections that for change to succeed, management has to first start by creating a corporate culture that aligns with the proposed changes. Change sticks when it becomes “the way we do things around here,” when it sticks into the bloodstream of the corporate body.

All these possible errors inhibit on and have the following consequences:

- Organisational change always means using new strategies, but the implementation of these new strategies can be hindered upon due to these errors.
- Acquisitions do not achieve expected results.
- Reengineering takes too long and costs too much.
- Downsizing does not get costs under control.
- Quality programs do not deliver hoped –for results.

## **2.7. CONCLUSION**

From the above discussions, it is evident that many authors have different views as to what change encompasses and the different facets of change. It is also clear that the forces that drive change and the factors and sources of resistance to change. The literature review went further to show the importance of leadership and management in the implementation of change, indicating the role and importance of each and the finally describing their interrelationship (one cannot exist to the benefit of change without the other).

Furthermore, a discussion on the importance of culture change in organizational change and its impact both negative and positive on organizational change. In our discussions and according to the stages of change it is evident that change has to start by changing the culture of an organization in order to be able to effect change successfully. Rounding up the discussion was done by describing the errors that leaders make in effecting change and analyzing their impact on change.

In the following section, on organisational background, the researcher will discuss all this factors of change and try to analyse the Civil Service of Lesotho to determine and assess what they did and how they went about implementing change in the organization. In this analysis the researcher will still use the same format of discussion as the one in this chapter so as to make a clear comparison of the theory and the practice in the Lesotho Civil Service. In this chapter, the researcher will be linking theory to practice and vice versa.

## **CHAPTER THREE**

### **Organisational Background: Case Study Analysis of the Civil Service of Lesotho**

#### **3.1. Introduction**

In this section, a case study analysis of the research problem is conducted. The first thing is to introduce the organisation that will be the object of our study.

The study includes the historical background of the organisation with specific reference to the change ideas and initiatives in the organisation. The main focus of the analysis is on the five variables that were discussed in the previous chapter namely: forces for change; leading and managing change; resistance to change; building the desired culture and finally, the errors common to organisational change.

Another important aspect of this study to note is that, focus is not going to be on all the change management of processes in the whole Civil Service of Lesotho, but on only those that are spearheaded by the Ministry of the Public Service. Specific reference will be on the transformation of personnel management to human resource management. The essence of the transformation is to move away from the paper shoveling functions of personnel management to amore organisational development human resource.

##### **3.1.1. Project Purpose and Project Development Objective**

The objective of the Public Service Reform and Improvement Programme (PSRIP) is to improve the effectiveness of public service delivery and to increase public accountability to facilitate economic growth and reduce poverty. Public

sector reform in Lesotho will take many years; therefore the project has been designed as a 11 year programme.

### **3.1.2. Mission and Vision of the Ministry of the Public Service**

#### ***Mission Statement***

“To ensure provision of efficient and effective quality services to line ministries and the public through sound human resources policy framework that will contribute towards poverty alleviation”.

#### ***Vision***

“To achieve a right-sized, cost effective, transparent, productive and responsive Public Service”.

### **3.2. Organisational Background**

The need for Public Service improvements has been a special concern of the Government of Lesotho since August 1988 when the United Nations Development Programme (UNDP) and The World Bank Mission visited Lesotho under the auspices of the Special action Programme for Administration and Management in Africa (SAPAM). The end- result was the production of a draft project document on “Civil Service Improvements”.

The “Civil Service management Improvements” project was evaluated in 1992 and the Evaluating Mission commented that “civil service reform is a very massive undertaking that requires a heavy commitment of resources, time, varied expertise and sustained visible support at the higher level and that clear aims on government – wide initiatives in the area of comprehensive Administrative Reform/ Civil Service Improvement.” The project was therefore redesigned and redesignated as “ Public Sector Management Capacity Strengthening and Organisational Reform” whose aim was to enhance and sustain better delivery and responsiveness in the public services through performance improvements and increased productivity in the public service.

The programme conforms well with the Government's vision for "the creation of a small, efficient and cost-effective civil service that is results-oriented and responsive to the development needs of the Basotho Nation. In 2001 the programme was renamed the Public Sector Reform and Improvement Programme (PSRIP)

### **3.2.1. The role and structure of the Ministry of the Public Service**

The title *Ministry of the Public Service* is misleadingly all embracing. The Public Service of Lesotho comprises four (4) distinct elements:

- The civil service
- The teaching service
- The disciplined forces and
- The judiciary

The Ministry of the Public Service has full responsibility for human resource management and organisational structure within the civil service, but very partial responsibility for the other elements. The Ministry of the Public Service (MPS) is accountable to the Prime Minister as the Minister of the Public Service. But without relinquishing this overall accountability, the Prime Minister has recently appointed a Cabinet Minister without portfolio to assume lead responsibility for the work of the Ministry.

Amongst others the core responsibility of the MPS are to develop and implement policies for:

- Organisational structures and staffing
- Conditions of service and remuneration
- Establishment control and schemes of service
- Personnel records
- Human resource planning
- Supervision of civil service reform programmes

# MINISTRY OF PUBLIC SERVICE ORGANISATIONAL STRUCTURE

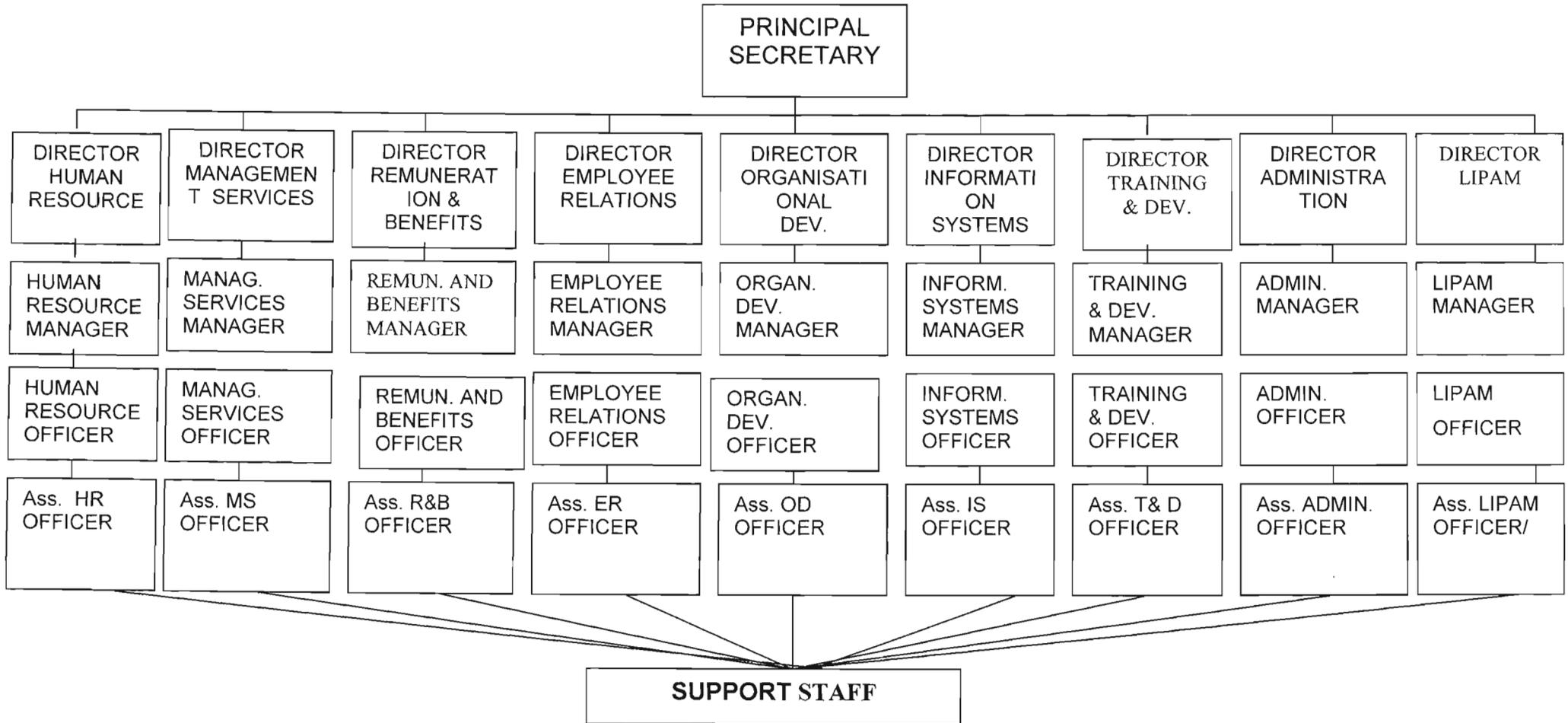


Figure:3.1.OrganisationalStructure(MPS)

The MPS is structured into 9 (nine) Departments with notional responsibilities. The departments that have depicted diagrammatically above are:

- Human Resource Department
- Management Services Department
- Remuneration and benefits Department
- Training and Development Department
- Human Resource Information Systems Department
- Employee Relations Department
- Organisational Development Department
- Administration Department
- Lesotho Institute of Personnel and Administration Management (LIPAM)

The above structure has been in existence in since 1999 when there was a change in the executive position – the new principal secretary came to office in the ministry. As have been earlier mentioned in chapter one, the Ministry of the Public Service is spearheading the following change processes namely: transformation of personnel management into human resource, computerisation of human resource information, and the introduction of the performance management system. Figure 3.1. depicts all functions of human resource, but the department of human resource deals only with the basic recruitment and selection of employees in other departments and the rest of the government ministries. This has caused the overlapping of functions due to the difficulty of demarcating responsibility to all departments.

## **Monitoring and Evaluation Arrangements**

The programme will be closely monitored through:

- Quarterly and yearly implementation reports, semi-annual supervision missions, a mid-term review, a Phase II appraisal mission, and implementation completion report.
- Programme evaluation, research studies, and analytical output will provide a second source of monitoring information. These will help assess completion of specific components.
- Improvements of central services (e.g. human resources) will also enhance other Bank and donor projects, which will inform the level of progress in the overall reform programme.

### **3.3. Analysis of case Study**

Case study analysis was done using the pattern matching technique. The approach to the five factors namely forces for change, managing and leading change, building the desired culture, resistance to change and the errors common to organisational change taken by the Organisation is critically analysed by considering them in the light of those suggested in the literature review.

#### **3.3.1. Forces for Change**

The need for change in the organisation has been clear from the onset. Robbins (1996) defined all the concepts that are applicable as driving forces such as technology, social trends, nature of the workforce etc. and the restraining forces such as fear of the unknown and fear of failure. The Civil Service of Lesotho, just like any other organisation had reasons for embarking on change initiatives. At the initiation of the programme, several major problems were pinpointed as outcomes of constraints to the effective operation of the Civil Service of Lesotho. These included:

- Duplication and overlap of functions; blurred lines of responsibility and authority; and a high degree of centralised authority characterized the structure of the civil service.
- Ministries lack clearly defined missions, objectives and strategies.
- The civil Service of Lesotho is both large and costly.
- Information and statistics are not available and in cases where they are available the information is incorrect.
- Poor attitudes to work and low productivity

These outcomes of the forces of change satisfy Robbins (1996) prerequisites for embarking on change, as it lays down the reasons for embarking on change. These outcomes have been evident for some time but the implementation of the change was not taking off. This could be attributable to the fact that there need for the change was not explicitly and sufficiently articulated to the employees and that there was nothing causing the employees to move from the current state to the desired future.

Based on the organisational background and the outcomes, forces of change in the organisation although not mentioned by the leaders of change in the organisation they are; poor organisational structure, inadequate information systems and record keeping, lack of motivators in the form of financial and non financial incentives and rewards and the availability of more qualified personnel as well as changes in the work processes due to technological improvements.

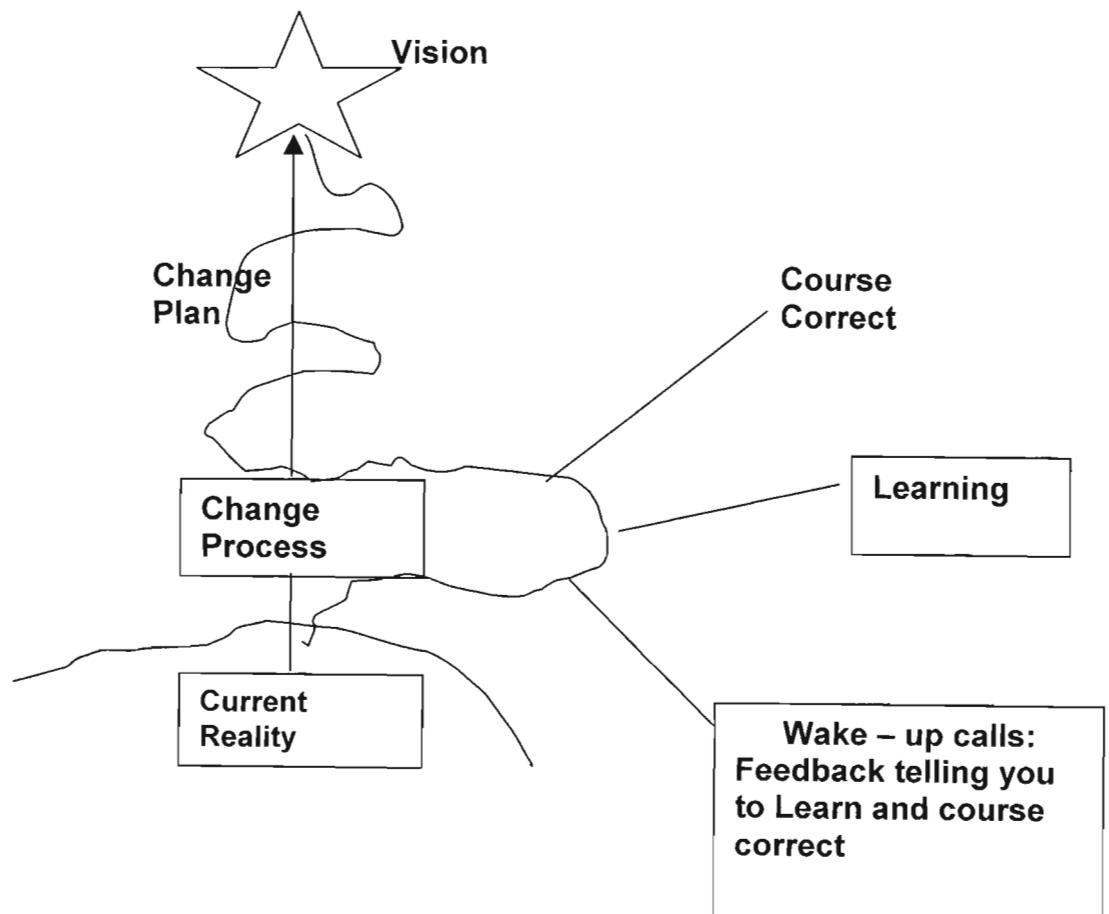
### **3.3.2. Managing and Leading Change**

Once the need for change due to the driving forces was noted, it was the duty of management to decide on whether they change or not.

The management then embarked on change initiatives and as they went along they realized that they needed outside help and that is where they called in a consulted from a German consultancy to come in and assist. The change “the transformation of personnel management to human resource management” was a planned (revolutionary type) of change. This meant that the changes were

going to be effected all at the same time. Thus, the whole organisation and its culture were expected to change at once but there were no clear interventions performed to help facilitate the changes such as, communication of the need for change and the need for the employees to change in order to accommodate the changes.

With this type of change the organisation learns as it empowers its employees to adapt to the change. Assessing the way the implementation process was carried out, the set backs encountered and what they are doing now with particular reference to the three transformation processes, the Ministry of the Public Service has embarked on change of a transformational kind. This process can be depicted diagrammatically as follows:



**Figure: 3.2.** Organisational Change Path, Mabetwa, 2002.

This figure 3.2. illustrates the journey and clearly depicts the flexibility that may be required as the organisation learns and empowers employees at all levels to adapt to change. The Change process in the organisation entailed the following:

- Reorganizing the structure of the human resource department. This was done in light of the vision that they wanted to flatten the structure.
- Creating human resource positions for all government ministries where by their level in the hierarchy will depend on the size and complexity of the Ministry. (the standard structure of human resource department will be depicted at the end of this chapter)
- The screening of personnel within the human resource function in the Civil Service so as to assess their suitability in the department, based on their knowledge of human resource functions and organizational behaviour in general
- Recruitment and selection of qualified personnel was conducted and is still underway.

There were certain problems with the implementation process, as there was insufficient communication from the leaders of change to the employees with regard to the need for change and the expected results if the change is implemented successfully. Some stages in the change process as depicted by figure 2.6 in the previous chapter. In the organisation there was not much done with reference to extensively communicating the need for change, destabilising the status quo, managing resistance to change and building the desired culture.

Management and leadership of change in the Civil Service of Lesotho is inadequate as first of all, the future vision was not communicated properly. The leaders of change themselves still need to go for training in change management.

Based on the above the leaders and management had an idea of where they want the organisation to go, but they lack the mechanisms to use to have the

organisation move to that vision. The vision itself is ambiguous and does not engage with the proposed changes and how the new strategies due to change will fit and how the change itself will help accomplish the vision

### **3.3.2.1. The Focus of change**

In the organisation, the focus of change has been on culture, technology, strategies and the structures within the organisation.

Although not specifically stipulated in their reform programme, the implemented change initiatives in the organisation affect all the above - mentioned elements. As stated before in the previous chapter (refer to figure 2.3.), all these elements are interrelated. For successful implementation of the change initiative, the leadership in the organisation has to comprehend and be aware that each element does not exist in isolation from the others.

Looking at figure 2.5. from the previous chapter, there are certain stages in the implementation process that have to be followed so as to attain the objectives of the organisation and the ultimate vision.

In comparing the theory with the practical aspect of change implementation in the organisation and again looking at the constraints to change, it is evident that some of the steps in organisational change as discussed previously have been skipped. For example, leadership and management did not concentrate on the culture change of the organisation and now they are stuck with the old culture that is refusing to adapt and implement the new changes and thus being unable to reinforce the changes in the organisation.

### **3.3.3. Building the desired Culture**

As has been stated previously in chapter two, section 2.5, when embarking on change, the leaders of change have to incorporate changing the organisational culture so that their attitudes, beliefs and values and the new ways of doing things are concurrent with the changes in the organisation. Figure 2.4 illustrates

the different types of organisational change and it is evident that culture too has to change as all the types of change are interrelated.

With reference to the organization at under study, it is evident that the leaders of change did not incorporate the culture change in their change endeavours. This will be evident in chapter five, section 5.4. when dealing with resistance to change as it will be evident that culture was the source of resistance. The leaders of change should have

#### **3.3.4. Resistance to Change**

Many of the problems and constraints faced by the organisation in the implementation are attributable to the sporadic staff appointments that have made the planning and implementation of the changes in the organisation difficult. But mostly the major areas of constraint or problems include:

- ❑ Lack of coherent, overall plan to implement the changes, employees in the organisation were not involved in change planning.
- ❑ Lack of co-ordinated effort between the parties concerned resulted in a piece-meal approach to the changes, as employees did not know why change was required and what was to be the outcome of change. did not
- ❑ Unavailability of qualified personnel to assist in the implementation of the changes
- ❑ Bad time management and inadequate resources allocated to the programmes, as a result of insufficient time spent on the planning process of change.
- ❑ Under staffing at the professional level due to the fact that in the last two decades people were not employed in government on qualifications or merit but rather on their political stance.
- ❑ Deficiencies in the documentation of the planned changes, because of the already poor record keeping and management.

**Source:** Project Appraisal Document, 2001. Public Sector Improvement and Reform Programme.

The other factors that were identified as causes of slow progress in the implementation is the resistance to change that comes from the employees in the organisation. The main sources for the resistance are from the not knowing what the change was for, how it was going to affect their lives at work (fear of the unknown) that were all caused by insufficient communication.

### **3.3.5. Errors Common to Organisational Change**

As mentioned in the previous chapter by (Kotter:1995), there are many errors/mistakes that can be committed by the leaders of change. In the organisation under study several of those mistakes were committed. The first mistake was for the leaders to embark on change without a strong guiding team to effect the change. It is only now that the team is being built. Ineffective communication is the second error that the leaders of change are the second mistake as the end result has been resistance to the change initiatives.

There was not sufficient communication between the leaders of change in the organisation and the employees, so much that the employees were not informed as to why the changes were taking place and what were the benefits of the changes. This reflects back to show that in the change process, the vision for the future was not explicitly communicated and that the employees were not encouraged by the leaders to move away from the status quo.

These above mentioned errors are also factors that are contributing to the inhibition of effective change implementation in the organisation and the poor management of the new strategies and processes introduced in the company such as computerisation of human resource information and the new performance appraisal system.

### **3.3.6 Progress of the Change Initiatives**

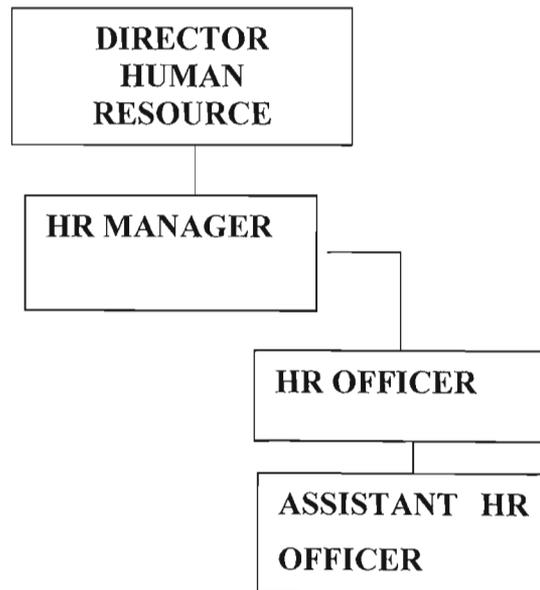
Within the Public Service Reform and Improvement Programme, the Ministry is responsible for the following components, which are mostly sponsored by the Irish Aid, consultants from Germany and unique consultants from the Republic of South Africa.

**Transformation of the personnel cadre to human resource cadre:** The restructuring of the human resource department has been completed, this means that;

- The new structures for the department have been drawn up. These structures have been standardised throughout the civil service. In the large ministries (those with more than five hundred employees) have a director. But overall the new human resource structures have only four levels, thus, the human resource manager, human resource officers and the assistant human resource officers. As mentioned earlier only large ministries have directors.
  - The job descriptions of the human resource function have been standardised as well. The jobs performed in the different ministries in the HR departments are the same and the specifications for each position are the same. For example, for every assistant human resource position, the incumbent must have a bachelor's degree in human resource or in a related field.
  - The screening process to determine those people that qualify to stay in the human resource cadre is still underway. The assessment of more than two hundred employees has been conducted and is still going on.
  - The recruitment of Directors, Managers and officers has started, and also the redeployment of those that have unsuitably qualified to serve in the human resource department is also underway.

- Training and development of the human resource personnel is ongoing.

### THE NEW AND APPROVED HUMAN RESOURCE STRUCTURE



**FIGURE 3.3.** Human Resource Structure of the Civil Service

### **3.4. Conclusion**

As with any change process one always wishes that they could go back and do something differently Naidoo (2002). The leaders of change in the organisation want the change processes already embarked on to be a success.

This means that they will have to go back to their drawing boards to assess where they went wrong and try to develop mechanisms to rectify the mistakes. They have to come up with ways to counteract the resistance to change, and they could do so by adapting some of the strategies to overcome resistance discussed in chapter two.

If they can overcome the resistance it is a start to involving the employees in the change processes and having employees working as a team towards one vision and not as individuals.

## CHAPTER FOUR

### RESEARCH METHODOLOGY

#### 4.1. Introduction

In this chapter the methodology and data collection techniques used to conduct research on the Lesotho Civil Service are explained. The research problem in chapter one, section 1.4. focused on the evaluation of the implementation of change processes in the Lesotho Civil service. The reasons for each choice are given in relation to the objectives of the study. This will give a broad overview of how the issues were researched or studied.

The measurement instruments used will be outlined and finally the issue of validity and reliability, which are critical and of great importance for research design, will be discussed.

#### 4.2. Research Design

For this research only qualitative research will be carried out. A case study method will be used to conduct a research of the approach to change management in the Civil Service of the Lesotho. Focus will be on the change initiatives spearheaded by the Ministry of the Public Service.

Mabetwa (2002) defines a case study method as:

An enquiry that uses multiple sources of evidence. It investigates a contemporary phenomenon within its real life context when the boundaries between phenomenon and context are not clearly evident.

Using a case study method in research has both advantages and disadvantages. This are outlined according to Mabetwa (2002) as follows:

### **Advantages of a Case Study Method**

- It takes place in a natural setting within an actual organization, for example in the case of the Lesotho Civil Service the research will be conducted in the actual work environment, with employees going about their normal duties.
- It is relatively cheap and not dependent on expensive technology. In this study no technology is required as all the information required is obtainable from the objects under study.
- A single researcher can carry it out. For example, in conducting this research the researcher has been working alone with the assistance of others only where it was necessary.
- A case study will always generate empirical data and information; you will not be solely dependent on already published work. The data may not be present in vast amounts, but it will always be interesting and specific to the example under scrutiny. There is not much data on the topic under research in the organization at hand, but during the study a lot of empirical information has surfaced.

### **Disadvantages of a Case Study Method**

- The whole issue of generalisation needs to be handled with caution. The degree to which one can relate to the general position is often limited.
- With single atypical case study it is often difficult to separate out what is unique to the organisation involved and what is common to similar organisations. With this study it has been particularly difficult to single out those specific factors to the organization about change management that are only unique to the organisation.
- Case studies can generate a lot of information, since each method used produces its own findings. The analysis and interpretation need to be handled carefully and in a very logical, systematic way. Again, when done effectively, this strengthens the academic argument being presented.

### **4.3. Sampling**

According to Ghauri et al (1995), sampling means saving work by examining the sample instead of the whole population. There are two types of sampling namely:

- Probability sampling and
- Non-probability sampling

The sample frame consists of two hundred and eighty one employees in the Ministry of the Public Service and the sample size is 17.8% of the sample frame, which adds up to fifty employees. In this research non-probability sampling has been used and in particular the purposive sampling method.

**Purposive Sampling:** This is a non-probability sample that conforms to certain criteria. There are two major types - judgement sampling and quota sampling, Cooper and Schindler (2003). But for the purposes of this study the researcher will use judgement sampling. According to Cooper and Schindler (2003), judgement sampling occurs when the researcher selects sample members to conform to some criterion. For example, in a study of labour problems, a searcher may want to talk with those who have experienced on-the-job discrimination.

For the purpose of this study the researcher chose a sample that comprised of the employees in the organisational levels that are directly involved in the implementation of the change processes. Ghauri et al (1995), says that judgement is used to try to get a sample that is representative of the population. We simply try to select units that are representative of the population.

The reason for deciding to choose purposive sampling was that the researcher wanted the sample that would best be able to evaluate the research question at hand. To this effect a specific group of staff in the Ministry of the Public Service was chosen. This comprised mainly of officers involve directly in implementing

the changes and those that are directly affected by the changes as the changes were happening in their areas of work and they would provide a clearer picture than those who were not directly involved in the change implementation. For this study the, the same research methods and procedure were used for the different management levels that made up the sample.

#### **4.3.1. Sample Selection Bias**

The issue of bias should also be taken into consideration. Mabetwa (2002), defines bias, as: Allowing a particular influence to have more importance than it really warrants.

Taking into consideration that the researcher herself was involved in the change implementation efforts in the organisation under study and that the researcher knows the employees personally and the roll out of events, there could be a little bias involved. The researcher will try as much as possible and attempt to be as objective as possible to reduce the bias and consequently its effect on the results of the study.

#### **Sample Size**

The sample size is going to be fifty staff members comprising of five levels in the organisation.

**Table 4.1.**

<b>Level in the Organisation</b>	<b>Number of Employees</b>
<b>Principal Secretary</b>	<b>1</b>
<b>Departmental Directors</b>	<b>9</b>
<b>Managers</b>	<b>11</b>
<b>Officers</b>	<b>13</b>
<b>Assistant Officers</b>	<b>16</b>
<b>TOTAL</b>	<b>50</b>

#### **4.4. Qualitative Design**

In order to be able to evaluate the change management at the Civil Service of Lesotho, it was necessary to understand how the change was implemented, within the constructs defined and what was the before and after effects of change. To provide this baseline an exploratory study was conducted using a case study method.

The case study describes the working environment in the Lesotho Civil Service before and after the implementation of the changes. Information was gathered from different stakeholders in the change process thereby highlighting the range of benefits and limitations introduced by the implemented changes.

##### **4.4.1. Sources of information**

###### **4.4.1.1. Documentation**

Information for the case study was obtained from past company records, presentations and meeting discussions. Information from past company records included information on the history of the organisation prior to the change being implemented. This was obtained from the organizational profile. The presentations were done on the roll out of the change implementation from management's perspective.

###### **4.4.1.2. Questionnaires**

Questionnaires were also developed to be used in data collection to be able to study the constructs of change at hand.

###### **4.4.1.3. Interviews**

Semi structured interviews were conducted with senior and middle management. Some questions were open-ended and others required much shorter and precise answers. The aim of the questions was to probe the opinion of the respondents

on the implemented changes around the five constructs that have been discussed earlier. The interview questions setup followed a focused interview style, where the respondents were interviewed for a short period of time, interviews were open-ended and took on a conversational manner, but the interviewer followed a set of questions.

#### **4.4.2. Measuring Instruments**

Groenewald (1986) identified three characteristics of questionnaires. Information is collected from different cases, a finite number of cases are registered and questionnaires are executed in a circumscribed area at a given time. This approach was chosen for the evaluation, as it was totally anonymous and employees were not intimidated when expressing their feelings.

##### **4.4.2.1. Designing the Questionnaire**

A questionnaire that was used by Goodwin (1997) was adapted for the purpose of this study. The questionnaire was chosen most suitable after a review of measuring instruments used in previous studies and best matched the constructs to be evaluated. Goodwin (1997) used the change resistance scale (CRS) (ODR 1991) that was used to assess resistance to change. The CRS is a 25 – item questionnaire, which sets out to identify potential sources of and strengths of resistance to change to a specific organizational change process. In order to improve readability of the questionnaire the 10 – point semantic differential scale was changed to a 5 – point Likert scale. The scale ranges from strongly agree to strongly disagree.

The questions in the questionnaire required the respondents to grade their responses on the Likert Scale. The questions included in the questionnaire were as follows: (Refer to Appendix 1 for the final questionnaire)

**Table 4.2: Illustration of Questions in the Questionnaire**

<b>Forces For Change</b>
1. Were the internal and external forces that drove the organisation to change?
2. Was the need for change based on these forces clearly articulated?
3. Were the identified forces for change sufficient to warrant change?
4. Were the forces for change identified in time?
5. Did the leaders of change communicate the current reality forcing the organisation to change?
6. Was the future vision clearly communicated by the leaders of change?
7. Are the current incentives and rewards for good performance individually based?
8. Is teamwork through team rewards being fostered by the leaders of change?
<b>Managing and Leading Change</b>
9. Are there sufficiently good leaders to see the change through?
10. Do the leaders know where the change is going?
11. Was sufficient time spent in planning and designing the implementation of changes?
12. Is there proper management of the new systems that have been put in place due to the changes?
13. Do the leaders need development in order to lead the change?
14. Have the leaders lead significant change before?
<b>Resistance to Change</b>
15. Are all the employees committed to making the change initiatives a success?
16. Where does the resistance to change come from?
17. How has the change impacted on the attitudes, beliefs and values of organizational members?
18. Were the objectives of the changes clearly communicated throughout the organisation?
19. Was the future value of the change extensively communicated?
<b>Building the Desired Culture</b>
20. Did leadership create a suitable culture to effect the changes?
21. Has the organisation developed new customs and ways of doing things?
22. Have the productivity levels of employees changed due to the changes?
23. Have the changes brought teamwork and work coherence in the organisation?
<b>Errors Common to Organisational Change</b>
24. Was there too much complacency on the part of the employees?
25. Was there a guiding team in implementing the changes?
26. Are new strategies being implemented well in the organisation?
27. Are the quality programmes in the organisation delivering hoped-for results?

#### **4.2.2.2. Administration of the Questionnaire**

A pilot group study was conducted to check the questions before they could be administered and ten of the questionnaires were given out. They were administered in a normal work environment but the researcher was in an isolated office where the respondents could come and ask for clarification if they encountered any problems. The responses obtained from the pilot study indicated that the respondents understood the questions perfectly and the subject of change management itself and were able to answer the questions to the best of their ability basing themselves on the current change processes in their organisation.

The whole sample was given the same questionnaire to answer. This is because the researcher believed that the respondents will be able to answer the questionnaire diligently and truthfully. As stated earlier the whole questionnaire focuses on all the variables of change that were discussed in the previous chapters.

#### **4.4.2.2. Interviews**

As mentioned earlier, the interview questions dealt with the five constructs identified namely; forces for change, resistance to change, managing and leading change, building the desired culture and errors common to organisational change. The key stakeholders interviewed were senior management and middle management. The questions asked were general and were appropriate for all stakeholders. The questions that the researcher posed to this individuals are as follows:

##### **Variable One: Forces for Change**

With this first variable, the questions posed had to define the need and the driving forces for change in the organisation and the intensity with which the need for change and future vision were communicated.

1. What were the key factors driving the change?

2. Do the perceived forces warrant change?
3. Was the need for change clearly articulated?
4. Is the future vision known throughout the organisation?

### **Variable Two: Managing and Leading Change**

This second variable the questions focused on the management and leadership of the change processes, how the employees perceive the capabilities and the communication style of the leaders of change.

5. Do you believe that the leaders communicated the change well?
6. Are the leaders of change in the organisation capable of successfully leading the change?
7. Is continuous feedback being provided by the leaders as a means of keeping the employees informed about the progress of change

### **Variable Three: Building the Desired Culture**

This variable the questions focused on the importance of culture change in effecting successful change initiatives.

8. Do you think it is necessary to change working culture to be able to implement change successfully?
9. Were there any steps taken by the leaders of change in trying to change the corporate culture in order to fit the proposed changes?

### **Variable Four: Resistance to Change**

With this variable, the questions tried to extract the barriers to the change process and whether there were mechanisms to overcome the resistance.

10. What were the barriers to change in the organisation?
11. Was there negative or positive feedback from the employees during the change implementation process?
12. How does the organisation deal with resistance to change?

## **Variable Five: Errors Common to Organisational Change**

The questions under this variable focused on finding out if there were any mistakes done during the implementation and whether the leaders of change are aware of them.

13. Do you think there was sufficient time spent on planning the change?

14. Was the future vision clearly articulated to all stakeholders?

### **4.5. Internal and External Validity and Reliability**

#### **4.5.1. Case Study**

According to Cooper and Schindler (2003), there are three major criteria for evaluating a measurement tool: validity, reliability, and practicality.

**Validity:** refers to the extent to which a test measures what we actually wish to measure.

- Content Validity: Is the extent to which it provides adequate coverage of the investigative questions guiding the study.
- Criterion – related Validity: Reflects the success of measures used for prediction or estimation.
- Construct Validity: Ghauri et al (1995) states that, it is the extent to which an operationalisation measures the concept, which it purports to measure.

According to Ghauri et al (1995), there are other forms of validity namely:

- Internal Validity: Refers to the extent to which we can infer that a causal relationship exists between two or more variables.
- External Validity: Relates to the extent to which findings can be generalised to particular persons, setting and times, as well as across types of persons, settings and times.

Ghauri et al (1995) go further to explain that, **reliability** refers to the stability of the measure. Naidoo (2001) states that reliability demonstrates that the operations of the study – such as the data collection procedures – can be repeated and still yield the same results.

In order to increase the construct validity of the case study research approach, data was collected from all stakeholders focusing on the four constructs that were defined and the case study was reviewed by some of the stakeholders. Internal validity is not of significant importance for an exploratory study when compared to a causal relationship study. The external validity for the case study research will involve testing theory and obtaining replication of the studies.

#### **4.5.2. Questionnaire**

Prior to administering the questionnaire, ten employees were used to for a pilot study and answered the questions in order to validate the understanding of the questionnaire.

### **4.6. Analytical Tools**

#### **4.6.1. Qualitative Analysis**

For the purpose of this study, the case will follow a linear – analytical structure where the sequence of subtopics involves the issue or problem being studied, the methods used, the findings from the data collected and analysed and the conclusions and implications from the findings. There are a number of methods of analysis of case studies.

In this study the Pattern-Matching technique mode of analysis (Ghauri et al, 1995) was chosen. This method merely compares the empirically based events with conceptual ones( what really happened in the organisation). The literature review conducted in chapter two indicates and outlines how the change management process should be handled and it provides the conceptual level (theoretical level). The conceptual level represents the factors in the ideal situation. The empirical level defines what has actually taken place. The patterns may or may not match and the reasoning behind this is evident in the outcomes of the change process.

## **CHAPTER FIVE**

### **INFORMATION FROM THE QUESTIONNAIRE AND INTERVIEWS**

#### **5.1. Introduction**

This chapter provides the information obtained from the questionnaire and interviews. The factors considered in the change management process will be discussed here. The information will be categorized in summary form under the variables of change that have been discussed throughout the dissertation. The structure of relating the information will be such that the responses obtained from both the questionnaire and the interviews will be combined as the questions that were asked in both cases are interrelated and complement each other.

#### **5.2. Forces for Change**

Information obtained from the questionnaires and interviews indicates that the respondents agreed that there were forces in the organisation that warranted change. They also show that the forces were identified in time. The responses further indicated that the leaders of change did not effectively communicate the need clearly especially to the lower level employees of the organisation.

The respondents also indicated that the need for change based on these identified forces was not clearly articulated. The interviewees also pointed out that the leaders of the change processes in their organisation were not providing sufficient motivation for them to embark on the change. It was also evident from the information gathered from the interviews that the vision itself was not clear as to what is desirable about it compared to the current reality.

It also became evident in the interviews that the respondents (both the leaders of change and employees) did not know the difference between the forces for

change and the symptoms of the forces for change. When the researcher asked them what were the forces for change, they mentioned the symptoms that have already been discussed in chapter three.

### **5.3. Managing and Leading Change**

Respondents indicated that their leaders of change in their organisation are not qualified in terms of skill and know – how to lead change. They indicated that they believe that their leaders really know what they want and where they want to take the organisation, but their main disadvantage as perceived by the respondents is that they do not think they know how to get to the vision. This they said is evident in that they had never really led any change and again the fact that they called in a consultant when they had already embarked on the change but they could not see any progress. (Daft) indicates that, for change to be a success, management, leadership and short-term rewards are essential (see table 2.2.), but the information obtained from the questionnaires indicated that, there is management in the organisation but visionary leadership that is essential in leading the people towards the change was lacking. It was also mentioned in the interview with some of the respondents that there were no rewards whether short term or long term.

The information gathered went further to indicate that although there were no visionary leaders in the organisation, sufficient time was spent in planning for the change implementation.

### **5.4. Resistance to Change**

Information obtained from both the interviews and the questionnaires indicated that there was resistance to change in the organisation mainly due to the fear of the unknown. The leaders had made the mistake of not communicating the vision, so the employees felt that where they were was better than going into the unknown where they could possibly end up losing their jobs. The main source of resistance to change was from individuals and groups in the organisation.

(Robbins), has indicated that there are mechanisms that can be used in an organisation to overcome resistance, but when some of the leaders of change were asked whether they were doing anything to combat resistance, they indicated that nothing was being done as they believe that with time the employees will get used to the idea of change and accept it.

They went further to say that it would be too costly for the organisation now to try and win the commitment of the employees through these mechanisms as they had never been on the agenda from the beginning. Some interviewees who are at the management level actually indicated that the change will take place whether the employees like it or not and that they will get used to them”

#### **5.4. Building the Desired Culture**

The interviewees were all agreeable that it is important to change organisational culture in order to fit the changes in the organisation so that the desired vision and the objectives for the changes can be realised. When asked whether there were any steps taken to change the attitudes of the employees and their beliefs and encouraging them to adopt the new ways of doing things, the leaders of change clearly mentioned that there was no effort from their part to change the culture.

Information from the questionnaires indicates that the morale and productivity levels of the employees in the organisation are deteriorating more ever since the changes were implemented and there is still no teamwork in the organisation on the contrary the employees are becoming more individualistic as they are uncertain about the future.

Some of the senior managers responded in the interviews that as the vision of the Organisation is not clear to them as well, it is difficult to determine and try and build an organizational culture that will fir with the new changes.

The employees responded that, the way things are been done is the way they have been done for a long time and that changing it will mean destroying the beliefs of employees and demotivate them even further.

They went further to indicate that the problem is not with the employees but with general organisational management. The respondents indicated that the senior management does not know what it wants and that it is just confusing people.

### **5.5. Errors Common to Organisational Change**

(Kotter) says that there has to be a guiding coalition in change implementation that clearly defines the vision for all employees to understand, but from the responses obtained from the interviews and questionnaires, the information shows that there was never a guiding coalition in the organisation leading the change.

The changes were led by individual managers in the organisation that thought of themselves as leaders of change. During the interviews it came up that it is only now that efforts are being made to identify suitable candidates to lead the change, but they still too have to be trained on change management.

The quality programmes such as performance management system that has been introduced in the organisation are not yielding hoped for results, as it was expected that with an open performance appraisal employees would perform better as they would have set their own targets. Instead appraisal sessions that were supposed to take place in the organisation on a quarterly basis are not taking place at all. Information gathered through interviews shows that inadequate communication on the changes and reasons for by the leaders to the employees is the biggest mistake that the leaders of change made.

This is supported by the remarks made by some of the employees that, "why should we support them in anything, when they do not share anything with us".

Some of the respondents bitterly indicated that they believe they are not being informed of anything as these changes are going to be used to victimize them because of their political affiliations.

## **5.6. Conclusion**

From the above discussion it is clear that there was miscommunication in the organisation from the beginning of the change planning that is why there is such resistance. It is also evident that the leaders of change have to embark on some of the stages of organisational change such as; changing the organisational culture, communicating profusely throughout the organisation about the changes etc. (see figure 2.5).

It has also been evident that the leaders of change in this organisation need to be equipped with the skill and knowledge required in effectively implementing organisational change. It can further be concluded that the leaders of change in the organisation have change on paper and not effective in the organisation.

## CHAPTER SIX

### EVALUATION OF THE CASE STUDY

#### 6.1. Introduction

In this chapter, a comparative analysis of the theoretical overview and the implementation of the change processes in the Lesotho Civil service will be conducted. There was a hundred percent response rate as all the fifty questionnaires administered were filled properly and returned.

The evaluation will be centered on the five variables of change that the researcher has focused on through the entire study. As earlier noted, change occurs because there is a dissatisfaction with the current state/ reality (status quo) in which the organisation is in and the desired future vision is so attractive that the leaders of change want to move the organisation towards it. In the evaluation, the focus will center around the following: chapters two and three and the responses obtained from the respondents.

#### 6.2. Forces for change

From both the empirical evidence and the theory presented in chapters three and two respectively, it is evident that there have to be reasons or a force that perpetuates the need for change. All of the reasons for effecting change in an organisation lead to one major issue, which is the dissatisfaction of management with the current state in which the organisation finds itself. Another important force for change is the pulling force of the future vision that encourages the organisation to move towards it. The management in the Lesotho Civil service was experiencing this forces led them to evaluate their current organisational state, where they decided it was time to change because the situation in which the organisation is in is unsatisfactory and the future vision looked more lucrative.

To mention but a few of the forces that led to change in the organisation are; the overlapping of duties in the organisation and incorrect human resource information. After the identification of the need to change, and the decision to change, the people who are going to lead the change have to extensively communicate this need to all the stakeholders so as to get their full support and commitment to ensure the successful implementation of the proposed changes.

The communication process has to entail stating the current reality and the aspired future vision of the organisation. The leaders also have to provide incentives as a method of encouraging the employees to move towards the vision. This ensures that everyone in the organisation is moving in the same direction and striving for the attainment of the same goals.

Through qualitative methods: questionnaires; documentation and interviews with some of the employees in the organization, the researcher came up with the following findings:

Although the employees did not know what to do, they were aware of the current reality of organisation and that they were not satisfied about it. One of the things that dissatisfied them was the hierarchical structure of the organisation that delayed decision making due to red tape. They indicated that they themselves realised that the visible outcomes of forces that were discussed in chapter three warranted change as they lead to the poor delivery of services to the customers. From the questionnaires and the interviews conducted the respondents agreed that the forces were strong enough to lead the organisation to change.

It is also of importance that, during the extensive communication period in which the leaders of change are sensitising the Stakeholders of the necessity to change, that they also take into consideration that they also have to put forward some incentives as a means of encouraging employees to buy into the change.

Incentives can be used as motivators to encourage employees to move in the same direction. As shown in figure 2.6. that depicts the stages of organisational change, not only incentives can lead to the employees moving in the direction towards the desired vision, but the destabilisation of the current reality (status quo) is a necessity as well. The leaders of change have to indicate through extensive communication that the current situation in which the organisation is in is very undesirable.

This they can achieve by indicating all the negatives about the current reality of the organisation as well as the good things that could come out of change if done well. These dissatisfying issues range from; hierarchical organisational structures; insufficient resources, for example unqualified human resources, which is an outcome of poor human resource planning; unclear chain of command etc. Looking at the organisation under study, some of the negative issues that were the outcomes of the above forces of change and many more were:

1. Overlapping duties: that lead to a lot of people performing the same duties.
2. Incorrect human resource information: whereby proper records of personal files of the employees were non-existent.
3. Demoralised and under performing staff, that lead to bad delivery of services to the organisations customers.
4. Uninformed personnel as to what the mission and vision of the organisation was and which direction to take in attaining them.

### **6.2.1. Motivation For Change**

Motivation to encourage employees to move from the current state to the desired vision can be in the form rewards and incentives that can both be financial and non-financial. But Armstrong and Murlis (2001), indicate that financial rewards can be short lived. The rewards that leaders should concentrate on are the non-financial rewards, which are the ones that focus on the needs that most people

have, although to different degrees, for achievement, recognition, responsibility, influence and personal growth.

These are said to be most effective as they are intrinsic in the individuals. Another motivation that can encourage the employees to move is the future vision itself. If the vision looks more attractive to the employees than the current situation the employees will be motivated to move to the better state of affairs.

As the new vision of the organisation entails encouraging teamwork in the organisation as opposed to individualism, in rewarding the positive behaviour of employees for changing with the organisation, the leaders of change also have to be careful that they encourage teamwork amongst all the employees in the organisation by providing team rewards. Team rewards, encourage commitment from each team member to work towards the same goal.

The leaders of change can also foster teamwork in the organisation by involving the employees in the planning process and design of the implementation of the change and any other strategies that they wish to embark on in the future.

The responses also suggested that individualism is more valued in the organisation as opposed to teamwork. With the change from personnel management to human resource management there were systems that were introduced in the organisation. These systems are performance management and a new reward system. But the said result of these systems is that with the attainment of the set objectives only those individuals who performed well will be rewarded as team work is not catered for in the allocation of rewards. This is why it was mentioned in this section earlier that the leaders of change in the organisation have to cater for team rewards.

### **6.3. Managing and Leading Change**

As earlier mentioned in chapter two on literature review in this dissertation, for change to be successful it requires the commitment of top management as well as those employees on the shop floor as it will never be effectively implemented if they are not part and parcel of the change. Figure 2.6. indicates that change requires a visionary leader who will be able to translate the vision into a realistic plan and carry out the plan. The effective management of change processes starts with the planning process and continues until it reaches the implementation stage. As indicated by Lippit (1982) the motivation for change can be either unplanned/reactive or planned/proactive.

The change embarked on by the Lesotho Civil Service was proactive, thus it was planned. Information gathered by the researcher using qualitative methods indicates that, in planning the change only top management was involved. But when it came down to the implementation part, the employees on the shop floor were expected to participate effectively. The employees in the organisation can only see the restructuring but they are not aware of the four quadrant model and this is attributable to the lack of involvement and communication and education about the change from the leaders of change to the employees.

This became a stumbling block as the employees did not want to get involved in something that they were not part of from the beginning. Another problem was that the leaders of change themselves are not well equipped to lead change that is why they did what is contrary to the theory on successfully managing change, for example not involving the employees in the change planning and failing to effectively communicate the future vision. Another example is that the new vision encourages teamwork and the leaders of change have ignored the four quadrant model (figure 2.1.) that depicts that team rewards should be provided to encourage teamwork. This has also been indicated in the report by the Ministry of the Public service (2003) that one of the major issues that have to be addressed within the organisation is the training of the people who are leading the change.

The respondents also mentioned that the leaders of change in the organisation have a strong desire and vision as to where the change leading but also are of the opinion that they are not the right people to be leading the change unless they get extensive training on change management. This conclusion was based on the employees' beliefs that the leaders of the change should have included them in the planning and designing of the changes and communicated with them from the start of the project. They also indicated that the organisational culture should have change in order to adapt to the change and these would have been easy if they had been involved and felt that they are part of the organisation and have to grow and change with it.

In evaluating the organisation under study, there is no evidence suggesting that the employees were ever involved in the in the planning process for the change and if their needs were addressed or their opinions solicited with regard to the change. The responses obtained from the questionnaires and the interviews that the leaders of change in the organisation are not well equipped to carry out the task.

The respondents also indicated none of the leaders had ever led any significant change and thus led to the conclusion that they are not well equipped to lead change. that The issue of change and all the preparations that go with it were treated as top management's concern that the employees were not supposed to be involved in. They would hear through the organisational grapevine that management was planning for changes in the organisation.

The change processes in the organisation were generally imposed on the employees caused more harm than good. The employees developed a negative attitude towards the changes and this lead to a lot of resistance from employees collectively and employees as individuals.

Last but not least of the factors that count against the leaders of change in the organisation is that, some of them had led change unsuccessfully before in their previous jobs and so should have undergone proper training before embarking on change.

#### **6.4. Resistance to Change**

Empirical data from the literature review indicate that with every change there are factors or forces that act as resisters or constraints to change. The forces inhibit the successful implementation of change processes in an organisation.

From the literature review, the resisters from change can come from the individuals within the organisation and or the organisation itself. Individual resistance to change is usually due to situational variable, socio-psychological and personality variables, character mechanism and variables from the organisation can be for example lack of require resources or a tight budget.

Although these are said to be resisters, there are some mechanisms with which organisations can utilise to overcome the resistance to change. The mechanisms have to be in place and the leaders have to be able to use them effectively to yield positive results. This is very important because, unless these hurdles are cleared, any attempts to systematically change organisations may be doomed to failure.

When the leaders of change in the organisation under study were implementing change they encountered some resistance to change (earlier mentioned in chapter three) and they were characterised by both organisational and individual resisters. Referring back to the stages of organisational change on page twenty seven of this dissertation, it is stipulated that in the implementation of change processes the leaders of change after the planning and building the desired culture, they should be weary and anticipate resistance and thus they should develop mechanisms to manage and overcome the resistance. The case study

conducted indicated that the resistance being experienced in the organisation was due to lack of communication. This was a big mistake on the part of the leaders of change as communication is a strategy for overcoming resistance and this shows that if communication is effective from the onset resistance can be minimised.

#### **6.4. Building the Desired Culture**

In the previous section it has been indicative that as the organisation embarks on change, the processes with which the organisation operates and the nature of work changes as well. This leads to the next logical step, that the corporate culture also should change in order to blend well and adapt to the new operations so as to be efficient in using the new systems after the implementation process.

This change in organisational change refers to changing attitudes, beliefs and values as well as business processes that indicate the way in which things were done. Because culture is deeply ingrained in the beliefs and values of employees, it is difficult to change but through perseverance, management can adapt a culture to enhance organisational performance. Just as with every change, rewards have to be tied to the main objectives for the need for change. "thus indicate what it is that is of benefit to the employees if they change the way they do things".

There are ways of bringing about change as has been indicated in the previous sections. These methods are total quality management (TQM) and organisational development (OD). In preparation for the transformation processes in the organisation, a department called organisational development was formed.

But the negative aspect with regard to this department is that it exists only on paper. It does not have a clear mandate as to how it is supposed to contribute towards the change the attainment of the transformation. They believe that they

are not involved and it is not their business why the transition from personnel management to human resource management.

Total Quality Management in the form of open employee performance management has been introduced in the organisation. But the problem with it is that it was not communicated properly and the employees were not educated as to how the system works and its advantages to both the organisation and the employees themselves. Due to this two factors trying to change the culture of the organisation has been an impossible task, rather the employees are more adamant to making sure that the changes are not successful.

### **6.5. Errors Common to Organisational Change**

Resistance to change is not the only factor that can negatively affect the successful implementation of organisational change. Another variable can be the mistakes done by the leaders of change themselves. This mistakes can make it difficult to move the organisation to from its undesirable current state to the visioned desired future.

The errors or mistakes that can be done by the leaders have been discussed in detail in the previous chapters. The most evident mistakes attributable to the leaders of the change in the organisation under study (Lesotho Civil Service) will be discussed below.

These were identified from the sources of information that the researcher used to study the organisation. They are:

- The leaders of change in this organisation allowed too much complacency with regard to the employees. They allowed the employees to in the undesired situation in the current state not doing anything to encourage them to move, and thus hoping that eventually the employees will change by themselves to the desired future without any encouragement.

- Failure of the leaders to build a guiding coalition. The change was implemented without a strong force behind the implementation to monitor and evaluate the progress and how successful it is. It is only now that the leaders have come to realise that they need such a team that will also help in trying to get the employees to accept the changes and move to the desired state.
- Another flaw was the lack of communication on every step and issue that they should have communicated to the employees that concerns changes in the organisation. This was a terrible mistake as communication is the key to success in all aspects of a business.
- On top of not communicating with the employees, the leaders of change did not change the culture of the organisation to so as to be adaptable to the new ways of working in the organisation after change has been implemented. This also makes it difficult for the leaders of change to reinforce the change as the employees are resisting and they do not see the benefits for the change.
- Last but not least there was failure on the part of the leaders to create short-term wins. These would have served as encouragement to the employees to move from where they are as their behaviour would be rewarded.

All these errors have inhibited on the successful implementation of the change. Even the systems that have been put in place in support of the change initiatives are of no use in the organisation as they are not being effectively applied. If anything the leaders of change should have spent more time in communicating the need for change and where the organisation is hoped to be in the future. They should have also involved the employees in the planning process so that the whole organisation learns together and strives for the same goals.

## **6.6. Conclusion**

As with every change organisations or individuals always wish they could go back or turn the clock and do things better. In this organisation management does wish that they could go back to the drawing board and this time do things differently and the right way.

The only problem is that resources have already been used and it would be difficult to start from scratch to secure those resources. It would be advisable for them to take appropriate corrective measures to involve and try to apply all the techniques possible to get if not the desired end result but the result closest to what they wanted.

From this evaluation it has been evident that the main problem arose with lack of communication and not involving all the employees in the changes happening or planned to happen in the organisation.

## CHAPTER SEVEN

### CONCLUSION AND RECOMMENDATIONS

#### 7.1. Introduction

The evaluation of change implementation at the Lesotho Civil Service focused on five of the many constructs or factors of change management. In the study, the following constructs were dealt with in detail and they are forces for change; managing and leading change; building the desired culture; resistance to change and errors common to organisational change. During the evaluation it became evident that all these factors were interrelated to some extent. The conclusion in this section will be drawn from the literature and the case study on the organisation.

##### 7.1.1. Forces for Change

The ability to identify the forces for change is crucial to the survival of the organisation. The forces have to be identified in time so that management are able to communicate them to the other stakeholders. It is of utmost important that in so doing the current state of the organisation and the future vision where the leaders of change want to take the organisation, are communicated extensively throughout the organisation. Embarking on change is most suitable to undertake when the need for change has been identified.

Effective communication of the vision as indicated in the literature review in section 2.6. is very important as it is a means by which the leaders of change and the guiding coalition created inform the employees of the forces for the changes proposed and what the advantages of changing are. This could lead to the smooth and successful implementation of the change processes and at the same time gets the commitment of the employees to the changes.

### **7.1.2. Managing and Leading Change**

After the identification of the need for change, leaders of change have to decide on the plan of action with regard to what type of change is good for the organisation and all the employees in order to enhance performance. In this planning process the leaders of change have to inform employees of all the aspects of change so that they are informed of what is happening around them. With regard to the Lesotho Civil Service the leaders of change did not effectively communicate with the employees during the planning process of the change. This led to these employees not knowing what was expected of them in fulfilling the objectives of the change.

In the previous chapter it was discussed that change in one variable of an organisation affects the other variables, figure 2.3. For example, a change structures in the organisation means that the other aspects such as , technology, strategies people and culture too change, it will be of benefit that the employees are well informed about the changes.

It would be ideal that all are prepared so that they know what to expect, but this is not what happened in the Civil Service of Lesotho and it resulted in the unsuccessful implementation of other new systems, such as the computerisation of human resource information as people were not trained for the change and also prepared for the change in the nature of work.

Change has to be carried out in different stages as it is a process in itself, the successful completion of each stage leads closer to the effective implementation of change, as depicted by figure 2.5. in chapter two. But with the Civil Service of Lesotho it was clear that the different stages were being muddled over and skipped.

Even before changing the organisational culture, the leaders of change went ahead to implement the change and this they did without even communicating anything about the proposed changes with the employees and this is a recipe for disaster as it yields resistance from the employees.

### **6.1.3. Resistance to Change**

Resistance is a relatively natural reaction expressed by the employees whenever they have to deal with change, whether it involves the whole organisation or certain sections of the organisation that is irrespective of the type of change being implemented. The management and leaders of change in the Lesotho Civil Service experienced this type of stumbling block from the employees.

It should be noted that it is virtually impossible to avoid resistance but the levels of resistance can be reduced by using certain strategies or mechanisms of overcoming change. In the Lesotho Civil Service management seems to be supporting the change, whereas the employees are not supportive. The total impact of the changes on the working culture is negative, and the employees are not willing to work as teams and lack the responsibility to take ownership for their work.

As far as employees are concerned some change because they believe the change will be good and challenging for them in their jobs, while others change because they have to as it is forced on them. In the organisation under study, there were employees who are committed to the change although they are very few in numbers, at the same time there are those who are adamant that they do not believe in the changes and the last group is of those who are waiting to see how the change process will go before they decide to join in the change or not.

When dealing with resistance to change particular attention has to be paid to the human side of the change process. It has to be carefully dealt with as people

may feel a sense of insecurity, possibility of failure and the fear of the unknown. All of these issues and concerns are the ones that resulted in the resistance expressed by the employees in the Civil Service of Lesotho and the end result being refusal to take responsibility for the tasks they have to perform.

#### **6.1.4. Building the Desired Culture**

As change occurs in the organisation, so does the work processes and the nature and ways of doing work change. This means that the attitudes, beliefs and values of the organisation also have to change in order to be able to operate in the new organisational environment. In the civil service of Lesotho as the changes were being implemented, work processes changed and the people had to adapt, but this has been impossible because they still hold the old attitudes, beliefs and values meaning that they are not adapting to the changes.

The change in organisational culture means that the how people think about their work changes leading to renewed commitment and empowerment of the employees, but if the culture is not change, the changes do not become successfully implemented as the employees do not identify with them and end up not accepting the changes because they bring about what they are not used to. This is what happened in the Lesotho Civil Service when the manual filling system was replaced by the computerised version, the employees are still stuck on the old system.

This shows that a change in other aspects of the organisation without considerable effort and patience to change the culture of the organisation stands as a stumbling block towards successful change management.

#### **6.1.5. Errors Common to Organisational Change**

Errors committed in organisational change can cause the failure to changes being implemented in the organisation. Management and leaders of change in the organisation under study experienced some of this errors. It has become

evident in the evaluation that the leaders of change made some mistakes, such as not communicating the state in which the organisation is in and the anticipated future vision. They were all supposed to have encouraged the employees to move with the change by creating short term wins in the form of incentives and rewards.

To successfully lead the change, the leaders also have to build a guiding coalition that will monitor and guide the employees through the change and always provide feedback on the progress or lack off. Reflecting back on the organisation change was implemented without a guiding coalition to lead the change. As this was lead only by top management without the involvement of other levels in the organisation, it led to resistance into adapting to the change.

These errors have also led to the difficulty in implementing successfully some of the new strategies like performance management system where employees were supposed to be appraised on their performance based on the objectives set for achieving the set objectives.

In conclusion, it has become very clear that all the constructs of change that are discussed in this study are interrelated. The main source of connection between this constructs is communication. Although not discussed in this study it has proven to be a very vital element in successful change planning and implementation. It is evident that without extensive and effective communication between all the stakeholders in the organization, change implementation processes are doomed to failure.

Another construct that has proven to be vital to change implementation while conducting this study is that of incentives and rewards in change. It has become evident from literature and responses of the interviewees that they only move if motivated and lack motivation compels non- mobility towards the desired goals.

## **6.2. Recommendations**

In this second section of this chapter, recommendation will be given to the organisation under study in respect of how to go about in implementing change. This section will not encourage the leaders in the organisation to redo everything. The advice provided here by the researcher will be based on the researcher's own understanding of the planning and implementation of change in an organisation that was obtained while conducting research on the topic and continuing further to perform a case study analysis on the Civil Service of Lesotho.

These recommendations will be in the form of guidelines, and they are as follows:

1. Before embarking on any change in initiative, the first thing that an organisation needs to assess and study its internal and external environment to find out if there are any changes and developments that require the organisation to change.

The external analysis will provide management with a clear picture of the opportunities and threats facing the organisation. Whereas the internal analysis will give information with regard to whether the internal resources that the organisation has, for example, financial resources, human resources etc. are enough to ward off threats and conquer opportunities.

It is from this analysis that the organisation can come up with the forces that will lead them to change. The Civil Service of Lesotho conducted this analysis and found that it was imperative that they change and that is when management started planning for the change.

2. In planning for the change, which is the next logical step management has to make sure that it involves all the stakeholders, namely the employees. This ensures that the employees know what the change entail, where it is going and how they are expected to contribute towards the attainment of the set goals. During this stage, management has to communicate extensively the need for change, highlighting the negative attributes of the current stage in which the organisation is in. In planning for the change , the people who will be leading the change should be identified, and it is advisable that it be a team that consists of representatives of all the levels in the organisation.

It should also be specified how the change will unfold and what type of change it will be. This refers to whether it will be evolutionary or revolutionary. This gets the whole organisation prepared for the task through gathering all the relevant resources needed to undertake the change.

Communication can make the stakeholders feel that they are part of the whole project and thus elicit their full commitment, but another factor that the leaders of change have to take into consideration, is that it is in the nature of people to move if they are going to get something out of it. So rewards and incentives are essential in propelling people to move. To make sure that they all move in the same direction towards one goal, the leaders of change should offer team rewards as opposed to individual rewards.

It is also important to note that, the type of people chosen to lead the change should be people with a vision as to where the organisation is going and why it is going there. It would also help if they are charismatic as it is always easier for a charismatic leader to have people follow them.

3. Another important aspect is for the leaders of change to anticipate resistance despite their efforts. The resistance can be subtle or passive and can be from either individuals, groups of individual or the organisation itself. The leaders of change in the organisation have to be weary of this possibility and put mechanisms in place that will assist them in overcoming resistance.

They should also be aware that resistance can never be completely warded off but it can be minimized. But with patience and perseverance any type of resistance can be minimized.

4. With every step and every stage in the change process there has to be continuous communication. There should never be a breakdown in communication at any time.
5. The last step is to make the change happen. This can be achieved through the employees themselves. The leaders should make sure that through communication all the employees know that it is now up to them to make a success of the plans for the proposed change that they have been making.
6. Change should have been implemented in piece meals rather than a once off organizational overhaul especially as it was indicate in the responses obtained from the respondents that the leaders of change in this organization had not led any significant change process before. It would have allowed them to assess their strategy and rethink their plans when things do not go according to plan.
7. As the change process is still in its early stages and progress is slow, it is recommended that the leaders of change, go back to the employees and get their opinions in the change and how they see them so that they can

get a good feel of what it is that they are doing wrong or where they should improve.

8. From the analysis of this organization, it is evident that there are gaps that need to be filled and these are :

(a) The first gap is between the future vision and the current reality. The leaders of change have created tension by changing. It is advisable that they now communicate and use the future vision itself as motivation enough for the employees to move. They should make the vision look as attractive as possible compared to the current state of the organization. They can do this by indicating the benefits and highlighting the advantages of the envisaged future and at the same time show all the disadvantages of staying in the current state. There are pushing forces but the pulling forces have not been made attractive enough to warrant positive action from the employees.

(b) The second gap is between the future vision and incentives and rewards to drive the employees to move to the vision. The leaders of change hope to have the employees in the organization working as a team but they are not providing any motivation for the employees to adapt to teamwork. They should offer team based rewards as opposed to the individual pat on the back that is done at times.

The changes could be made to stick through improvement of rewards and continuous feedback as to the progress and alterations of plans that employees need to contribute towards if and when such a need arises.

Referring back to the organisation under study the following are recommendations directly pointed at the leaders of change in that organisation.

It has been clear throughout the whole study that there was lack of communication in the organisation with regard to the changes being implemented. The leaders should go back to the employees and communicate to them what they never communicated initially. These things are; the future vision; the disadvantages of the current state in which the organisation is in and the benefits attached to change for both the employees and the organisation.

During this communication and sensitisation period, the importance of teamwork and the team rewards attached to the achievement of goals should be clarified. They should as much as possible try to get the employees involved in the progress and educate them about the change itself. Encouragement for participation should also be practiced. The employees should be made to feel that their opinions matter and they indeed should be seen to be incorporated in decision making.

In conclusion the leaders of change in the organisation should place importance to extensive communication with all employees about the change and in the future try to involve the employees in issues that touch the human side of the work processes.

#### **7.2.1. Guidelines for Change Implementation**

- Identify the forces that are compelling the organisation to change
- Assess both the current reality and future vision of the organisation
- Assess the capabilities of the organisation both internally and externally in terms of the resources that will be needed to effect the change.

- Communicate the need for change with the employees.
- Plan for the change, establishing the steps that are going to be taken.
- Build a guiding team that will communicate the vision and lead the change.
- Develop the desired culture, by changing the attitudes, values and beliefs and the way things are done in the organisation.
- Assess incentives and rewards both in the current reality and for the future vision so that there is a distinction between those in the current reality and those in the future.
- Motivate employees through non-financial and financial rewards so as to entice them to move to the desired state.
- Communicate at all times.
- Make the change happen
- Reinforce the change

It should be noted that these are just guidelines that the leaders of change can use in implementing change in their organisation. It does not mean that they should be followed in this sequence as change is a continuous and learning process that needs modifications at all times. Thus change is not simply a straightforward.

### **7.3. Limitations**

It is advisable that further research can also be conducted as to assess how the roll out of the change processes continues as this research was conducted at the beginning of the change processes. In order to validate the above findings, a more quantitative study should be conducted as the change implementation continues throughout the Lesotho Civil Service.

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# *APPENDICES*

# **APPENDIX 1**

Dear Respondents

I am currently studying towards an MBA degree specialising in Strategic Human Resource Management with the University of Natal-Durban in the Republic of South Africa. As a prerequisite for the completion of the degree, I have to write a research dissertation on the topic of my choice.

I have chosen to conduct a research on the Management of Organisational Change in the Civil Service. I therefore request that, you spare a few minutes of your valuable time to answer this questionnaire. Your honesty and diligence will be highly appreciated.

Above all, I assure you that, the answers you provide will be used for academic purposes only and that they will be treated with utmost care and confidentiality.

Your Co-operation is highly appreciated.

**Questions for Heads of departments, Senior Managers and Officers. These are officers from Grade F – I in the Ministry of the Public Service.**

**Please read the following statements carefully. Then mark with an (X) the appropriate scale that best describes your degree of agreement or disagreement with the statement. Please use a pen NOT a pencil.**

## FORCES FOR CHANGE

1. There were internal and /or external forces for change that drove the organisation to embark on change.

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

2. The need for change based on these forces was clearly articulated all stakeholders.

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

3. The identified forces for change were sufficient to warrant change in your organisation

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

4. The forces for change in your organisation were identified in time.

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

5. The leaders of change communicated the current reality forcing the organisation to change.

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

6. The future vision was clearly communicated by the leaders of change.

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

7. The current incentives and rewards for good performance are individually based.

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

8. Leaders of change Foster teamwork through team rewards.

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

## **MANAGING AND LEADING CHANGE**

9. There are sufficiently good leaders to see the change through.

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

10. The leaders know where the change is leading.

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

11. Sufficient time was spent in planning and designing the implementation thereof of the changes.

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

12. There is proper management of the new systems that have been put in place due to the changes.

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

13. The leaders need development in order to lead change.

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

14. The leaders have led significant organisational change before.

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

## **RESISTANCE TO CHANGE**

15. All the employees in the organisation are committed to making the change initiatives a success.

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

16. The existence of resistance to change in the organisation is coming only from:

Isolated Individuals

Groups

Both

**1**

**2**

**3**

17. The change implemented has positively impacted on the attitudes, beliefs and values organisation members.

**1**

**2**

**3**

**4**

**5**

Strongly Agree

Agree

Unsure

Disagree

Strongly Disagree

18. The objectives of the changes were clearly communicated throughout the organisation.

**1**

**2**

**3**

**4**

**5**

Strongly Agree

Agree

Unsure

Disagree

Strongly Disagree

19. The future value of the changes was communicated extensively throughout the organisation.

**1**

**2**

**3**

**4**

**5**

Strongly Agree

Agree

Unsure

Disagree

Strongly Disagree

## **BUILDING THE DESIRED CULTURE**

20. When implementing change in the organisation, leadership created a suitable culture to effect the changes.

**1**

**2**

**3**

**4**

**5**

Strongly Agree

Agree

Unsure

Disagree

Strongly Disagree

21. The organisation has developed new customs and ways of doing things.

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

22. The changes in the organisation impacted positively the employees morale and thus boosting their productivity levels in the organisation.

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

23. The changes in the organisation have brought teamwork and work coherence in the organisation.

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

## **ERRORS COMMON TO ORGANISATIONAL CHANGE**

24. The people implementing the changes allowed too much complacency in the organisation.

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

25. There was a powerful guiding team to implement the changes.

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

26. New strategies are being implemented well in the organisation.

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

27. The quality programmes introduced in your organisation delivering hoped-for results.

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

**THANK YOU!**