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The evaluation of the implementation of change management initiatives at

Bulk Connections

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Declaration

I, Kashree Chantal Naidoo, do hereby declare that this dissertation is the result of my investigation and research and that this document has not been submitted in part or in full for any degree to any other university.

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K.C.Naidoo   Date

Dedication

I would like to dedicate this study first, and foremost, to my loving husband, Prejan, and my dearest sons Taldon and Cohen. Without your continuous support and belief in me to finish the job, I would have never finished. You kept me focused on the task at hand and added levity when times got rough and uncertain. I am forever in your debt. I would also like to dedicate this study to my father, Late Roger Naidu. Your wisdom over the years and undying faith in me as a person has helped shape who I am and continues to shape who I am becoming. A father's guidance will always light a path of illumination to those curious enough to listen.

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Abstract

Businesses and organisations have been compelled to restructure their working models in the light of the latest information, technological advances, and the way in which these advances affect them; also worldwide competition is a significant factor. This change will inevitably have an influence on the employees as well as on the organisation. It is therefore imperative that the employer introduce such changes gradually, taking care that managers become au fait with those changes to be implemented, so that they may not only assist the lower echelons to accept the changes, but be confident of employing the most apposite action should the need arise.

The main objective of this study was to understand the effect of organisational restructuring at Bulk Connections employees. In establishing the research methodology, an exhaustive study was made of the pertinent literature. Perceptions on restructuring were examined in the light of the theory of such restructuring as would be of value to organisations. Several strategies are identified by modern literature on the subject.

An empirical study was then conducted at Bulk Connections who had recently undergone the first phase of the organisational restructuring process in the Operations Department. One hundred and five Operations employees regardless of occupational level, race, gender and grade participated in the study.

The findings were analysed and the effect upon the employees was reflected in the results and conclusions; while the recommendations gave helpful advice on choice of approaches which would have the intended positive outcomes.

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CHAPTER ONE
INTRODUCTION

1.1 Introduction

The current global financial crisis has proven to have impacts for both the employees and the employers. Many businesses that are struggling are considering cutting back on their workforce thereby doing more with less in order to remain competitive. In addition to this as advancements and technological innovations continue to increase rapidly so too does the pressure for survival increase. This has resulted in Bulk Connections embarking on restructuring within the organisation. The first phase of the project was to focus on the Operations as it is the only department within the organisation that generates cash flow.

1.2 Problem statement

Bulk Connections is currently undergoing restructuring within the organisation. The holding company BIDVEST has been very critical of the level of productivity within Bulk Connections. The underlying factors behind the problem are not fully understood. This research proposal therefore examines the factors surrounding the low productivity and employee satisfaction rate in Bulk Connections.

1.3 Aim of the study

The aim of the study is to determine the effect/impact of the restructuring exercise on employee satisfaction in a sample of the Operations department.

1.4 Objectives of the study

- To contribute towards research in the area of employee satisfaction in the area of organisational restructuring within a corporate environment
- To determine the factors to improve the low levels of morale
- To establish the effect of restructuring on productivity levels at Bulk Connections
- To determine the causes of low morale within Bulk Connections

- To critically analyse and determine strategies and programmes to address different aspects of employee satisfaction

1.5   Rationale for the study

This study if implemented can increase the employee satisfaction rate at Bulk Connections by maintaining the high productivity levels that the organisation requires to operate smoothly. Added benefits will be a decrease in the staff turnover rate and this will have an overall effect on performance and reduction on costs which are utilised for casual labour.

1.6   Limitations of the study

Ecological validity, cannot be generalized to other Bulk Handling companies. People may not be open and honest due to the results been disclosed to management. This may also create concerns and negativity amongst staff within the organisation.

1.7   Delimitations

The study is limited to one company.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

A number of social scientists have made remarkable efforts in providing the theoretical underpinnings of both change and change management. As Sharma (2007, p.1) thoughtfully described that change is an inherent aspect of life .It is the essence of any entity that has life or whose existence finds validity in the presence of life. Even 'time' would lose its significance in the absence of change. As change manifests itself in a variety of ways, it does not hold same connotation across people, situations and contexts. Time change, people change, things change, situation change, and so do organisation.

Therefore, for an organisation, both public and private must undergo change processes to remain update and relevant. Change can be evolved from external sources through technological advancements, social, political or economic pressures or it can come from inside the organisation as a management results to a range of challenges such as changing needs of people, funds or human resources or a performance issues. Therefore, all types of changes both external or internal sources, large or small, include adopting new mind trends, models, processes, policies, practices and behavior. It can affect both small area and the entire organisation (Sharma, 2007).

Moreover, change management comprised of three areas, the task of managing change, an area of professional practice and a body of knowledge. Besides this, managing change itself refers to the making of changes in a planned or systematic manner. Therefore, changes are supposed to be controlled by an organisation itself. Furthermore, internal changes might be driven by events occurring outside the organisation. In this case managing change is defined as the response to changes over which the organisation practices little or no control. As a result, managing such a change requires a reactive response or a proactive response.

The change management is an area of professional practice. In such a kind of change management, consultants manage change independently for their employees as change agents.

The process of change is dealt separately according to the situation. It is competency that counts in the task of managing the general process of change headed by the professional change agents (Chediel 2009). However, Fullan (1993, p.22) argued that: Change is too crucial to leave to the experts. He suggested that every person in the organisation should act as a change agent. It means that everyone in the organisation has knowledge and skills to participate actively in the change process.

The current global financial crisis has proven to have impacts for both the employees and the employers. The country is faced with hundreds of headlines that threaten uncertainty and companies are placed in a difficult situation where they don't know what to do. Many businesses that are struggling are considering cutting back on their workforce thereby doing more with less in order to remain competitive. In addition to this as advancements and technological innovations continue to increase rapidly so too does the pressure for survival increase. It is at this stage that organisations consider restructuring, automation etc.

According to Johnson, Whittington and Scholes (2011, p. 465) "Reconstruction is change that may be rapid and involve a good deal of upheaval in an organisation, but does not fundamentally change the culture. It could be a turnaround situation where there is need for major structural changes or a major cost cutting programme to deal with a decline in financial performance or difficult or changing market conditions". During this process of change in the organisation it becomes a very unstable environment for employees to work in. Management must be mindful that the effect of this is twofold in that employees that are affected by the transformation process are either positively affected meaning they are satisfied or negatively affected meaning they are dissatisfied. Having said this it is important for organisations to constantly improve their employee's satisfaction. This can be done by addressing the factors that create dissatisfaction.

Sustained communications are vital in ensuring job satisfaction during restructuring. Research shows that organisations that involve their employees in the process are more successful than organisations that exclude them in the process. Regular meetings with employees must be held to explain the reasons for the change.

In addition to this the process must be explained in detail and most importantly what effect will the process have on them. By doing so it will combat speculative rumors that adds to dissatisfaction.

For organisations to minimise the disruption that may be caused as a result of restructuring it is important for management to lead by example. Change can disrupt work and it is important to keep staff focused on tasks. Management must be flexible and ready to incorporate any unexpected changes into their restructuring plans.

2.2   Definition of change management and restructuring

The change management concept is growing and spreading all over the world only from last two decades. The concept of "change management" is a familiar one in most businesses today. But, how businesses manage change (and how successful they are at it) varies enormously depending on the nature of the business, the change and the people involved. And a key part of this depends on how far people within it understand the change process.

Change management is the process, tools and techniques to manage the people-side of business change to achieve the required business outcome and to realize that business change effectively within the social infrastructure of the workplace.

According to (Armstrong and Stephen, 2008) Change management is the process of ensuring that an organisation is ready for change and takes action to ensure that change is accepted and implemented smoothly. It is the process of taking a planned and structured approach changes to help align the organisation with the change.

Change Management: activities involved in (1) defining and instilling new values, attitudes, norms, and behaviours within an organisation that support new ways of doing work and overcome resistance to change; (2) building consensus among customers and stakeholders on specific changes designed to better meet their needs; and (3) planning, testing, and implementing all aspects of the transition from one organisational structure or business process to another.

Restructuring is defined as the act that management of an organisation use to reorganise the legal, operational, ownership, or other structures for the purpose of increasing its profits, or more efficient structures that is required for it present needs.

Other reasons for organisations restructuring could include changes to ownership or structure, mergers, or in response to critical changes to the business such as bankruptcy, takeovers, organisational repositioning.

Singh and Dixit, (2011) defines organisational restructuring as "altering of size and basic configuration of the organisational chart". This process may involve the reduction of employees that is needed by the organisation to operate effectively by means of downsizing.

According to Hakim, (2012) organisational restructuring consists of major changes to the organisational structure to assist in efficiency and effectiveness of the company. Business units are reorganised and resources rearranged within the organisation to contribute to increased performance.

Marais and Hofmeyr, (2013) argues that due to ever changing macro-environmental factors it has become a strategic requirement for organisations to restructure in order to realign internal structures. Defining a mission and vision statement is not sufficient for an organisation to be sustainable. As a means to gain a competitive advantage over other organisations, the company needs to lead by example in establishing, entrenching, and living their values so that they are in a better position to obtain the trust and buy in from their employees.

Change in any organisation is unavoidable. Organisations all around the world are more frequently confronted with many challenges which are forcing them to continuously review and adapt their organisational structures in order to remain competitive. Many organisations use restructuring as a strategy to improve their efficiency. However, restructuring of an organisation should only be done if the organisation is convinced that it will lead to optimal performance. It is therefore vital that employees realise the need of such change before progressing. Employees may disregard the importance of the process if they do not understand or see the need for restructuring. In order for organisation to strengthen it effort, it is very important that they communicate the process to the employees (Van Graan & Ukpere, 2012).

Organisations adapt to change by restructuring, which includes having their structured transformed, culture changes and business process re- engineered. He further stated that employees need to either unlearn the old ways of doing things and have new competencies developed or move out of their jobs.

The reasoning for this is ensure organisational flexibility and competitiveness, but this can unfortunately in some instance be at the expense of employee security the career prospects. Employees may experience elevated levels of stress causing the performance, commitment to the job and their physical and psychological well- being affected adversely Hayes, (2014).

Chopade (2012) has defined organisational restructuring as a set of actions that management adopts which is aimed at improving organisational efficiency, productivity and competitiveness.

2.3 Four basic change management strategies

These strategies are based on planning and accepting changes for the sake of the organisation. There are also factors of empirical-rational and empowering strategies under consideration. This holds a view that that successful change measures independently involve some multiple basic change strategies, a point that is describing below according to Chediel, (2009):

Empirical-logical strategy: People are logical and seeking their own interest when they are sure about it. Change is based on the communicating information and making offer of incentives. This reveals that the provision of rational reasons for introducing change is crucial for a successful implementation of a changed plan.

*Normative-reductive strategy***:** People are the part of society and will stick to cultural norms and values. Change is based on redefining, reframing and reinterpreting within the norms and values, and developing commitments to new ones. Therefore, taking out the people from a situation of „status quo" is another challenge for a change manager.

Power-coercive strategy: The working members of an organisation usually complain that they generally have to do what they are told to do by top managers. In fact, change is considered as the responsibility of authority and the imposed line of actions are generally made on the employees. Similarly, the change management competency profile of heads of Punjab in this undertaking was also reported also such role of top management in the managerial hierarchy of secondary school system.

Environmental-adaptive strategy: People face challenges when they ask to adapt themselves within limited time to new working environment. Change means to build a new organisation and taking out people from the old methods, bringing them to the new one in step by step manner (Chediel, 2009).

2.4 Types of change

2.4.1 Planned change vs. emergent change

A change occurs in many forms, sometimes it is intentional, and an occurrence based on conscious reasoning and actions. This type of change is called "Planned" change. On the other hand, a change sometimes expresses itself in an apparent, spontaneous and unplanned way. This type of change is known as „emergent" change.

2.4.2 Developmental change

It may be both planned and emergent, it is incremental and progressive. It is change that develops the existing improvement areas of an organisation, targeting on the refinement of a skill or process. It is also called first order change.

2.4.3 Transitional change

It aims at achieving an assigned desired state that is different from the present one. It is periodic, planned and radical. It is called second order change.

2.4.4 Transformational change

It is unique or second order in nature. It requires an organisation to transfer their assumptions in a new manner and inculcating the same to its members. Transformation enables to differ remarkably regarding its structure, processes, culture and strategy. Therefore, an organisation develops in such a progressive mode that keeps learning, adapts and improves. Therefore, it is concluded that there are two types of changes i.e. Happen Change and Planned Change. (Naderi, 2010).

2.5 Two types of change management

The "Change Management Learning Center" a leading provider in change management tools and benchmarking presented a number of change management models or theories, both at the individual as well as at the organisational level.

This center has given the two research-based components of change management at two levels:

- Change Management at Organisational level
- Change Management at Individual level

These two levels of change management provide a comprehensive framework for managing change at any level, from top management to frontline bottom managers. This centre helps an organisation to build internal competency in change management. This firm provides resources for executives, senior managers, project teams and key supervisors.

2.5.1   Organisational change management

Organisational change management is the management of change from the perspectives of a manager or project team. It is the perspective of leadership from the "top" looking down into the organisation. The primary focus is around change management strategies, communication plans and training programs. Organisation change management provides the knowledge and the skills to implement a methodology and tools for managing change throughout an organisation. Changes in an organisation occur in two forms, one is random and the other is planned. Planned changes require formal and conscious efforts on the part of one or more "agents" to promote the changes (Duncan, 1978).

Therefore, the concept of organisational change generally means a change that affects the whole organisation. It does not represent minor changes like adding a new manager or refining a program but rather a heavy transformation like change in the mission statement, reformulated the functions or adding a new technological skills that would affect majority of the employees of the organisation.

2.5.2   Individual change management

Individual change management is management of change from the perspectives of employees. They are the ones who finally assist in change implementation. The main focus is on the tools and techniques to help an employee passing through the change process. The primary concerns are orientations, training or coaching required helping individuals understand their roles and the decisions they make in the change process. On the basis of these two aspects of change management, a number of theories, models, programs have been generated by different change management experts.

**2.6	Theories and models of change management**

There are numerous models and theories about change management. Every model and theory both individual and organisational change management, is based on different school of thoughts. One of the models for understanding organisational change was developed by Kurt Lewin back in the 1950s, and still holds true today. His model is known as Unfreeze – Change – Refreeze, refers to the three-stage process of change describes bellow

**2.7	Lewin's change management model**

**2.7.1	Unfreeze**

This first stage of change involves preparing the organisation to accept that change is necessary, which involves break down the existing status quo before you can build up a new way of operating.

Key to this is developing a compelling message showing why the existing way of doing things cannot continue. This is easiest to frame when you can point to declining sales figures, poor financial results, worrying customer satisfaction surveys, or suchlike: These show that things have to change in a way that everyone can understand.

To prepare the organisation successfully, you need to start at its core – you need to challenge the beliefs, values, attitudes, and behaviors that currently define it. Using the analogy of a building, you must examine and be prepared to change the existing foundations as they might not support add-on storeys; unless this is done, the whole building may risk collapse.

**2.7.2	Change**

After the uncertainty created in the unfreeze stage, the change stage is where people begin to resolve their uncertainty and look for new ways to do things. People start to believe and act in ways that support the new direction.

The transition from unfreeze to change does not happen overnight: People take time to embrace the new direction and participate proactively in the change. A related change model, the Change Curve, focuses on the specific issue of personal transitions in a changing environment and is useful for understanding this specific aspect in more detail.

In order to accept the change and contribute to making the change successful, people need to understand how the changes will benefit them. Not everyone will fall in line just because the change is necessary and will benefit the company. This is a common assumption and pitfall that should be avoided.

2.7.3 Refreeze

When the changes are taking shape and people have embraced the new ways of working, the organisation is ready to refreeze. The outward signs of the refreeze are a stable organisation chart, consistent job descriptions, and so on. The refreeze stage also needs to help people and the organisation internalize or institutionalize the changes. This means making sure that the changes are used all the time; and that they are incorporated into everyday business. With a new sense of stability, employees feel confident and comfortable with the new ways of working.
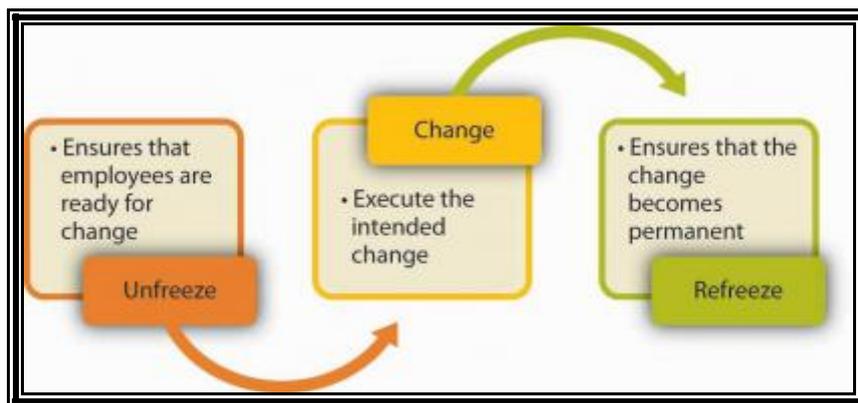
Figure 2.1: Three stage process of change

Source: Lewin's Three-Stage Process of Change (1951). Planning and Executing Change Effectively. pg. 37.

2.8 Kotter's 8 step change model

The following eight steps are given by Kotter, a Harvard Business School professor and leading thinker and author on organisational change management, describe a workable framework for perceiving and managing change. Each component of this model acknowledges a key competency recognized by Kotter (1995) regarding to the response of people and strategy to change, in which people see, feel and then decide to change. According to Kotter (1995) listed below are the 8 components:

- ***Increase urgency*:** Formalizing change process may assist people to move, making them to realize objectives rationally and relevant. Formalization process may increase the need for the change within the organisation.

- ***Building a Team:*** Making a team of right and selected people possessing right emotional commitment, and the right combination of competencies for the accelerating change to the right direction.

- ***Right Vision of change:*** Involve the whole team to develop a vision for the change in a simple manner and make a plan to focus on emotional and creative dimensions need to drive change with efficiency. When you first start thinking about change, there will probably be many great ideas and solutions floating around. Link these concepts to an overall vision that people can grasp easily and remember. A clear vision can help everyone understand why you're asking them to do something. When people see for themselves what you're trying to achieve, then the directives they're given tend to make more sense.

- ***Hiring People to Communicate:*** Hiring and involving as many people or experts in order to communicate the purpose of a change while addressing the needs of people within the context of that change. Strengthening communication channels by making technology more supportive rather oppose them. If you follow these steps and reach this point in the change process, you've been talking about your vision and building buy-in from all levels of the organisation. Hopefully, your staff wants to get busy and achieve the benefits that you've been promoting. But is anyone resisting the change? And are there processes or structures that are getting in its way? Put in place the structure for change, and continually check for barriers to it. Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward.

- ***Empowers action:*** Remove barriers, and enable one to make a constructive feedback and expecting a lot of support from managers by rewarding and recognizing advancement in a change process and its achievements.

- ***Create short-term wins:*** Initially, develop simple aims which are easy to achieve and in parts or small installations. Nothing motivates more than success. Give your company a taste of victory early in the change process. Within a short time frame (this could be a month or a year, depending on the type of change), you'll want to have some "quick wins " that your staff can see. Without this, critics and negative thinkers might hurt your progress. Create short-term targets – not just one long-term goal. You want each smaller target to be achievable, with little room for failure.

Your change team may have to work very hard to come up with these targets, but each "win" that you produce can further motivate the entire staff.

- *Don't give up:* Foster and encourage determination and persistence for maintaining the momentum of a change process and also encourage keeping record of a continuous change process and identifying the achieved and future milestones.

- *Maintain a change:* The momentum of a change can be only retained through reinforcement and it can be valued by recruitment, promotion, and new change manager. Making change as a part of culture (Kotter, 1995).
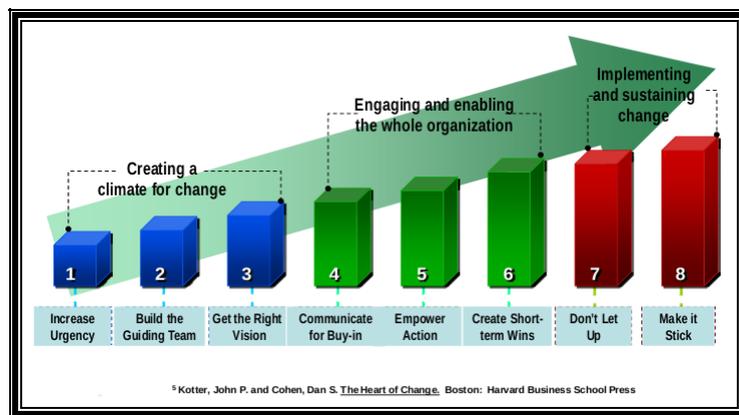
Figure 2.2: Kotter's 8 step change model

Source: Kotter J. P. (1995). Leading change pg. 60.

Keeping in view the significance of these eight Kotter''s steps for making a successful change, it was concluded that the change management competency (CMC) profiles of heads in this study based on ADKAR model, were also addressed same kinds of challenges for meeting change successfully.

2.9   The ADKAR change model

An individual in an organisation is the unit of change. With this faith, Hiatt developed a strong model of individual change management. This model formulation process was completed in almost ten years and this model was experimentally tested with business, government agencies and local communities. ADKAR is a goal-oriented change management model that facilitates change management groups to concentrate on their activities on desired

organisational results. The ADKAR model was first printed by Prosci in 1998 after conducting research with more than 300 organisations, working on major change projects.

In 2006, for the first time, Prosci brought this ADKAR model in the form of text in the book of in Jeff Hiatt on ADKAR. This model is meant to be a coaching tool to help change managers through the change process. The ADKAR model always concentrates on the first outcome competency factor that is the root cause of failure. Such strategy helps one to focus energy on that particular field that will prove to be most crucial factor in achieving success.

The ADKAR model has five outcome competency factors or domains. All five factors need to be in place for the need of the change. It is a framework for conceptualizing change at an individual level. This model proves further that how businesses, government agencies and communities can survive longer, if their changes are successfully launched. The five outcome competency factors of ADKAR model are shown in Figure 2.1. It is useful to think of these elements as building blocks. All five elements must be in place for a change to be realized.

Figure 2.3: The ADKAR change competency model

A	Awareness of the need for change
D	Desire to support and participate in the change
K	Knowledge of how to change
A	Ability to launch required skills and behaviors
R	Reinforcement to sustain the change

Source: Hiatt (2006, p.2)

These five outcome competency factors of ADKAR automatically follow a regular pattern of experiencing change at individual level. Desire cannot come before awareness because it is the awareness of the need for change that motivates our desire or activates our resistance to that change. Knowledge cannot come before desire because we never try to know that how should we act in a way that we do not actually want to do. Ability cannot come before

knowledge because we cannot introduce or launch something about which we are unaware of. Reinforcement cannot come before ability because we can only acknowledge and encourage what has already been achieved.

A clear identification of a change is needed to be made before the application of the ADKAR model. After recognizing the type of change, this model provides a line of action and an order for managing change with reference to different people, In any working organisation, the ADKAR model provides a strong base for managing different changed activities, including assessing willingness, supporting, communications, coaching, training, and recognition and resistance management (Hiatt, 2006).

The application of ADKAR model can be witnessed by a number of both quantitative and qualitative research studies. Klerk (2010) conducted an experimental research on the "Development and Validation Change Agent Identification Framework" .In this study, researcher used ADKAR change model as an instrument (ADKAR change- readiness questionnaire).This instrument comprised 18 questions, distributed among five elements of ADKAR (Awareness, Desire, Knowledge, Ability & Reinforcement).This instrument was administered to 350 employees from a population of 1002 who had completed pre and post-test ADKAR assessment. The four of the five ADKAR dimensions yielded acceptable alpha coefficient values, which means that the awareness, desire, ability and reinforcement dimensions, items yielded acceptable results. The "knowledge" dimension's alpha coefficient value indicated that the items did not yield consistent results and having low reliability. Therefore, the reliability of ADKAR questionnaire was acceptable for developing and validating identification for the sampled group of employees as change agents.

2.10   McKinsey 7-S model

The McKinsey 7-S model offers a holistic approach to organisation. This model, created by Robert Waterman, Tom Peters, Richard Pascale, and Anthony Athos during a meeting in 1978, has 7 factors that operate as collective agent of change (Robbins, Judge, Odendaal, Roodt, 2010):

1. Shared values

2. Strategy

3. Structure

4. Systems

5. Style

6. Staff

7. Skills

2.10.1 The McKinsey 7-S model offers four primary benefits

- It offers an effective method to diagnose and understand an organisation;
- It provides guidance in organisational change;
- It combines rational and emotional component;
- All parts are integral and must be addressed in a unified manner.

2.11 Life cycle theory

It gives five stages organisational life cycle:

- Creativity (a starting phase)
- Direction (focusing areas)
- Delegation (enlargement organisational stage)
- Coordination (phase of differentiation of functions, needing integration within organisation)
- Collaboration (culminating phase making organisation as a total entity)

2.12 Teleological theory

The word "teleology" is derived from the Greek word "telos" that means "ends." The theory, considers the ends or the outcomes of decision making (Sengupta, Hattacharya, Sengupta, 2006). As the theory focuses on consequences of the decision, it is also referred to as "consequentiality". This theory views organisational change as a result of change in its goals and purposes and considers this process as ongoing and continuous, with an organisation never attaining a permanent equilibrium or being static.

2.13 Dialectic theories of change

Dialectical theories are classical related to learning philosophy that Aristotle and Plato used the dialectical philosophy some 2000 years ago.

It is based on the concepts like: organisation exists as a „whole‟ in this world of multiple interactive events, forces, or contradictory values that compete with each other for domination and control. Three things consider significant:

- Whole world of interactive forces
- Values that combat, resist and are contradictory to each other and
- Domination and control is the purpose, In fact, every philosophy contains within it a debatable issues. Such issues itself becomes a typical circumstance over a period of time. Opposing and balancing forces are internal matters to an organisation as a discrete unit.

2.14 Evolutionary theory

The basic assumptions of this school of thought are that organisational change is a momentarily ongoing and evolving process and organisational change enhances according to a continuing cycle of variation, selection, and retention among organisations competing for resources in a specific environment.

2.15 Social cognition theory

According to this theory, all organisational members may not perceive the organisational reality. It is however gaining importance amongst researchers as the theory helps them explain change in cloudy environments.

2.16 Cultural theory

The cultural theory helps to blend the factors of social cognition and dialectical models and concentrates on the irrationality of organisations. It keeps on reminding one to make change a part of organisational culture.

2.17 Resistance to change

Resistance to change is one of the most crucial aims of a change manager because once a change announced, usually the first reaction people have is to meet the challenge of the change with a sense of shock. Such reaction could be in the form of anger, denial and

acceptance. Therefore, it is extremely important for a change manager to understand the subordinates, as they make transition from the old way of doing things to the new one. Then, how one manages this transition period is crucial.

Consequently, such resistance follows responses to change which may be of two types:

- *Individual resistance to change,* in which individuals resist to change due to fear of losing jobs, obsolete skills, change in the social relationship etc.
- *Organisational resistance to change, due to scarcity of resources*, difficulty to bring in the change in the set functional methods and sometimes, simply due to the fear of unknown.

Resultantly, these two aspects of resistance to change form the foundation of two major perspectives of change management, one is individual and the other is organisational (Sengupta et al, 2006).

2.18 Employee satisfaction and transformation within the organisation

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Ledimo and Martins (2014) describe employee satisfaction as a "pleasurable or positive emotional state resulting from an employee's appraisal of his or her company environment or company experience". According to Robbins, Judge, Odendaal and Roodt (2010, p. 83) "employee satisfaction is essential to the success of any business therefore keeping employees' satisfied with their careers should be a major priority for employers". Bauer (2012: 66) states "that successful organisations view their human capital as a strategic asset and align their employees with organisational strategies". Employee satisfaction has a positive effect on customer satisfaction and the overall performance of the organisation. It is therefore critical for organisations to improve and sustain employee satisfaction within the organisation. Should this be achieved there will be a visible effect in that there will be a decrease in employee turnover and negative behaviour.

2.19 Communication process during restructuring

One of the important components to successfully implement a strategy is employees. To enhance the effectiveness of implementing strategies and plans there must be involvement of

employees. Clear and open communication should be the fundamental goal when proceeding with organisational restructuring. This will enable organisational learning and will also assist in clarifying accountability for results.

According to Robbins, Judge, Odendaal and Roodt (2010:268) Communication serves four major functions within an organisation namely information, emotional expression, motivation and control. Robbins, Judge, Odendaal and Roodt (2010:268) further state that communication promotes motivation by clarifying to employees "what is to be done", "how well they are doing", and "what can be done". Grobler, Warnich, Carrell, Elbrt and Hatfield (2011:16) state that "all businesses and organisations depend on communication and that communication is the glue that binds various elements, coordinates activities, allows people to work together and produce results".

When there is change in organisational behaviour there is a need to change the belief system of employees. This process of change is called learning. According to Vundla (2012) Lewin has described three stages that are necessary when implementing change. The first stage is known as unfreezing. At this stage the person is ready to either acquire or learn a new behaviour. The second stage is known as change. At this stage the person familiarizes himself with his / her new behaviour. The third and final stage is refreezing. At this stage the new behaviors become ingrained or habitual in the individual.

2.20   Job satisfaction

Job satisfaction is encountered when the work that employee is doing is aligned with his or her values and has a sense of meaning. According to Bauer (2012:51) "Job satisfaction occurs because what the employee is doing will, according to his or her beliefs, add noticeable value to the organisation as it fulfils a higher purpose". Martin and Roodt (2012) state that "Job satisfaction is a frequently studied variable in organisational behaviour research, and also a central variable in both research and theory of organisational phenomena".

Maslow and Herzberg leading theorists have indicated that the fulfilment of various needs of employees determines their behaviour in organisations (Martin and Roodt, 2012). The same author indicated that that "Maslow postulated a hierarchy ranging from lower to higher order needs. Lower order needs such as survival needs are often referred to as extrinsic needs i.e. compensation and working conditions, while higher order needs are referred to as intrinsic

needs i.e. recognition and achievement. Herzberg however formulated the two-factor theory of job satisfaction and dissatisfaction were two separate and sometimes unrelated phenomena (Martin and Roodt, 2012).

Extrinsic factors were named hygiene factors and were claimed to involve primarily the context in which the job was performed. Intrinsic factors were named motivators and were believed to involve mainly aspects of the job itself".

2.21   Organisational commitment

Theissen (2011:20) defines organisational commitment as "the relative strength of an individual's identification with an attachment emotionally and functionally to one's place of work". Martin and Roodt (2012:105) state that "Organisational commitment has a long history and has been the subject of a great deal of research and empirical attention both as a consequence and an antecedent of other work related variables if interest". There are many definitions relating to organisational commitment however it streams down to a bond or linkage of the individual to the organisation. Organisational Commitment may be characterised by three factors namely:

- Strong sense of confidence in and an acceptance of the organisation's values and goal
- There is enthusiasm to apply considerable effort on behalf of the organisation
- A desire to remain within the organisation

There is a strong commitment from individuals due to the active relationship with the organisation whereby they are willing to give something of themselves thereby contributing to the wellbeing of the organisation.

2.22   Employee morale during restructuring

Organisational restructuring can influence almost every part of an organisation and the very thought of organisational change can be seen as a threat to a person's job security. Positive outcomes should be endorsed as it would assist both the organisation and the employees, therefore major changes should be properly addressed and employees be provided with support during these rapid changes (Sablonniere, Tougas, Debross, & de la Sablonniere, 2012).

Fugate, Prussia, & Kinicki (2012) have emphasized the importance of morale on the remaining workforce. They have also suggested that organisational changes can be viewed as means of improving financial performance and competiveness by outsourcing, downsizing and restructuring.

However it is important to note that the negative experiences for the surviving employees can actually hold up the change process and diminish the benefits that the restructuring process was initiated to achieve. As a result, is imperative that organisations have an understanding of how new or current changes can negatively affect employee's reactions and how to manage these reactions in order to achieve the best possible outcomes.

Demotions and redundancies of some employees are in some instances unavoidable as a result of organisations restructuring, other employees having observed these events are most likely to feel threatened. These feelings can cause employee withdrawal leading to employees seeking other job opportunities, increase in absenteeism and voluntary turnover (Fugate, Prussia, & Kinicki, 2012).

According to Wahab (2012) organisational change can have a negative impact on employees such as uncertainty, increased stress, low morale, loss of control and direction, anxiety, eroded loyalty and a lack of commitment. Employees are of the opinion that restructuring will create a more stressful working environment and this can lead to low morale.

Aggarwal (2014) stated that "Unhappy people can seriously affect employee morale, irrespective of whether these employees leave or not these disaffected workers can damage the attitudes of other workers." Negative feelings experienced by these employees will have an impact on quality of work, increase in absenteeism, cooperation with management, and the organisation's ability to attract the desired applicants.

Furnari (2012:255) has indicated that when organisations undergoes restructuring, it is vital that key employees are involved in the entire process as gaining input from employees will ensure greater acceptance, support and buy in, thus making the process to naturally materialize. However, change can put major pressure on the organisation causing dissatisfaction and reduction in employee morale which may often filter to the organisation.

According to PSYRES, prolonged restructuring can negatively affect employee's well-being causing them to have low morale, increased emotional exhaustion, higher absenteeism, lower dedication and job satisfaction. Restructuring affects employees directly and indirectly

through several job- related factors including increased work demands, emotional demands and time pressures on employees, which in turn will decrease the employee's well- being and morale.

2.23   Employee motivation

Part of a manager's responsibility is to influence the workforce to accomplish the organisational goals and objectives by optimising efficiency and effectiveness. It is therefore critical that management understands the role that motivation plays in employee's performance. Motivation is defined as the desire that an individual has that stimulates them to action. The higher the motivation, the higher the moral of the workforce which aids in increased productivity.

According to recent article by Yudhvir and Sunita (2012) they defined motivation as the catalyst that encourages employees to perform without pressure and is also described as an act that used to influence somebody to act in a positive or negative manner. The authors elaborated on Fredrick Taylor theory which is of the view that employee's salary and wages are the most important motivator and that non – wage incentive system encourages low productivity. This meant that if employees received the same salary irrespective of their individual performance, they will be less productive, they will underperform and will believe that performing at a higher rate will mean lesser employees will be required which discourages employees to increase their performance.

 In the research done by Yusoff and Kian (2012), motivation was seen as one of key factors that affects human behaviour and performance. Organisational performance was dependent on the level of motivation that an individual or team exerted in their job function. Employee's motivation can critically decide on the success of an organisation as employees are the main resource for the organisations activities. However, the organisation needs to understand that human needs and preferences are different, as one set of motivation package designed for an individual may not have the same effect on other individuals. The authors also reviewed the Two-Factor Theory and viewed it as been closely related to Maslow's hierarchy of needs but more factors were introduced to ascertain and measure the how employees are motivated in the workplace. The theory argued that even if the lower level needs (extrinsic or hygiene factors) were met it would not motivate employees to perform better, but it would only

prevent dissatisfaction in the employees. In order for employees to be motivated, the higher level needs (intrinsic or motivation needs) are to be met.

Implications of organisations using this theory means that even if employees extrinsic or hygiene factors are met it will only prevent employees from becoming dissatisfied but it does not motivate them to exert more effort towards a better performance.

2.24 Survivor syndrome

Theissen (2011) defines Survivor syndrome as "A set of attitudes, perceptions, and behaviours of staff who remain following involuntary employees reductions". Jameel, Khan and Azar (2013) "calls the raised fear and anxiety of the left behind in the organisation as Survivor Syndrome which is a result of increasing vagueness and uncertainty sensation among them". Evidence suggests that that staff who remain with the organisation after restructuring experience the adverse effects of those that left the organisation. There are many ways in which the symptoms manifest themselves such as survivors become demotivated, demoralised, they become bitter and angry, there is an increase in absenteeism, and there is an increase in stress and insecurity. It is important for organisations to address those that are suffering from the survivor sickness as there is a risk of higher levels of turnover and the level of commitment is reduced.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

Research facilitates the acquisition of knowledge. It follows a scientific and methodical approach. This involves a process of enquiry and investigation to obtain information on the research topic. Through research one is able to determine the reasons for the existence of a set of circumstances and the consequences of those circumstances can be determined. The continual occurrence of the same results allows the researcher to draw conclusive and make valid generalisations

Research methodology is used to find a solution to a problem in a practical manner. The reasons for the research study, the manner in which the problem was identified and the reasons for a particular process will be documented in the methodology. Finally, a synopsis of the data collection process and analysis is provided.

3.2   Research design

The research design is governed by the "fitness for purpose" and as such will determine the methodology and design of the research (Cohen, Manion & Morrison, 2000, p.73). The research design allows the researcher to collect, measure and analyse the data obtained through the data collection instrument. In this chapter, the research design and method to obtain the data will be explained. The following will be discussed: type of study, study setting (location of study), sample process including population and sample size, data collection instrument, questionnaire design, pretesting and validation, questionnaire administration and analysis of data.

3.3   Type of study

According to Sekaran and Bougie (2009:22) the two paradigms of research methodology are quantitative and qualitative. Blumberg, Cooper, & Schindler (2008), state that the difference between qualitative and quantitative is based primarily on the type of information used to study a phenomenon. Quantitative research involves measuring data in numbers and figures.

It analyses numerical data by measuring the scale, frequency and range of phenomena. Qualitative research is subjective and study factors of the research subject like values, attitudes and perception. It relies on qualitative information like words, sentences and narratives. The criterion for choice of method depends on the objective of the research.

A quantitative method was used in the research process. Concepts, variables, hypotheses, literature review and the collection and analysis of data were used in a quantitative method. A statistical analysis of the data was conducted that determined norms and averages. In addition statistical models and figures were used to explain observations.

The quantitative method also allowed the researcher to describe the frequency, incidence and distribution of characteristics of an identified population to explore relationships between variables. The relationship between variables was studied objectively (Leedy and Ormrod, 2005). Quantitative research allowed the researcher to make generalisations from the sample size to the target population and remain objective (Creswell, 2008). The researcher was able to the survey respondents to determine characteristics. This was then used to make inferences about the target population itself. As a result explanations and predictions obtained from this quantitative research can be generalised and applied to other situations.

3.4   Study setting (location of study)

The study focussed on the employees employed in the Operations Department at Bulk Connections. Bulk Connections is a 24 hour operation. It operates 7 days a week and also operates on public holidays if cargo is available. Dependability and reliability are proving to be the terminals critical success factors, with plant availability exceeding 98%. The planning of vessels and trains to arrive at the terminal are the single most important activity to ensure effective plant utilization. In a nutshell the company stores the client's product (Dry Bulk) and has it shipped off to its necessary destination on their behalf. The company is regarded as a heavy plant and machinery operation and a very dangerous site as there is constant moving machinery and the operation continues regardless of bad weather conditions etc. The Operations Department is the only money generating department in the organisation and is the focus of the study.

3.5 Sample process

3.5.1 Population

The process of sampling starts with the definition of the target population. This takes into account geographical boundaries and time (Sekaran & Bougie, 2009). The population is a complete group of elements (people, event, objects) that are under investigation in the research study. The elements in the population share a set of predetermined specifications (Mouton, 2009; Sekaran & Bougie, 2009).

The population for this research study was the employees employed in the Operations Department. The population was 120 employees employed in the different 3 shift system. Regardless of grade, level, race and gender, all permanent Operations employees were included.

The population was based on the internal data base of Bulk Connections which is maintained by the Human Resource Department.

3.5.2 Sample size

A particular number of elements of the population are selected for the study. This is called the sample size. This is a subgroup of the population but not necessarily a duplicate of the population. The sample selected should enable the researcher to make inferences in relation to the population (Sekaran & Bougie, 2009).

The sample size in this study was based on the model developed by Krejcie and Morgan (1970, as cited in Sekaran and Bougie, 2009). According to this model, a sample size of 265 is recommended for a population of 550. The population in this study is 120 employees and as such the sample size of 105 was used. No sampling method was used in the study because questionnaire was distributed to total population within the Operations Department.

3.6 Data collection

Data collection methods must be evaluated before choosing the most appropriate one. The choice will depend on the questions and objectives (Saunders, Lewis, & Thornhill, 2002). Further, the facilities available, the degree of accuracy required, the expertise of the researcher, the time span of the study and other costs and resources also determines the choice of method.

The research design in this study took the form of a cross-sectional analytical survey in which questionnaires were sent to all 120 employees. This data collection method was most suitable to the research objective because of time and cost constraints as well as the length of the questionnaire. The measuring instrument was a structured self-administered questionnaire containing close and open ended questions.

3.7   Questionnaire design

The research instrument used in the empirical investigation was a structured questionnaire. According to Saunders et. al., (2002) the questionnaire is one of the most widely used survey data collection techniques. This technique is effective where there are standardised questions that all respondents will interpret in the same way. Questionnaires can therefore be used for descriptive or exploratory research. Objectivity was maintained as the respondents did not come into contact with each other.

The questionnaire was divided into four sections. The first section pertained to demographic and biographical details. The remaining sections pertained to factors identified as impacting the evaluation of the implementation of change management initiatives at Bulk Connections.

Section A: Demographic details of respondents

Section B: Policies and Procedures

Section C: Communication

Section D: Effects of the restructuring exercise

This questionnaire consisted of 25 questions where respondents selected one answer from a series of alternatives. The questionnaire had subjective and objective questions. Objective questions were single direct questions that had an ordinal scaled set of categories. Subjective questions looked at the "elements and dimensions of the concept" (Sekaran & Bougie, 2013, p.150). Classification data included pertained to demographic questions providing information on aspects like age, educational level, and income (Sekaran & Bougie, 2013). Quantity questions were used to collect attribute and behaviour data of the sample (Saunders et. al., 2003). Other questions contained fixed responses providing the respondents with all possible responses.

The language of questionnaire took into account the level of understanding of the respondents. The words used were based on educational level of the respondents and industry terminology. Closed questions were used providing the respondents with all possible alternative answers. This facilitated quick responses by respondent and coding of responses by the researcher for analysis. The order and flow of questions were logical to ensure that ease of answering. Further it was simple with clear and concise instructions (Saunders et al, 2003). The questionnaire was accompanied by a letter consent ensuring anonymity and the option not to participate (See Annexure 2)

Likert-style rating/scale questions were used to obtain data (Saunders et al, 2002). The Likert scale was used to analyse and determine the extent to which respondents agreed or disagreed with factors impacting financial planners. This type of scale was easier to respond to and facilitated the easier interpretation of the data.

3.8   Pre-testing

A pilot study was conducted amongst the Shift and Section Supervisors to reveal the weaknesses of the measuring instrument. It was prepared carefully to be effective in collecting relevant information. This was done to ascertain the duration of time that would be spent on completing the questionnaire. Further, improvements were made to the questionnaire on recommendations from the pilot study group.

The following were highlighted and corrected:

- Additional demographic questions were added e.g. position and level that the employee holds in the department
- Additional questions were added to measure the impact of factors identified
- Open questions were deleted due to time constraints
- An alternative called "unknown" was added to certain questions to allow respondents to provide their opinions where necessary
- Spelling and grammatical errors were identified and corrected
- The questionnaire took approximately 15 minutes to complete

3.9   Validity and reliability

Validity tests the effectiveness of the instrument to measure the concept it intends to measure. It is concerned with whether the right concept is being measured.

Reliability tests consistency of a measuring instrument in respect of the concept it is measuring. Different respondents being tested by the same instrument at different times should respond identically to the instrument (Mouton, 2009). According to Blumberg and Cooper (2008), a research study is considered as having a higher reliability if it gives the same results repeatedly, while low reliability gives a different result each time the study is conducted.

Validity and reliability was tested using the Cronbach's Alpha Coefficient. The Cronbach Alpha Test was performed to establish that the questionnaire's continuous study variables have internal consistency and reliability. In this study, Cronbach's Alpha Coefficient was calculated at 0.821 which is higher than 0.7.This supported the quantitative approach to the study (Sekaran & Bougie, 2009).

3.10   Questionnaire administration

This questionnaire was hand distributed to respondents. A letter of consent was accompanied to the questionnaire. Two reminders were forwarded to Shift and Section Supervisors whose staff did not complete the questionnaire after the initial invite.

3.11   Analysis of data

Descriptive statistics and inferential statistics were used. Descriptive statistics facilitates the organisation and summarising of raw data to render it more comprehensible. Inferential statistics involves drawing inferences from sample data to the entire target population.

This primary data collected through the questionnaires was coded for statistically analysis using Statistical Programmes for the Social Science (SPSS) (version 20). The data was reviewed and coded in order to meet the requirements of a template design sheet in SPSS. Numerical codes were used for the coding and recording (Saunders et. al., 2002).

Data was checked for spoilt responses and to ensure that data was imported correctly. Where no responses were provided to answers or data was not required, missing data codes were used (Saunders et. al., 2002). Nominal, ordinal and interval scales were used for each question. Data was reduced to manageable categories for coding. Specific values of individual questions were captured in a tabular format (Saunders et. al., 2002).

Univariate analysis was used to analyse single variables. Each question in the data collected was analysed using descriptive statistics (Saunders et. al., 2002). Focus was placed on specific values and frequency of responses to establish independent financial planners' perceptions of identified factors impacting on their sustainability. Frequency and percentage tables, charts, graphs and statistical indices were used to examine a single variable at a time. Frequency tables indicate the number of respondents that have the same responses to a given variable (Mouton, 2009).

The analysis of single variables was followed by a bivariate analysis of relationships between two variables. Cross tabulation was used for this analysis to establish the interdependence between the variables (Saunders et. al., 2002). The Chi-Square test was used to determine if any significant relationships existed between variables. This test established whether the observed results in a cross-tabulation represented true population values. These relationships found in samples should be reflective of the population. It must be ascertained if frequencies reveal a true relationship between these variables in the population (Mouton, 2009). The findings can be interpreted based on the existing theory contained in the literature review. This can result in new questions for further research.

3.12   Ethical considerations

According to Sekaran and Bougie (2009) ethics relates to the researcher's conduct or expected behaviour while conducting research. Participation by respondents must be voluntary. Confidentiality and anonymity of respondents must be assured at all times (Babbie & Mouton, 2001).

Ethical clearance was obtained from the University of KwaZulu-Natal (Annexure 1). A gatekeeper's letter (Annexure 2) was obtained from the Financial Director to use the Bulk Connection's database of Operations employees. The questionnaire was accompanied by a Letter of Consent (Annexure 3). Participants were advised of confidentiality and anonymity. Further, participants were allowed to exit the questionnaire at any stage.

3.13   Conclusion

This chapter provides a discussion of the research methodology employed to answer the research objectives. A description of the type and location of study, population and sample size, data collection instrument and analysis of data was provided. Reasons for adoption of different aspects of the research designs were provided.

CHAPTER FOUR

PRESENTATIONS AND DISCUSSIONS OF RESULTS

4.1 Results

A total of 105 participants completed the questionnaire. Participants' socio-demographic information is summarized in table 4.1. Results had shown that majority of the respondent were male (87%), more than two-thirds (69.5%) were older than 30 years, as well as working as semi-skilled position (70.5%), and more than a quarter (27.9%) had more than 20 years of experience (Table 4.1). The industry under investigation is male dominated due to the nature of work. Also, because of company benefits, the staff turnover is very low.

Table 4.1: Socio-demographic information of the participants

Variables	Frequency	Percent
Which shift are you employed in		
A	37	35.6
B	33	31.7
C	34	32.7
Gender		
Male	93	88.6
Female	12	11.4
Age		
<20 years	2	1.9
20-30 years	30	28.6
31-40 years	28	26.7
41-50 years	22	21.0
>51 years	23	21.9
Position / level at work		
Unskilled (A grade)	17	16.2
Semi-skilled (B grade)	74	70.5
Junior Mangt (C grade)	13	12.4
Top Mngt (F grade)	1	1.0
Years employed at Bulk connections		
<5 years	34	32.7
5-10 years	23	22.1
11-15 year	8	7.7
16-20 years	10	9.6
>20 years	29	27.9

Results had shown that majority of the participants were aware of the Restructuring policy and among them 47% rated as above average or excellent (Table 4.2). In the company there were regular channel of communication regarding policies and procedures which supports the finding.

Table 4.2: Awareness of the restructuring policy

Variables	Frequency	Percent
Are you aware of the Restructuring policy in bulk connection?		
No	30	28.6
Yes	75	71.4
If yes, how would you rate your knowledge of the current Restructuring Policy?		
Very Poor	20	22.5
Poor	8	9.0
Average	19	21.3
Above average	14	15.7
Excellent	28	31.5

More than half of the participants mentioned that the restructuring process did not affect the productivity in the organisation. Those who indicated the structuring restructuring process affected the productivity in the organisation; their comments are summarized in table 4.3. This is supported by Van Graan and Ukpere, (2012:3) "employees may disregard the importance of the process if they do not understand or see the need for restructuring. In order for organisation to strengthen it effort, it is very important that they communicate the process to the employees".

Table 4.3: The restructuring process affected the productivity in the organisation

Variables	Frequency	Percent
Do you feel that the restructuring process affected the productivity in the organisation?		
No	59	57.3
Yes	44	42.7
If yes, please comment further		
All change increase production	3	6.8
Attention given to individual departments.	1	2.3

Because the process of productivity is not operate as usual	2	4.5
All sections have people responsible and every one looking after their sections	1	2.3
Breathalyzer test has caused poor attendants over weekends	1	2.3
Chrome dust is affecting me	1	2.3
Disciplinary code is too harsh	2	4.5
Each section supervisor is responsible for their section	1	2.3
Exchange communication, production improved	2	4.5
Huge improvement in teams or productivity	2	4.5
I am not happy because we not get opportunity to progress our skills	4	9.1
It makes our products become very effective	3	6.8
Production has increased	16	36.4
Staff are short now	2	4.5
The vessels are loaded fast than before due to knew belt and the upgrade to the leader	1	2.3
Tonnages have increased	1	2.3
Future bulk is improving get of thing d	1	2.3

Participants were asked to rate the organisations planning and communication process of the restructuring program, it was found that less than half rated above average or excellent (42.2%) (Figure 4.1).

This study indicates that the majority of subjects felt that there were no open channels of communication in the organisation. In addition, the study proves that employees have never received adequate information about the transformation before, during and after it was implemented. Similar to the findings of Frazee (1997), this study proves that uncertainties in the work environment after a transformation process, coupled with little information about business strategy, have created a trust gap between managers and employees in many corporations as well as in the organisation where the present study was conducted.

Martins (2014) describe employee satisfaction as a "pleasurable or positive emotional state resulting from an employee's appraisal of his or her company environment or company experience". This is supported by the findings from the study wherein more than a third 35% state that poor communication feels that the change was not communicated effectively.
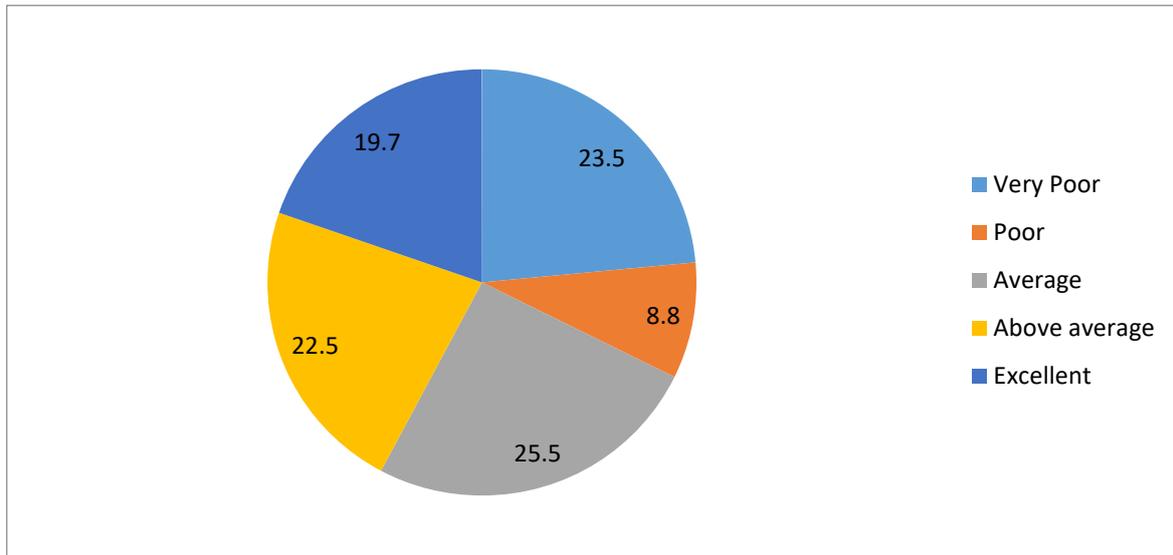
Figure 4.1: Rate the organisations planning and communication process of the restructuring program

Results had shown that half of the participants agreed that the change affected them directly, only a third highlighted that management did discuss the change with them, and 12% reported that there was a restructuring committee nominated in the organisation (Table 4.4). This is supported by Robbins, Judge, Odendaal and Roodt (2010, p. 268) who indicated that communication serves four major functions within an organization namely information, emotional expression, motivation and control.

Table 4.4: Participants perception with regards to effects of change

Variables	Frequency	Percent
Did the change affect you directly?		
No	52	50.0
Yes	52	50.0
Did management discuss the change with you?		
No	70	67.3
Yes	34	32.7
Is there a restructuring committee nominated in the organisation?		

Don't Know	62	59.0
No	30	28.6
Yes	13	12.4

Less than half of the respondents (49%) mentioned that there was general consultation with the employees (Figure 4.2). This is supported by Grobler, Warnich, Carrell, Elbrt, & Hatfield (2011, p.16) who stated that all businesses and organisations depend on communication and that communication is the glue that binds various elements, coordinates activities, allows people to work together and produce results.
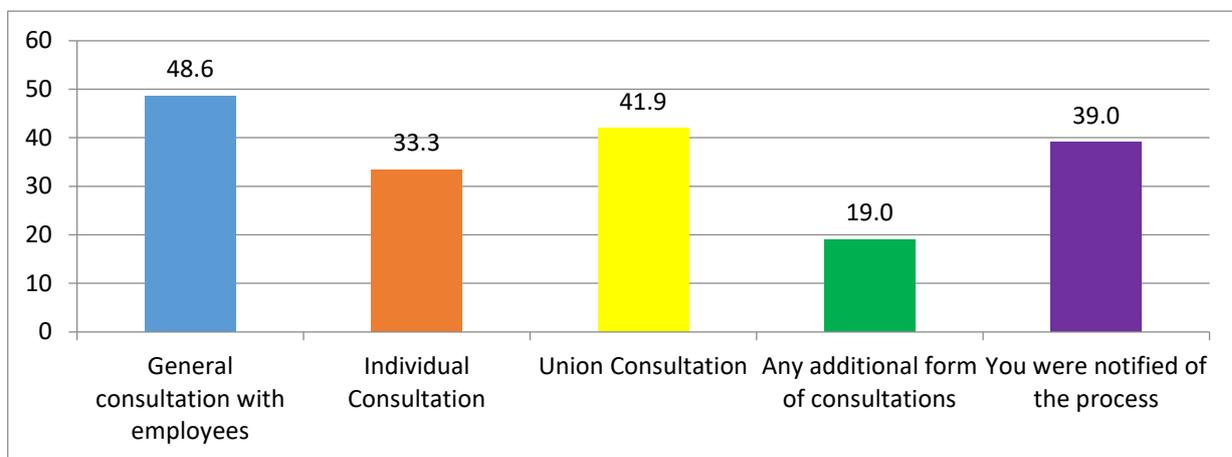
Figure 4.2: Types of consultation with the employees regarding the change

More than two-thirds (69%) of the participants reported that it was necessary for the organisation to effect this change (Figure 4.3). This is supported by Sharma (2007, p1) who indicated that change is an inherent aspect of life. It is the essence of any entity that has life or whose existence finds validity in the presence of life.
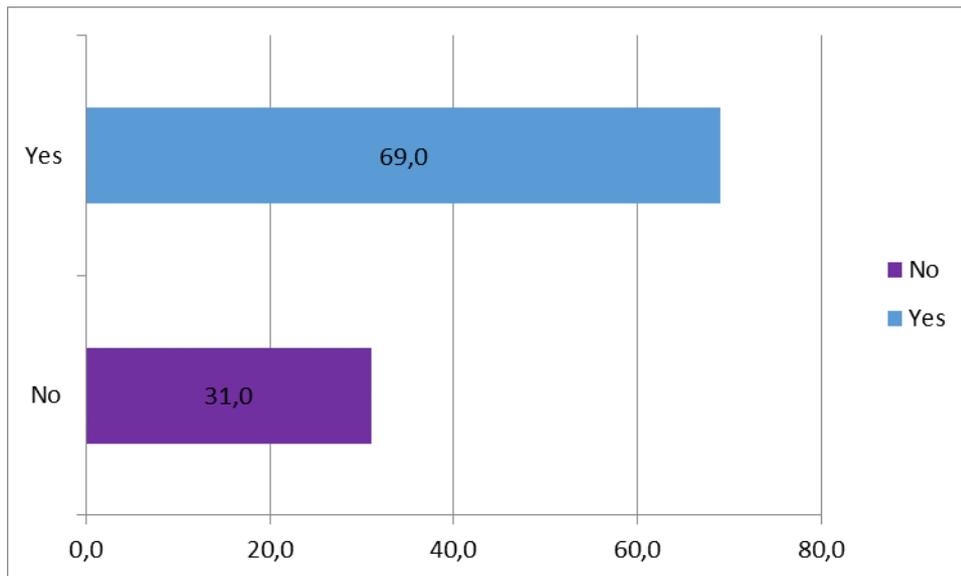
Figure 4.3: Participants views regarding the necessity for the organisation to effect this change

With regards to low employee satisfaction, more than a third mentioned of poor communication (35%) followed by lack of trust (19%) (Figure 4.4). It could be possible that the staffs were getting information from unreliable sources. Due to lack management involvement, employees lost trust in them as they felt they had ulterior motives.
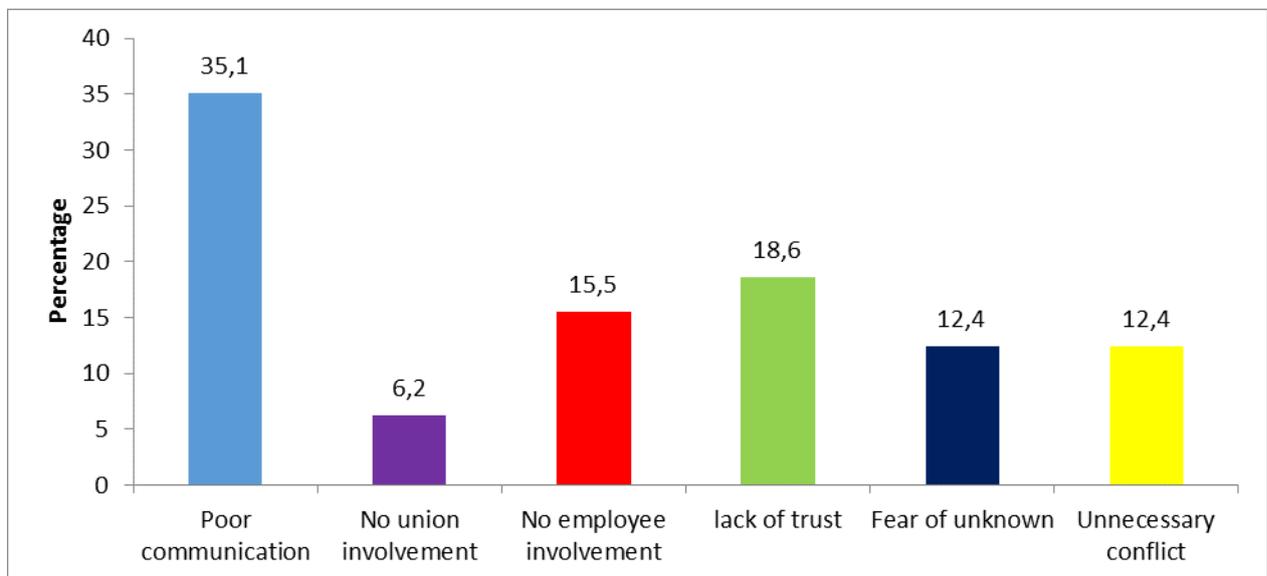
Figure 4.4: Reasons for low employee satisfaction

Just over a quarter of the participants (26%) mentioned that they had experienced any conflict during the restructuring process and their experiences are summarized in table 4.5. This is

supported by Grobler, Warnich, Carrell, Elbrt and Hatfield (2011, p. 16) state that "all businesses and organisations depend on communication and that communication is the glue that binds various elements, coordinates activities, allows people to work together and produce results".

Table 4.5: Participants experienced any conflict during the restructuring process

| Variable	Frequency	Percent
Participants experienced any conflict during the restructuring process		
No	76	74.5
Yes	26	25.5
If yes, please comment		
At first there was a lack of communication	1	1.0
because management does not include employees in their plans	1	1.0
Because we end-up not knowing about our future	1	1.0
Between fellow employees as we differ on opinions	1	1.0
Between management and supervisors having difference in pay but doing same job	1	1.0
By management	1	1.0
fear, fear of fellow employees	1	1.0
I was moved from an assistant supervisor to a section supervisor which has more job responsibilities.	1	1.0
Management	2	1.9
Most of the people leave the work and no replacement	1	1.0
One mistake people get dismissed	1	1.0
Some people get treated better than others	1	1.0
The conflict between we and our follow employee	1	1.0
We as employees as to dig info about more alarities	1	1.0
Yes certain people in high position receiving special treatment, there are treated good ret the lowest employee	1	1.0

About half of the participants (43%) mentioned that restructuring process posed a threat to your career at bulk connection, half of them (50%) indicated that restructuring was due for technology change whereas majority (82%) highlighted that the change that has taken place will enable the organisation to be more sustainable (Table 4.6). This is supported by Sablonniere, Tougas, Debross, & De La Sablonniere (2012) who indicated that organisational resturing can influence almost every part of the organisation and the very thought of change can be seen as a threat to a person's job security.

Table 4.6: Participants' perceptions regarding restructuring process

Perceptions	Frequency	Percent
Restructuring process posed a threat to your career at bulk connection		
No	57	57.0
Yes	43	43.0
There was a need for restructuring at Bulk connections was due		
Unknown	21	20.8
Business Requirements	30	29.7
Technology Change	50	49.5
The change that has taken place will enable the organisation to be more sustainable		
No	19	18.4
Yes	84	81.6

More than a third of the participants (39%) reported that they were concerned with low morale and high anxiety levels after the restructuring process and their main concern was that of worry about their job (Table 4.7). This is supported by Wahab (2012) who indicated that organisational change can have a negative impact on employees such as uncertainty, increased stress, low morale, loss of control and direction, anxiety, eroded loyalty and a lack of commitment.

Table 4.7: Concern after the restructuring process

Concern	Frequency	Percent
Any concerns with low morale and high anxiety levels at Bulk connections after the restructuring process		
No	64	61.5
Yes	40	38.5
If yes, please comment		
As an employee I do not know what company got stored for me	1	1.0
Because there is no graduate that our jobs are on the safe side	1	1.0
Confuse about their future	1	1.0
Fear for unknown	2	1.9
Human resource department is not up to standard lack of communication	1	1.0
I am concerned about people in positions but do not meet the job description	1	1.0
lac of communication of the company and may be if people change the attitude towards the work it can be a better place	1	1.0
Less overtime	2	1.9
Many things happen but no information that certifies to the need for employees	1	1.0
No comments	2	1.9
Not personality but people are concerned about their future	1	1.0
People are afraid that they will lose their jobs	1	1.0
same grade but not getting same money	1	1.0
The difference between section supervisors grads and pay has dropped my money	1	1.0
Wage difference	1	1.0
We are worried about our job	8	8.0
Yes cause this time of the year their no job like before	1	1.0
Yes there is nothing at low level	1	1.0

Participants were asked if they were fully informed of the organisations new action plans, results showed that majority of the participants were not fully informed about the new action plan (Figure 4.5). This is supported by Jameel, Khan, & Azar (2013:20) "calls the raised fear and anxiety of the left behind in the organisation as Survivor Syndrome which is a result of increasing vagueness and uncertainty sensation among them"
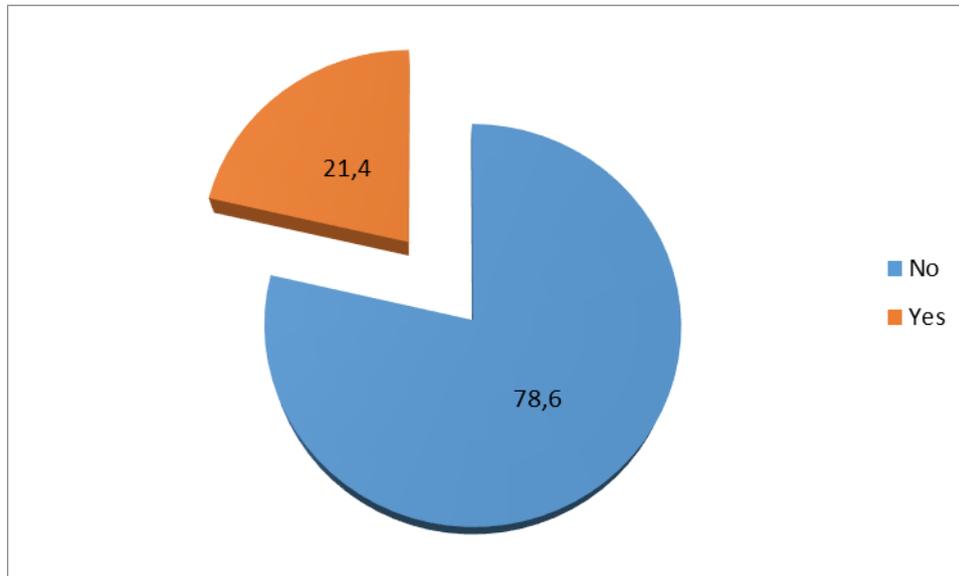
Figure 4.5: Participants were fully informed of the organisations new action plans (%)

When asked about the future of the company, majority of the participants mentioned that the company's future is good (Table 4.8). It could be that the recent plant upgrade and the recent advancement in technology, participant were happy with the company.

Table 4.8: Participants responses regarding future of the company

Comments	Frequency	Percent
The future of the organisation		
Do not know	1	1.0
All good and well	1	1.0
B.C has a bright future if we continue pursuing the vision of the company	1	1.0
bright	1	1.0
Bright	2	1.9
Bright and more jobs will be added. Faster production	1	1.0
Bulk connections have a great future. The improvement of technology on employee performance improved skills.	1	1.0
Can be more production	1	1.0

Company is going forward	2	1.9
Company will prosper	1	1.0
Currently not looking good business wise but things will change	1	1.0
Do not know	1	1.0
Excellent	1	1.0
Faster better and time saving, with all job being done	1	1.0
going forward	2	1.9
Going forward	1	1.0
good	4	3.8
Good	2	1.9
Good, if management change the attitude towards employees in future there will be less injuries, accidents, incidents and educating the work force	1	1.0
growing	1	1.0
I cannot say anything because we are nothing in the progress they not tell us anything	1	1.0
I do not know	1	1.0
I do not know because I am not aware	1	1.0
I do not understand the future as we not know where are from now	1	1.0
I see that the organisation is doing well and it going up	1	1.0
I see the lot of things in organisation by future time	1	1.0
I see the organisation has to go with the demands of world trade. It is all about sustainability and growth	1	1.0
I see this organisation going the biggest terminal in the	1	1.0
I think bulk connections is going very far in terms of progress	1	1.0
I think is improve	1	1.0
I think future of organisation is bright	1	1.0
if benefit only company not employee	1	1.0
If got many machines we losing our jobs, bulk we need to train people	1	1.0
If they involve workers more on their plans the company can go further	1	1.0
If will he not right if than they do not informed us a the organisation	1	1.0
improvement in the company	1	1.0
it benefit the company not workers	1	1.0
It is very poor	1	1.0
Its make a big importance	1	1.0
Its bright but employees must be improved in restricting in the near future	1	1.0
May be can take bulk connections up	1	1.0
more business, more customers, increase in production	1	1.0

More production more graduates	1	1.0
Moving forward and achieving	1	1.0
No comment	1	1.0
Not comment	1	1.0
Not future at all only for the company	1	1.0
Not sure because we do not get informed	2	1.9
Nothing much to say because I do not know much on organisational structure	1	1.0
Only action to be taken by the organisation must be confident or to the people first	1	1.0
Progressive	1	1.0
Restructuring is a must on any plant	1	1.0
See bulk connections up	1	1.0
Taking safety at bulk connections to its higher level and in the process educating the work process to be more responsible	1	1.0
the company is looking for youth and talented people to run the company with honestly and confidence	1	1.0
The company will make more profit and there will be no jobs for employees	1	1.0
The company will produce more skilled labour, more production	1	1.0
The future for the organisation might bright and successful	1	1.0
the future organisation good	1	1.0
The management have webbed out an organisation where by a worker is on the connect express himself	1	1.0
The organisation and productivity will be improved but our face will be losing jobs unless they can	1	1.0
The organisation and the productivity will be well improved but people will lose their jobs unless they are being trained according to the new systems	1	1.0
The organisation in our company is not in a good poster by not informing up that is happening	1	1.0
The organisation will be successful in production	1	1.0
There is a long change and the company has the big improvement	1	1.0
There will be less job for employees	1	1.0
There will be more machineries doing the job than employees	1	1.0
There will be more production	1	1.0
Very bleak	1	1.0
Very good	1	1.0
We going to acquire more and we have a bright future	1	1.0
where production wise were doing fine till now we took a big slump but I think we going towards direction so far so good	1	1.0
Worried	1	1.0

Yes I see the future the reason is this that most of the manager is new in bulk connections and the company is more than before.	1	1.0
In future people going to lose jobs	1	1.0
The future is there we waiting for job to be like before and proved that we ready	1	1.0

4.2   Conclusion

It is important for management to have a positive effect on their employees as it will support a smooth transition from the old to the new while maintaining morale, productivity, and even company image. In addition to this they should seek their employees happiness as this this does not solely benefit the employees but the organisation also stands to benefit from employee satisfaction.

In the current economic environment most employers often disregard the high costs that are associated with employees that are unhappy. It is taken for granted that employees are stuck in their positions and will work under any conditions regardless of how unpleasant it is. Nowadays this is not the case as many employees move on and take on other challenges. On the other hand a satisfied employee is one who will work harder for the organisation and will be loyal to the organisation by staying with them. This will ultimately reduce that organisations labour costs.

CHAPTER FIVE
CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In Chapter 4, the results of the research were interpreted with the intention of presenting the findings of the study. The research results were also contrasted with what the contemporary literature reveals as discussed in Chapter 2. This was done with a view to determine whether the research results concurred or differed with the literature findings.

In this final chapter, the main findings will be summarised and contrasted with the main problem defined in Chapter 1.

This chapter will also highlight the challenges and limitations that were met during the research. Finally, the opportunities for further research and proposals for the application of the research findings will be introduced.

5.2 Main findings

After assessing the restructuring process at the chosen organisation, the main findings regarding the impact of restructuring on the morale and motivation of employees were divided into the following sections:

- Employee satisfaction
- Employee morale and motivation after restructuring
- Communication process and strategy during restructuring

5.2.1 Objective One

To contribute towards research in the area of employee satisfaction in the area of organisational restructuring within a corporate environment

The followings are recommended:

- Align with business strategy – This is a clear and compelling articulation of the business direction and the rationale for any organisational changes being made. These messages should be delivered in straightforward and simple language.
- Consistent focus – This is composed of the three to five things that are most important to getting the organisation through the difficult period successfully. These messages should be communicated frequently and consistently (no sugar coating – be authentic).
- Line of sight – This is a vivid description of how employees can personally contribute to helping the company reach its goals. A powerful technique for creating a line of sight is storytelling, which any manager—even if he or she isn't a "natural"—can learn to do.

Three critical communication skills managers need to lead employees effectively during difficult times:

- Listening – Most managers have had some form of listening training, but during difficult times, it's easy to overlook this important skill. A refresher on active listening and a few practical tips can go a long way.
- Recognising – Employees want to feel appreciated for a job well done—particularly during tough times. Recognition doesn't require formal programs, awards or prizes. Through simple recognition techniques, managers can motivate employees and promote desired behaviours.
- Walking the talk – This is where "the rubber meets the road." It's about ensuring that managers' words and actions are aligned, and that they model the behaviours that the organisation needs its employees to demonstrate.

Effective employee communication isn't just good for morale or company reputation; it is a leading indicator of financial performance and increased market value. Communications Recommendations:

- Managing Communications

- Consider communications best practices when developing and delivering all communications

- Use a cascading communications approach to align messaging and leverage existing communications vehicles/channels throughout the organisation

- Implement an efficient process to review and approve all communications to allow for timely information sharing and mitigate the potential for information overload for employees involved

- Use a single Communications Tracker as the primary mechanism to schedule, track, and de-conflict formal communications in order to logically leverage multiple communications channels and minimize redundancy and information overload for stakeholders

- View communications is an iterative process which must be continually monitored using various feedback mechanisms to gauge the effectiveness of messages.

5.2.2 Objective Two

- To determine the factors to improve the low levels of morale

Recommendation Two

This study indicates that the transformation process resulted in some adverse emotions which prevented survivors from getting on with their jobs. In line with the thinking of the three step process of effective communication, it is recommended that Bulk Connections look at the following process to improve staff moral after the change has been communicated to them.

The following is recommended:

Who does what in Stage 3? Leaders and managers seek out successes and recognize and thank employees for their contributions to the company and/or team initiatives. Every effort should be made to point out quick wins, for example, a project deadline met, a new order placed, or success in a key objective. Focusing on quick wins and success stories and recognizing employee accomplishments will help keep morale as high as possible

Recognition activities

- Formal initiatives. Include established companywide recognition programs as well as rewards such as small bonuses and plaques.
- Informal gestures. Include such things as a warm "thank you" for a job well done, or a congratulatory email or hand-written note.
- Public recognition. Includes acknowledging an employee or work group's contributions in a meeting with their peers, or in company publications. Being recognized publicly often has the added bonus of encouraging and motivating peers to strive for similar successes.

Maintaining employee morale

This three-stage approach can lift employees out of the bottom of the change curve, however ongoing adjustments are needed. Managers should be trained to enable a more empowered workplace, particularly when they no longer have easy access to traditional motivational tools such as promotions, bonuses and pay raises.

Following are a series of useful, cost-effective tools to deploy in today's economic environment; managers should review the following activities:

- Autonomy. The freedom, independence and discretion employees have in carrying out their jobs.
- Skill and task variety. Employee's activities to ensure that they are making best use of their different skills and abilities. Also to check that the extent to which their job involves "whole" and meaningful work so they have ownership over a whole process rather than small parts.
- Decision making. How the managers are making decisions. If they are very directive, ask them to look for opportunities where employees are can be consulted. Promote more self-management, where employees have autonomy to make their own decisions.

- Career development. Team members have up-to-date career development plans which recognize the limited resources available but draw on cost effective activities such as job rotation, mentoring and coaching.
- Objectives. Individual objectives to check that employees are clear on their priorities and contribution to the organisation.

5.2.3 Objective Three

- To establish the effect of restructuring on productivity levels at Bulk Connections

Recommendation Three

Improving productivity should always be one of the goals of a restructuring exercise. Lowering the input costs usually yields profits sooner than a growth strategy.

A combination of lowering the input costs while increasing the output costs by means of a growth strategy result in the best productivity improvement due to lower inputs while the outputs increase.

Employees need to be allowed to actively take part in meetings and workshops at the outset where the envisaged changes are discussed. This will make them more supportive of the restructuring process and therefore prevent any possible resistance to change and become more productive.

The research findings indicate that employees were not involved in the restructuring process and this explains why a significant number of them did not feel positive and certain about their future in the organisation. There was also an element of scepticism towards top management in the way they implemented the restructuring process.

The possible benefits of restructuring to employees need to be personally discussed with individuals. The research shows that this was not done with the greater majority of the respondents and this probably explains why the majority of respondents either did not believe

or were uncertain that the restructuring process benefited them. In fact the majority of the respondents believed that their working conditions did not improve after restructuring.

Management needs to solicit constant feedback from staff throughout the process and take their views into account when restructuring. The research shows that the majority of respondents were only informed about restructuring and none of their opinions were considered.

5.3   Limitations

All respondents were accessible either physically or via e-mail. However, a small number of respondents (11 per cent) did not respond, despite numerous reminders and this presented a likelihood of a problem of prejudice. According to Leedy (1997:219) if a response rate of the respondents in a research project is recorded at less than 100 per cent, the findings of the research will be based on the rate achieved, thereby extrapolating the research results from the respondents to non-respondents.

Taking into account the fact that the response rate in this study was high, at 89 per cent, this prejudice in unlikely to exist. A sufficient number of respondents assisted in completing the questionnaire, ensuring that the data presented is legitimate.

Data analysis was done smoothly, with both qualitative and historical data giving validity to the findings. The respondents who took part in the survey represented both divisions to which the employees of the collapsed division migrated. This presented a good balance of views thereby preventing any possible prejudice.

5.4   Opportunities for further research

Since it is the nature of research to often lead to more unanswered questions, it is therefore necessary to make recommendations for future research. The areas requiring further research that are closely linked to the research problem were acknowledged during the course of the research. Since the research was geographically confined to the Durban area, further research surveys in other geographical areas such as Gauteng, Cape Town, need to be conducted on

the same topic. Data from such areas should be contrasted with the findings achieved in the Durban Area.

5.5 Concluding remarks

This purpose of this chapter was to conclude the study by re-looking at and resolving the sub-problems stated in Chapter 1. Listing the main findings of the research and relating these to the sub-problems attained this. Because all the sub-problems were resolved, it was then possible to make relevant recommendations based on the findings.

Another aim of this chapter was to discover further possible research opportunities. While there are a number of possibilities, extending research surveys to other geographical areas was highlighted as one area for further research.

Finally, the organisational restructuring strategies identified in this research project are pertinent to any restructuring organisation. A careful application of these strategies will enhance the chances of implementing the organisational restructuring process without compromising the morale and motivation of the employees.

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APPENDIX A

QUESTIONNAIRE

Dear participant, thank you for allowing us to communicate with you. We sincerely request you to fill in the important information in this questionnaire. Please answer the questions as honest as possible. Truthful responses will provide a strong bases in correcting the practices at Bulk Connections. We assure you that all responses will be held strictly confidential. We appreciate your time. God Bless.

Name: ……………………………………………   **Emp No:** ………………………….

Date: ………   **Time**: …………   **E-mail Address**: ……………………………………………......

SECTION A: DEMOGRAPHIC DETAILS

1. **Which shift are you employed in?**

A	B	C

2. **What is your Gender?**

Male	Female

3. **What is your age?**

< 20 years	20 – 30 years	31 – 40 years	41 – 50 years	> 51 years
1	2	3	4	5

4. **What position / level do you hold within your department / shift?**

Unskilled (A grade)	Semi - Skilled (B grade)	Junior Mngt (C grade)	Middle Mngt (D grade)	Senior Mngt (D upper)	Top Mngt (F grade)
1	2	3	4	5	6

5. **How long have you been employed at Bulk Connections?**

< 5 years	5 - 10 years	11 - 15 years	16 - 20 years	>20 years
1	2	3	4	5

SECTION B: POLICY

6. Are you aware of the Restructuring Policy in Bulk connections?

Yes	No

7. If yes, how would you rate your knowledge of the current Restructuring Policy?

Excellent   **5**   **4**   **3**   **2**   **1**   Poor

8. Do you feel that the restructuring process affected the productivity in the organisation?

Yes	No

9. If yes, please comment further

_____

SECTION C: COMMUNICATION

10. How would you rate the organisations planning and communication process of the restructuring program?

Excellent   **5**   **4**   **3**   **2**   **1**   Poor

11. Did the change affect you directly?

Yes	No

12. Did management discuss the change with you?

Yes	No

13. Is there a restructuring committee nominated in the organisation?

Yes	No	Don't Know

14. Please confirm if any of the following occurred during the restructuring process? (You may choose more than one option)

Subject	Please tick	Comments
General Consultation with employees		
Individual Consultation		
Union Consultation		
Were you notified of the process		
Was the any additional form of consultations		

15. Was it necessary for the organisation to effect this change?

Yes	No

SECTION D: EFFECTS

16. What do you feel are the causes for low employee satisfaction at Bulk Connections after the restructuring process?

Poor Communication	No union involvement	No employee involvement	Lack of trust in management	Fear of the unknown	Unnecessary conflict
1	2	3	4	5	6

17. Have you experienced any conflict during the restructuring process?

Yes	No

18. If yes, please comment further if it related to conflict between you and management or you and a fellow employee

_____

19. Do you feel the restructuring process posed a threat to you career at Bulk Connections?

Yes	No

20. Do you think the need for restructuring at Bulk Connections was due to:

Technology changes	Business Requirements	Unknown

21. Do you think the change that has taken place will enable the organisation to be more sustainable?

Yes	No

22. Do you have any concerns with low morale and high anxiety levels at Bulk Connections after the restructuring process?

Yes	No

23. If yes, please comment further

_____
_____

24. Are you fully informed of the organisations new action plans (After the restructuring process)

Yes	No

25. How do you see the future of the organisation?

_____

_____

Thank you for your cooperation in completing this questionnaire. We value your contribution and assure you that all information provided will be kept highly confidential.