



**AN INVESTIGATION INTO THE FACTORS THAT LEAD TO ORGANISATIONAL
INERTIA WITHIN A SOUTH AFRICAN ORGANISATION**

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ABSTRACT

A study was undertaken at the University of Johannesburg in Gauteng South Africa to investigate the phenomenon of organisational inertia. Staff members that worked at the institution were asked to complete a Likert Scale that had organisational inertia constructs. The University of Johannesburg was chosen as the organisation of study because of its unique formative nature. The institution was birthed from a merger of Rand Afrikaans University (RAU), Technikon Witwatersrand (TWR) and Vista University (Soweto and East Rand) campuses. Traditionally and culturally these three were diverse institutions formed in apartheid South Africa. After the 1994 elections, the need for an all-inclusive tertiary education sector became necessary. The result was that these three institutions were previously traditionally and racially diametric merged and this gave birth to the challenge of bringing synergy, uniformity and ultimately creating one identity out of these formerly very different institutions. Organisational change theory and literature was also dissected in order to fully understand the phenomenon of organisational inertia. The study found during the merger, the four factors found to promote organisational change and to assist in dealing with organisational inertia at the University were Change in Leadership, Change management practices, Change related systems and Work unit change orientation as shown below:

- Organisational culture and support (associations between the variables and all components)
- Institutional composition (associations with the variables and eight out of nine components).
- Change management practices (associations with the variables and 11 out of 15 components).
- Change related systems (associations between the variables and all components).
- Work unit change orientation (associations between the variables and all components).
- Motivation for change (associations between the variables and five out of six components), and
- Emotional impact (associations with the variables and eight out of nine components).

Emotional impact was also linked to motivation in that an employee's ability to control emotions within the organisational change process may be influenced by how motivated they are on the job. Further, it was found that motivation for change also played a significant part in the organisational change process. The study realized that gender, age, position in the institution, the highest level of education, and years in service all influence the emotional impact of the change process on employees.

While the study found that Position in Institution influences most constructs at the University, it is recommended that future studies look at detailing the variable further to reveal the effect of the constituents of the variable on the constructs. This further analysis allows management practitioners to acknowledge that their beliefs must change, for example their beliefs about organisational culture and support. Development of an organisational culture must be a shared responsibility of professionals and other staff. An organisation that allows this to happen stands a better chance of culture acceptance by every employee and avoids a situation where professionals go to external service providers for training while other staff are trained inhouse. This scenario generates the ‘them and us’ syndrome that underlies change resistance and helps instill organisational inertia. The splitting of the various components of a variable as opposed to using its combined attribute helped to realise significant associations at the item level. Had all components been combined per variable, most such inferences would have been lost.

DECLARATION

I, Basarashe Chikosi, declare that:

- (i) The research reported in this dissertation except where otherwise indicated, is my original research.
- (ii) This dissertation has not been submitted for any degree or examination at any other university.
- (iii) This dissertation/thesis does not contain other persons' data, pictures, graphs or other information, unless specifically acknowledged as being sourced from other persons.
- (iv) This dissertation does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers.

Where other written sources have been quoted, then:

- a) their words have been re-written, but the general information attributed to them has been referenced;
 - b) where their exact words have been used, their writing has been placed inside quotation marks, and referenced.
- (v) This dissertation does not contain text, graphics or tables copied and pasted from the Internet, unless specifically acknowledged, and the source being detailed in the dissertation and in the References sections.

Signed at Johannesburg

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CHAPTER 1: BACKGROUND TO RESEARCH PROBLEM

1.1 INTRODUCTION

This chapter introduces the reader to the background of the research, rationale of the study, research problem, the significance of the study, research objectives, research questions, a brief literature review on the concepts of the analysis, research methodology, data collection techniques and the structure of the study. In undertaking this study, the student used a South African organisation to gather data from employees involved in organisational change related to organisational inertia; the ‘change’ is when the ‘inertia’ is activated and in operation.

One of the most significant and current discussions in the field of psychology is organisational inertia. Bertels, Mithani, Zhu & Koen (2020) define organisational inertia as the failure by organisations to incorporate strategic progressiveness to move organisations forward. The definition includes concepts such as product innovation, dimensions of planning, the institutionalisation of appropriate behaviour and a culture that supports the current strategy (Liao, Liu & Ma, 2019). Phelps and Fuller (2016) state that organisational change can challenge organisational inertia. This argument means that only by introducing change within an organisation can the problem of organisational inertia get resolved. However, there is evidence in the literature indicating that people generally resist change for various reasons (Elsmore, 2017; Hirblinger, Hooff, Kellogg & Paffenholz, 2019; Smollan & Pio, 2017). Why is change resisted so much? Why do people find it hard to accept change?

Existing literature has shown that organisations globally feel a need to adjust to the ever-increasing and continuous challenges within the business and global economic environment. For the most part, organisations are aware of these changes; however, they seem mainly to focus on the external factors that demand change ignoring the internal factors (Rizescu & Tileag, 2016). The authors argue that change is about continuously adjusting to various conditions of any organisation’s environment operationally, and in line with anticipated domestic stability, to avoid inertia. Specific objections must be considered where critics consider this lack of change within organisations is responsible for organisational inertia (Long, Blok, & Coninx 2016).

1.2 BACKGROUND OF THE RESEARCH

This research explores the theoretical foundation of organisational change and transformation. It focuses on the factors that influence organisational inertia in a selected South African organisation. The subject of study is the University of Johannesburg. The world is ever-changing, and there is a development of new, improved ways of doing things to perform different actions, tasks, and procedures. Additionally, there is a replacement of many practices that were in place in the past to simplify life. Among the changes taking place are working roles, technological changes, leadership roles, an emphasis on quality, and the ever-increasing need for more knowledge and information. The workplace has not been left behind and is changing dramatically. Any organisation that seeks to remain competitive inevitably has to embrace organisational change and transformation to keep abreast with fast-moving global trends. Confounding the change are several factors such as learning new technologies, reluctance in adopting innovations, the financial or cost factors related to change itself, and a willingness to change (Narayanan & Adams, 2017)

According to Ahmad et al (2017), organisations are forever seeking to outsmart their competition. Based on their assertion, the ever-evolving forces such as the changing world demographics, globalisation, and technological advances require owners and managers of organisations to rethink their management practices. This argument is consistent with findings by Day et al (2017), who outlined that failure by organisations to embrace change leads to employee burn-out and low morale, thus leading to organisational inertia. Additionally, Ahmad et al (2017) assert that the quest for increased productivity is one of the critical reasons why management drives organisations towards change, continually doing away with organisational inertia.

1.3 RATIONALE FOR THE STUDY

The purpose of this study was to increase the understanding factors that lead to organisational inertia. The research investigates the dynamic nature of South African organisations as they respond to change. Results would provide organisations and change agents with new knowledge to tackle organisational inertia.

Organisations the world over are reacting to their global markets' needs and the effects of international competition (Smollan & Pio, 2017). These two forces are primarily responsible for the way organisations dislike inertia. Hirst & Thompson (2019), consider globalisation, defined as the process of promoting international interconnectedness, is modelling organisations to seek change. Organisations failing to embrace change find it difficult to survive as they find themselves overtaken by innovations that cut production costs (Long et al, 2016). Empirical research has shown the benefits of organisational change, especially in the wake of globalisation. In South Africa, several studies have reported that organisations that are consistently doing well are embracing change brought on by other factors such as technology. An example of such an organisation is First National Bank which provides innovative banking services, i.e., online banking, online loan application and card ordering to name but a few. These changes have enabled this bank to keep abreast with client needs that have evolved. It is not surprising that most banks are developing these innovative products, thereby introducing change and moving away from organisational inertia.

There is considerable evidence to show that universities are also partnering with various governmental departments and businesses to create innovative hubs such as business incubators for entrepreneurial youths, thus creating employment. This information suggests that disruptive technologies may be an essential factor in eradicating organisational inertia, increasing process efficiencies, and re-calibrating organisational systems. However, in the face of such evidence, this interpretation's limitation is that some organisations in South Africa are still failing to eradicate organisational inertia, despite the glaring benefits of doing so (Phelps & Fuller, 2016).

Therefore, the researcher investigated the factors that lead to organisational inertia within a university. For this study, the researcher chose a university based on the critical position held in the value chain of job creation and innovation growth that can be leveraged in the economy and its unique formative history that brought the university into existence. Further, the researcher regards a university as a unique organisation that can lead to and test most change initiatives before propagation in the economy. As leaders in research, universities can advise national organisations through various platforms on what currently works, under what conditions and what may not work in South Africa. Yet organisational inertia has been observed in some universities as they concentrate more on the other aspects of their mandate in educating the nation.

1.4 PROBLEM STATEMENT

Understanding that Organisational inertia first and foremost directly affects employees who use and control the systems and processes. The problem statement of this research, therefore, is stated as follows:

Unpacking the nature of the confounding factors that perturb organisational change in the higher education environment leading to organisational inertia and how these can be mitigated against.

1.5 RESEARCH OBJECTIVES

- i. To investigate the factors that are causal to organisational inertia in the University.
- ii. To investigate transformational and transactional as well as socio-demographic variables that affect employees during organisational inertia change periods.
- iii. To explore an organisation's readiness to change employing an empirical study.
- iv. To develop recommendations on findings to assist organisations in resolving the challenge of organisational inertia.
- v. To develop recommendations for further research and exploration

1.6 RESEARCH QUESTIONS

The researcher posed the following research questions:

- i. Is organisational inertia a phenomenon within the organisational change process?
- ii. How does organisational inertia express itself through employees during significant change initiatives?
- iii. Is there any difference between organisational inertia factors that affect employees and those that affect systems?

1.7 UNIT OF ANALYSIS

The University of Johannesburg (UJ) qualified as the unit of study for the phenomenon of organisational inertia based on its formative challenges. The University's birth resulted from the Soweto and East Rand campuses merger of the former Vista University, Rand Afrikaans University (RAU) and Technikon Witwatersrand (TWR) three culturally racially different

institutions. In the year 2004, the East Rand and Soweto campuses of the then Vista University incorporated into RAU. This merger, however, brought together institutions that are diametrically opposite. RAU was predominantly an academic hub of well to do Afrikaners whereas Vista University had many satellite campuses around South Africa to make higher education accessible to black Africans. Naturally, these institutions' merging required substantial and intensive negotiations between the stakeholders representing the different institutions. The merger's final phase was to merge the remodelled Rand Afrikaans University (RAU) and the Technikon Witwatersrand in January of 2005 to form the University of Johannesburg (UJ). The legislated mergers of the higher education institutions signified the strides post-apartheid South Africa made to ensure that the South African higher education sector was all-inclusive and bridged the racial divide and inequities. The cultural, traditional and administrative differences that existed complicated the process and there was a need for negotiation. As a result, all parties compromised to create synergies for a single identity for the newly formed University (UJ). Against the chronology of the events above, organisational inertia was observed (subjectively or objectively) and controlled effectively. The thrust of this study takes that as a given and does not delve into the exploration thereof. A school of thought in literature argues that employee actions of resistance cause organisational inertia that moves an organisation backwards (Hirblinger et al, 2019; Lind, 2017).

1.8 CONTRIBUTION TO THE BODY OF KNOWLEDGE

Various authors have developed elaborate frameworks on organisational inertia in multiple dimensions. A systematic review of the literature has shown that most studies on organisational inertia concentrate on product development, innovation, change management, and organisational design theories and its effect on organisational advancement. There is now considerable research on organisational growth and the ideas underlying organisational inertia. A critical finding in reviewing the literature on organisational inertia is the seeming absence of organisational inertia research around the early 2000s. Most studies of organisational inertia follow a narrow trajectory, defining new perspectives on the subject. However, there has been little attention towards conducting these studies in Africa. Therefore, this research explores organisational inertia on a broader scale and focuses on a specific geographical area in a developing economy in Southern

Africa. It examines the factors and the nature of these factors that lead to organisational inertia in a South African university.

1.9 LIMITATIONS

The study investigates factors that lead to organisational inertia in a South African university. Creswell & Creswell (2017) who suggested that most researchers face limitations in the research methodology. Some studies experience limitations related to data collection (Joe et al, 2015). In this study some data collection methods limited the way in which some analyses were performed. The process which the researcher adopted to collect the data may have limited the researcher's latitude to generate more analyses of results. To limit the effect of this, the researcher explored the data collection methods of studies of similar nature thoroughly to see how they dealt with such limitations, what conclusions they drew and their recommendations for future studies.

1.10 STRUCTURE OF THE STUDY

The five chapters of the study research are as follows:

Chapter 1: Introduction

This chapter introduces the study and unpacks the research components: the background, rationale of the study, problem statement, objectives of the research and some limitations.

Chapter 2: Literature Review

This chapter focuses on the systematic and critical literature review. It also explores the theoretical framework of the study. This was largely premised on the problem statement and research objectives.

Chapter 3: Research Methodology

This chapter discusses the research methodology utilised by the student to collect and analyse the data. Aspects such as research design, the instrument that was used for data collection, reliability and ethical considerations are also discussed.

Chapter 4: Results

The results following the data analysis are presented in this chapter. The chapter also demonstrates the various statistical inferences, tabulations and graphical presentations.

Chapter 5: Discussion

This chapter makes inferential discussion on the results of the study research the researcher related to the research objectives within the literature review context. The study revisited the research objectives to reveal any gaps that could have developed due to data analysis shortcomings.

Chapter 6: Conclusion and Delimitations

Findings are presented, contextualised and discussed. A conclusion of the study and its means to practitioners is presented together with recommendations for future studies.

1.11 SUMMARY

This chapter began with an introduction to the study and research background, the rationale for the study and the problem statement, research objectives, and why the study made a significant contribution to the body of knowledge on organisational inertia. The chapter also indicated the limitations of the study. The researcher presented an outline of the research structure by way of chapter descriptions. The next chapter seeks to explore relevant literature aligned with the scope of the study objectives.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter explores the literature on the various constructs of organisational inertia. To present a view on organisational inertia as conceptualised by the researcher, the purpose of the review is to focus on critical dimensions aligned to the study objectives. As studied by multiple authors, there is a presentation of a review of various forms of organisational inertia and their disciplines. Additionally, the chapter incorporates a discussion on the different types of organisational cultures and their effect on change acceptance. In contrast, the characteristics of organisational change are examined based on their impact on accepting the change. The process of how organisational inertia manifests itself within an organisation changing is also reviewed. While there is an infinite number of organisational inertia concepts, this review's essential aspect was to confine it to this study's research objectives. The model underpinning the literature review is found in Burke & Litwin (1992). Other sections will examine the concepts of organisational inertia as raised by the model in Burke & Litwin (1992), and as reviewed by subsequent researchers. This literature review begins by presenting that very model which outlines the concepts that are reviewed in more detail.

2.2 THE BURKE-LITWIN MODEL

Olivier (2018) explains that the Burke-Litwin model is an organisational change model that depicts twelve key elements that need to be considered when assessing the impact of change in organisations. The details, which are grouped into different levels are external environment, mission and strategy, leadership, organisational culture, structure, systems, management practice, work climate, job tasks and skills, individual values, motivation, and personal and organisational performance. According to Stone et al (2018), the Burke-Litwin model exhibits cause-and-effect associations between the above elements, ultimately influencing changes within an organisation. Based on evidence from Stone (2015); he concludes that different factors are associated and affect each other as an 'open system theory', one that adjusts to perturbations from external influences. The model emphasises the elements and their interconnectedness. It was presented at this stage to show the reader the trajectory of the literature review that follows. Figure 1 depicts the Burke-Litwin Model.

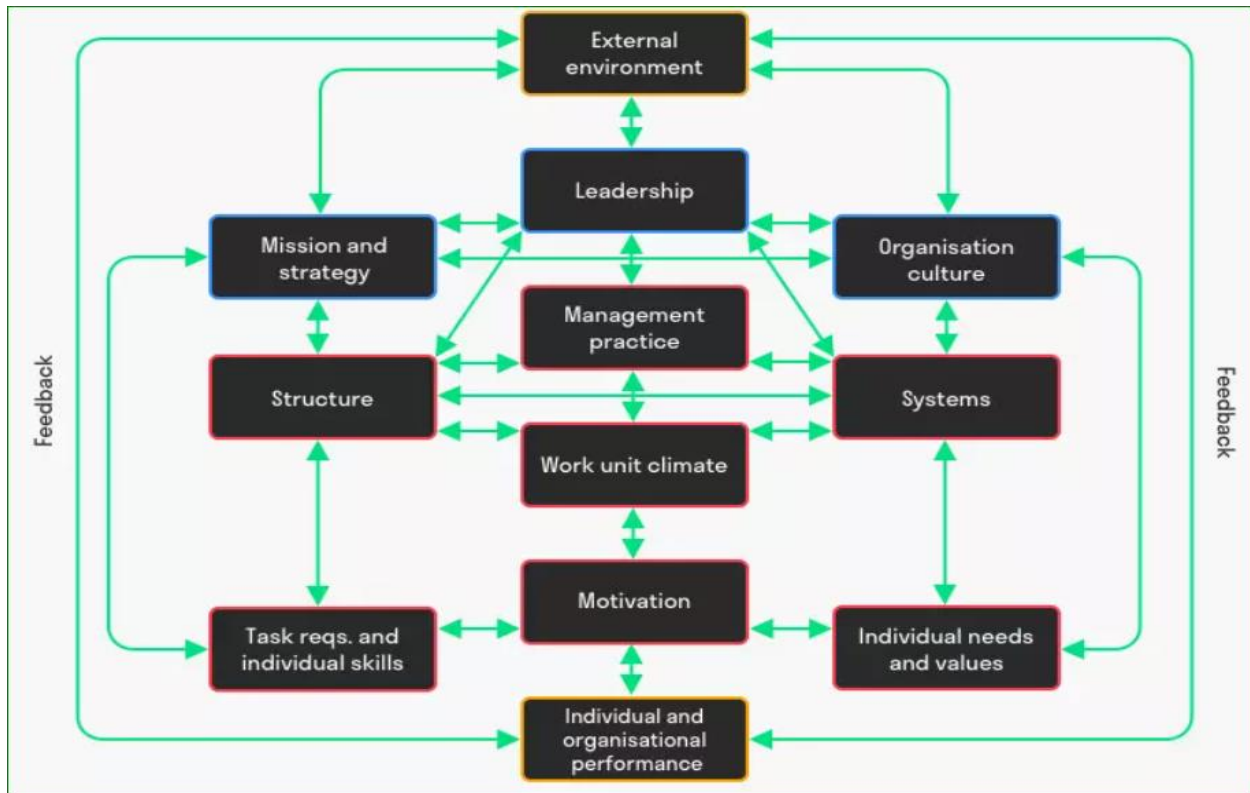


Figure 1, p. 528. A model of organisational performance and changes (adapted from Burke & Litwin, 1992)

2.3 CONCEPTUALISING ORGANISATIONAL INERTIA

Inertia is derived from the Latin word “iners” meaning a state of being idle or lazy. Inertia is a natural tendency to remain at rest (Deacon, 2009). In this chapter, the researcher conceptualises organisational inertia as anything and everything that opposes an organisation’s progressive growth. The researcher envisages progressive growth as moving from one state of betterment to another. Organisations are created to grow, and this study derives the concept of growth from that of organisational maturity. If organisations mature, they progressively grow. However, during progressive growth, various factors either slow down the growth, set the organisation back to its original state of inertia, or remain stagnant. This conceptualisation is depicted in the figure below.

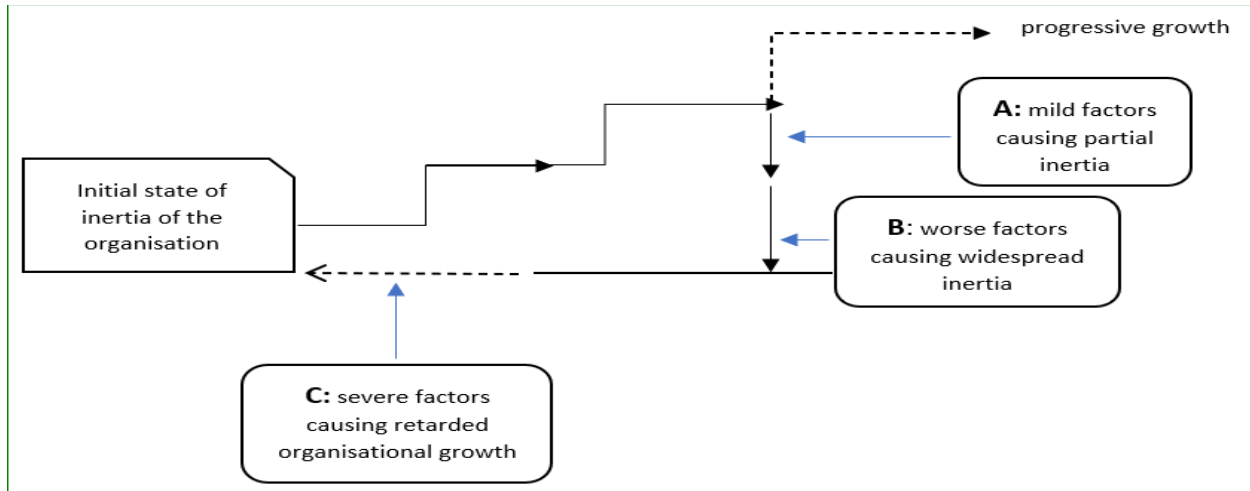


Figure 2, p.45 Conceptualisation of Organisational Inertia (adopted from Larsen & Lomi, (1999))

Several studies have examined the concept of organisational inertia and provide some useful definitions. One such research by Kinnear & Roodt (1998); suggests that the tendency to resist transitions and the subsequent inability to bring remedial change constitutes organisational inertia. Lewin (2017) uses the terms resistance to change when referring to organisational inertia. The author suggests that a group of employees can bring about change within an individual member. This phenomenon depends on the individual's social values or the general values of the group. He further explains that the permanence of the individual's change can be attributed to its commitment to the group. This phenomenon may apply to groups of different sizes, including social units of all sizes, hence organisations.

For organisations to adapt within the modern world, they must respond efficiently to changes. Responding to these changes is dealing with organisational inertia. Allcorn & Godkin (2010) outline how organisational inertia expresses itself primarily in three different forms: insight, action, and psychological inertia. The authors explain that understanding, action, and psychological inertia form inertia during change preparation and the implementation stage. These forms of inertia are explained below.

- Insight inertia is regarded as a failure to proactively anticipate or remedy changes emanating from internal and external forces.

- Action inertia tends to be too slow in action or gathering insufficient information to assist decision-makers. Action inertia differs from insight inertia in that often the former is a result of inferences at management level after observing and assessing all environments.
- Psychological inertia refers to the way different individuals perceive the intended change. According to this definition, it is then psychological inertia that causes others to accept change while others refute it.

These forms of inertia act as impediments to organisational change. Organisations must therefore locate, expose and evaluate them to dissipate organisational inertia. Heimonen (2011) states that even though organisations can change their structures and strategy, the most significant difficulty is shifting the organisation's core characteristics to accept change. These core characteristics reside in people who in turn are affected by organisational inertia in its three forms as described above.

Organisations must deal with changes in their operating environments at all times. Often, this leads to enormous pressure and a quest to adapt to relevance continually. However, there is evidence to attest that although organisations are mindful of such dynamism, they are often unable to react positively or change adequately to take advantage of opportunities being presented by these changes (Hur et al, 2019). Organisational inertia only as a failure by organisations to adapt to change (Lewis 2017).

A. FORMS OF ORGANISATIONAL INERTIA

Various forms of inertia have been studied extensively in the literature. Hirblinger et al (2019) describe psychological inertia (anxiety around learning new technologies) in organisations and how this leads to resistance to change. Furthermore, Hur et al (2019) interrogate various forms of organisational inertia such as cognitive (cultural norms in the work environment), challenges in information technology systems, matters relating to political space and resource allocation constraints. The concept of socio-technical systems inertia was introduced by Lind (2017) to analyse information technology-related change processes in organisations, and the associated problem in achieving the set goals.

The purpose of examining various forms of organisational inertia was to investigate if they played a role in institutionalised organisational inertia within the University of Johannesburg. As the organisation transitioned into a merged academic institution, forms of organisational inertia have been identified. These are similar to those defined by Hur et al (2019) and Lind (2017) for example, cognitive inertia inherent in an organisation's cultural ways when relating to managers.

B. REPLICATION, ROUTINISATION AND INERTIA

A classic finding by Larsen & Lomi (2002) alludes to the fact that accountability alongside reliability is apparent once organisational goals are pronounced and critical activities are routinely carried out. Despite prior evidence, this has been shown to increase the advent of organisational inertia. According to evolutionary theories, appropriate remedial measures induce dynamic capabilities and organisational knowledge accumulation (Gong & Shang, 2018). Phelps & Fuller (2016) argue that dynamic capabilities, even though developed through replication and routinisation of processes, are a way to counter inertia due to their dynamic nature of dealing with external forces. Julius (2015) suggested that dynamic capabilities advance organisational change initiatives through corporate entrepreneurship to develop sustainable competitive advantages.

Skills perfection, replication, institutionalisation and routinisation in systems and processes; these have been found to generate inertia because they encourage repetition to make employees more efficient (Schmidt et al, 2019). The challenge for organisations is to balance perfecting skills and competencies by not moving resources on the one hand and moving resources around to grow the organisation and thereby avoiding inertia. This dilemma increases as organisations grow. Breslin et al (2016) believe that changing behaviours at multiple levels in real organisations is critical for developing organisations to metamorphosize in the changing environment that they operate in, although this remains a challenge. It appears that the affinity for change decreases as organisations expand. There is a possibility of an inverse relationship between the impetus to change and organisational growth. All these processes consolidate the inertial forces within the organisation.

2.4 EXTERNAL ENVIRONMENT

Hussain et al (2018) presented a comprehensive view where organisational change accounts for the state that an organisation aspires for the future. Often there are uncertainties and anxieties when it comes to change where employees may not support change unless otherwise convinced and convicted. For that reason, Phelps & Fuller (2016) suggest that organisational change's dynamic capabilities overcome inertia. The authors utilise the Burke-Litwin model of 1992 showing that change can be driven smoothly within organisations by focusing either on external factors (transformation) or factors within (transactional) an organisation to enforce change.

Phelps & Fuller (2016) also posit that change that drives away inertia in organisations is initiated through the process-centered use of dynamic capabilities. They classify these changes into six processes: expansion or contraction, reduction, involution, aggregation upwards and outwards, accretion and finally replacement or substitution. Furthermore, factors such as reviewing the operations of expansion or contraction as one form of change can be a constraint while promoting change (Phelps & Fuller, 2016). Change may expand the way an organisation does business by reducing processes while increasing the systems that encourage productivity.

Organisational change management and transformation have assumed great importance in the world of work and studies such as that by Burke & Litwin (1992) provide several benefits for managers. Transformational changes occur as a response to external shocks that affect organisational mission and strategy depending on the shock's size and impact (Rosenbaum et al, 2017). These changes result from increased global competition, customers' demands, and disruptive technological changes over which organisations have little control (Zach et al, 2020). Equally crucial in organisational evolution and growth are transactional changes that affect the structure, systems, management practices and organisational climate (Stevens, 2016; Day et al, 2017; Rosenbaum et al, 2017). Although both transformational and transactional factors have been found to induce a change in organisations, with many examples of organisations undergoing these changes globally, it remains unclear why some organisations seem trapped in apparent inertia. The researcher can infer that confounding factors cause organisational inertia even in the face of these seemingly influential factors that drive change. One such factor, especially in the South African context is the role of labour movements / organised unions at the workplace and their implications

as voices for the workers and drivers of change in favouring working-class/support/academic staff in the case of this study. Unions are neither homogenous nor static organisations but active at social mobilisation advocacy often converging at favourable rights in bargaining councils and labour legislation. Bargaining councils are established when employer and employee bodies or unions agree to deal with collective agreements in what is generally termed collective bargaining across all worker levels, including the informal sector and those working from home. Within this matrix, often, several problems exist and give rise to very tense relationships between employers and the unions. Historically, before the advent of the democratic dispensation, South African trade unions embraced mass mobilisation as a social movement dimension but moved toward the left side of the matrix after the 1994 dispensation.

2.5 PERSONAL IMPACT OF CHANGE

It is essential to understand several confounding factors' nature and behaviour as critical to appreciate ways of overcoming inertia in organisations. Even though organisations are run on routines that stabilise their structure, leading to more excellent reliability and accountability, various stages of individuals' emotions are causal to organisational inertia (Castillo et al, 2018).

The personal impact of change is critical in considering the issue of organisational inertia. During times of organisational change, it is essential to understand how employee perceptions impact change and their inferences regarding the fairness of the proposed changes. Such factors affect their commitment to the change process. Four dimensions of organisational justice identified in that regard are distributive, procedural, interactional, and informational justice (Imberman et al, 2017). Studies like these have developed an elaborate framework supporting that inertia seems to have its roots in the negative perception of any change occurring in organisations.

2.6 ORGANISATIONAL CULTURE SUPPORTIVE OF CHANGE

Coe, Wiley & Bekker (2019) view organisational climate as a concept dependent on a value judgment of an organisation's policies, practices, and procedures. Whilst this can vary from person to person; there is a need for a standard set of shared values and beliefs that influence workplace culture and organisational behaviour. Dissipation of organisational inertia must always be regarded

as a process of continuous refinement. The ultimate objective must be the organisation's quest to achieve more significant equity, diversity, and inclusivity (Day et al, 2017). When organisational change is rejected, it adversely promotes organisational inertia. An organisational culture that supports change is critical for discouraging inertia in organisations. Various organisational cultures influence organisational changes differently and need to be constantly monitored over time (Day et al, 2017).

Cacciattolo (2014) offers various basic principles to organisations' cultural inclinations. Organisations can use multiple tools and infographics, and their interaction to depict the types of culture. According to Oh and Han (2020), the stronger a particular fundamental principle is against the others, the more descriptive of that fundamental principle will be the culture. Several dimensions characterise these cultures, for instance, Hofstede (2003) argues that organisational cultures characterised by power struggles, for example, will find it challenging to accept most forms of change, regardless of their positive perceived results. Organisational cultures that do not support change promote organisational inertia (Castillo et al, 2018).

Apart from organisational culture, the nature of change may also impede its acceptance (Hirblinger et al, 2019). The authors argue that the way change is introduced in an organisation determines whether employees will accept it or not. Rizescu & Tileag (2016) maintain that change characteristics make it either unacceptable or acceptable within a particular organisational culture. They identified the following attributes as having a bearing on change acceptance:

- **Relative advantage:** this dimension alludes to the unique advantage brought by change.
- **Impact on social relations:** this dimension alludes to the specific social and relational gain brought by change. If the effect is viewed negatively, then organisations may disregard the shift in favour of inertia.
- **Divisibility:** this characteristic refers to the extent of split into different sections or portions for implementation on a limited scale.
- **Reversibility:** this characteristic refers to the ease with which a reset can occur.
- **Complexity:** this characteristic refers to the extent of discordance, thereby influencing the acceptability of the proposed change.

- **Communicability:** the ease with which the organisation can disseminate information to all affected.
- **Time:** dynamism is vital in that often there is a time span beyond which change efforts may be overtaken by other / competing events.

Herald (2009) reasons that organisational inertia which is intrinsic and slows down the pace of change and processes makes organisations vulnerable to stagnation. However, numerous studies have evidence of organisational cultures that have supported change successfully in the face of initial resistance. A major thrust in this study research is to comprehend how organisations embrace change. Conceptualising organisational inertia as a phenomenon within the organisational change processes helps managers deal with inertia as a precursor to introducing change; one of the critical objectives of this study.

2.7 CHANGE IN LEADERSHIP

According to research by Deschamps et al (2016), in leadership there is an alteration of the organisation's decisions to achieve quality outputs over time. The traits and deliverables are confined at a personal level but broaden to influence organisational culture and managerial behaviour. In that regard, leadership and management are confined to the executives and the entire echelons of management. This means that leadership is everyone's business within the organisation's postulation, that is leaders play a critical role in driving change management in any organisation (Hussain et al, 2018). Additionally, Deschamps et al (2016) assert that leadership entails envisioning a desirable future acceptable to the majority (if not all). This future is achieved by outlining a clear purpose and mission for the organisation. Part of that process entails the inculcation of values, goal-oriented strategies, and a very supportive environment that leaves employees with a sense of empowerment and satisfaction. Leadership is a process whereby leaders influence employees to realise organisational goals through effective change (Tang 2019). As a result, the view is that effective leadership is paramount to the efficacy of the overall strategy for any organisational profitability and sustainability irrespective of the business model and is vital in overcoming challenges.

Organisational change is strategic (Ahmad et al, 2019). It can impact the way an organisation operates, organisational objectives, mission, and vision. For that reason, it must be driven from the top, implying that for change to be accepted, leadership must lead the initiative (Attah et al, 2017). Rosenbaum et al (2017) contend that it must be planned to enable change to be successful. The authors further articulate that planned change must be systematic as organisations must dedicate resources and effort to the change initiative for it to succeed. Other processes refer to both human and technological processes that act as enablers to achieve organisational goals. Action research suggests that change must be accompanied by well-researched actions, clearly indicating what must and must not be done, as well as the critical success factors that have been learnt elsewhere. Group dynamics refer to institutionalising change in teams, incrementally, taking note of teams' behaviour instead of institutionalising change organisation-wide at the same time. Finally, force field analysis refers to understanding the forces that impact the implementation of the change initiatives.

Alqatawenh (2018) outlines that not all leaders lead change in the same way. The ability to recognise and remove challenges that significantly affect minority groups in organisations to bring about inclusive organisational change is a measure of transformational leadership (Attah et al, 2017). Transformational leadership is based on team spirit and service and is widely hailed when influencing individual outcomes to achieve competitive advantage. Johnson (2019) states that transformational leadership is increasingly needed in academic organisations to effect organisational change. The research of Coe et al (2019) in the field of academic science and medicine, it can be inferred that achieving gender equality often leads to the dissipation of organisational inertia.

Therefore, the opinions described above seem to offer a partial explanation as to why some organisations succeed in institutionalising change while others fail. Although transformational leadership is insufficient to contribute to organisational change that successfully yields expected results, other leadership factors are successful that successful change managers possess. The nature of leadership, the traits of a good leader, aspects of effective leadership and management styles and behaviour; are the myriad of factors in need of further empirical probing.

2.8 BUSINESS/ INSTITUTION COMPOSITION

A study by Rashidi & Roorda (2018) defined business composition as how businesses are organised and how they conduct and perform activities that move customers and deliver results. Lind (2017) further define business composition as the ability for one organisation to compose its processes and systems differ from other organisations to offer value-added services to its customers. Business composition is a mixture of business services necessary to operate optimally within a business model (Liao et al, 2019). A further expansion of the definition of business composition by Grefen & Turetken (2018) is that the operating model extends to embracing partner organisations' services. The authors explain that as business compositions follow business models, they are agile and evolve with their associated business models.

Storesletten et al, (2019) state that some organisations' business composition has a bearing on accepting or refusing some change. The authors explore that not all change is compatible with all businesses in some organisations when one's position is factored in. Their findings seem to converge with those by Cacciattolo (2014), who argues that the relationships between change basics determine the type of organisational culture obtaining in a particular organisation. Avila and Garcés (2017) further postulate that the study of business composition in organisational change is complicated due to several confounding factors including gender, job roles, authority, and decision-making powers.

However, this does not diminish the importance of such studies. It is known that organisations must align business composition to the change's nature if that change is meaningful. Change is rejected because it complicates the way business is done. The result is often attributed to the business composition's incompatibility to change, rather than the organisational configuration (Day et al, 2017). This is usually the case with project-based organisations that are fluid by nature, meaning their composition changes according to the current projects at hand (Turner & Miterev, 2019). Recent studies by Miterev et al (2017) consider this confounding element reported in most literature on business composition, change, and design, ignoring the micro aspect of the positional relationships. The authors conclude that an organisation's ability to move people around allows a project-based organisation to dissipate organisational inertia through temporary positional reconfigurations.

2.9 MOTIVATION FOR CHANGE

According to Herzberg (2017), motivation initiates and ensures goal-oriented behaviours. Maslow & Frager (1987) define motivation as a condition within an individual that causes them to act in a particular way. These definitions do not expressly identify the source of motivation. This implies that motivation can be externally or internally induced. Healy (2016) states that motivation is a driving force through which people strive to achieve their goals. Based on research findings by Healy (2016), there is evidence that motivation is a human concept and that feelings drive it. This suggests that in organisations, motivation is usually caused by line managers and top management, while employees as recipients may choose to be motivated or not. For change to take effect, the organisation must drive the top's motivation (Herzberg, 2017). Motivation becomes internalised when individuals derive perceived benefits from the expected results. Healy (2016) finds that change's motivational communication is better received by management than ordinary employees. Therefore, leadership has a critical role in conveying good and beneficial messages to middle and junior management, especially during the early stages of institutionalising change. Hur et al. (2019) stated that leadership has to find the most appropriate ways to motivate employees. This implies using the symbols and artefacts that make up the organisational culture, leveraging on all channels of communication within the organisation to communicate the necessary change.

When the early stages of employee motivation are carried out according to plan, it is usually internalised and can individually be driven from within. Rheinberg & Engeser (2018) studied this phenomenon and called it intrinsic motivation. Deci et al (1989) also define inherent motivation in the same manner, stating that it is akin to performing an activity for the mere desire to do so and derive inner satisfaction as a result. This definition contrasts to extrinsic motivation, where the action is more or less carried out to realise some positive outcome or the avoidance of some penalty (Deci & Ryan, 2000). In their study, Kuvaas et al (2017) observed that the relationship between intrinsic motivation and performance is compromised when incentives are directly tied to performance. The study found that the relationship is more robust when indirectly tied to performance; suggesting that intrinsic rather than extrinsic motivation is more appropriate to sustainably dissipate organisational inertia.

Edwin (2015) believes in motivation having a key influence on performance. Rego et al (2017) shared those views that advance the notion that motivation has a positive bearing on employee performance and production. However, these studies do not detail which form of motivation, intrinsic or extrinsic motivation is useful, as pointed out by Kuvaas et al. (2017). This general conclusion resonates with Oh & Han (2020) who conclude that organisations tend to move from one state to another when performance is increased. This signifies organisational growth; organisational growth diffuses organisational inertia since organisations experiencing growth through increased performance do not remain the same.

The relationship between the dissipation of organisational inertia and institutionalising organisational change is thought to be directly related to the motivation for change (Denison-Day et al, 2018). Organisational change involves strategic redirection and includes structural change, commitment, and sacrifice to turn around individuals' behaviour (Seijts & Gandz, 2018). For this reason, leadership has to play a central role in driving change. Change messages should emanate from the administration and be accompanied by the involvement and commitment of these leaders. Leadership has to be active in expressing motivation for change to eradicate organisational inertia. The desire to dissipate organisational inertia through change or increased performance is the objective, and it seems that intrinsic motivation is then more apparent.

2.10 JOB / TASK REQUIREMENTS

Braxton & Taska (2020) argue that job requirements impact an organisation's course to mutate itself. The authors say that the older the job or tasks requirements are, the more difficult it will be to change the organisation. This assertion is true when the job requirements are critical to a particular workflow in the organisation. The authors imply that job requirements central to a specific workflow's service delivery will require more consultation before they are changed. These consultations may fail, leading to the job requirements being left intact, contributing to organisational inertia. Alternatively, tasks that are not critical to the organisational service delivery may be changed easily, affecting organisational inertia more quickly.

However, a school of thought believes that organisations can apply the change to those critical tasks or job requirements with ease and agility as the non-critical job requirements in a workflow. Woods (2017) studies the conversion of technical change into structured job tasks and monitors the jobs' task structure. The author concludes that one critical change is how the skill requirements impact jobs' task structure. Bezuidenhout (2018) studied the effect of technological changes on job and workforce structures and concluded that there is alignment between job automation on one hand and task routineness and task complexity on the other. This assertion implies that the more complex a task is, the more challenging it will be to change it even though that complexity may be due to the current technology applied to the job. Functions that have a considerable amount of routineness can be automated easily, and it is these tasks promote the dissipation of organisational inertia, rather than instilling it.

One of this study's objectives is to conceptualise organisational inertia as a phenomenon within the organisational change process. Since change is continually occurring in organisations due to various environmental factors, organisational inertia is conceptualised as a phenomenon within the organisational change process itself. The researcher is convinced that this is so since the change and organisational inertia occur cyclically. Organisations take time to reap the benefits of the change that they have invested in before they embark on another process of change. Organisations may need training for new ways to operate, and this takes time. At the same time, organisations start routinisation, learning from errors and thereby accumulating organisational knowledge. As they do so, it is envisaged that organisational inertia sets in. The situation becomes complicated and costly due to sunk costs if the instilled change fails to yield the desired results and must be changed again.

2.11 SUNK COSTS AND ORGANISATIONAL INERTIA

Heimonen (2011) refers to sunk costs as those costs that the organisation has already incurred and cannot be recovered. This definition is true of organisational change. For example, an organisation will invest in equipment, human capital and other assets, which in essence are not easily interchangeable with other tasks or functions. As a result, Marshall (2018) proposes that organisations should weigh all relevant alternatives irrespective of primacy and recency effects

and take bold decisions notwithstanding past commitments. Heimonen (2011) states that sunken costs have a significant bearing on the organisation's ability to move from one state to another.

Evidence exists that often organisations align to commitments where initial costs have been incurred, notwithstanding the value thereof (Manez & Love, 2020). Indeed, several South Africa organisations have experienced this complex dilemma, for example, Standard Bank and Steinhoff Holdings (Kruger, 2020). Sunk costs play a significant determining role in deciding whether new investment is warranted to protect initial change effort (Diewert & Fox, 2016). This description implies that where sunk costs are considered substantial, organisations would typically provide further resources to ensure that yields are realised from the initial investments. However, according to Heimonen (2011), even where sunk costs are considered minimal, organisations are reluctant to change their ways. In addition to such expenses, task-specific training to master routines also has a considerable effect in creating organisational inertia.

2.12 MANAGEMENT STRATEGY OF CHANGE

According to Altamony et al (2016); there are three phases of change management strategy: change preparation, change implementation, and impact assessment. Within the first phase, the focus is on preparing for a change in organisational culture. The next step of implementation is when organisations apply various enablers, such as cultural and development factors. In the last phase, organisations assess the change strategy factors' impact paying particular attention to feedback. Turner (2019) believes that through strategic change management initiatives, specific ways are realised to facilitate changes operationally, for example, in the supply chain, inventory requirements, project scheduling etc.

Godbole (2017) postulates that the purpose of a change management strategy is to ensure that business objectives are met. There need to be unique characteristics regarding the proposed change and associated risks, potential resistance etc. (Storesletten et al, 2019). Godbole (2017) posits that generally, change management provides a more focused purpose aligned to business goals. This assertion means that attaining business goals without change management strategy may not be possible as change implementation becomes complex. Moreover, the risk of missing change management intended objectives increases (Altamony et al, 2016). Therefore, if a change

management strategy is thought to guide careful change implementation, one would expect an increased acceptance of change in organisations. One of the objectives of this study is to investigate an organisation's readiness to change. Given the preceding literature, the reader would then expect that strategised change management increases change acceptance, which dissipates organisational inertia.

2.13 GENDER AND ORGANISATIONAL INERTIA

The literature supports findings that organisational change dissipates organisational inertia (Messner, 2017). Previous studies have documented different levels of resistance to change, which have been attributed to gender. These gender dynamics have been found to affect men and women employees differently. Williamson (2020) observes that women's position in society promotes organisational stagnation in both social and developmental changes as far as leadership is concerned. Leadership change at work is viewed differently by men and women, which plays a significant role in running an organisation's affairs (Coe et al, 2018).

This situation is due to several underlying factors. (Day et al, 2017). Van den Brink & Benschop (2018) state that the moving from analysis to effective remedial measures is far from being straightforward, as depicted by the different phases of organisational change highlighted already. The authors explain that personal impressions about change differ between women and men, affecting change implementation. Varying conceptualisations of organisational change goals such as equal opportunity is among the fundamental challenges that result in women and men accepting organisational change differently (Williamson, 2020).

Where a particular change implementation requires long term mentoring, evidence has been found that some men are unwilling to mentor women for fear of gender-based accusations (Soklaridis et al, 2018) and as a result, men are positioned as victims. According to Williamson (2020), this situation creates affinity amongst men, while increasing a negative hold against women. Such situations generate a backlash from women's groups in organisations. Inclusive leadership plays a crucial role in ensuring that organisational change does not negatively impact minority groups, usually the women. To do this, leadership must be mindful of equality, diversity, and inclusion and what these disciplines mean. The focus of the current study is the academic field, that is, a

university. Kang & Kaplan (2019) argue that for a meaningful and inclusive change, especially in an educational environment, social consciousness, and (often illusory) notions of equitable meritocracy must be carefully balanced and weighed. This line of thinking implies then that academic institutions stating that equality, diversity, and inclusion are of significance should permeate various structures of the institution, management included.

According to Westring et al (2016), organisational change in academic settings becomes significant when considering gender equality. This finding is not confined to universities alone. Many literature studies cover other types of organisations where the same conclusions have been reached (Vagnoni et al, 2014); Woods (2017); Denison-Day et al, (2018). Aina et al (2015) concluded that gender equity gaps in university management in Africa are linked to pre-colonial patriarchal arrangements. The choice was to upskill boys at the expense of girls. When organisational change is perceived as being meant to benefit one gender over another, resistance is generated. Organisational culture also seems to be a critical factor in developing this resistance. The more patriarchal a culture is, the more organisational change is resisted if it is perceived as favouring women employees over men. Equally, men may also generate resistance if the organisational change is viewed as an attempt to usurp their dominance in the workplace.

2.14 CHANGE MANAGEMENT PRACTICES

Change management requires practical management approaches and new methods and systems in an on-going organisation (Rosenbaum et al, 2018). Many different change management models, such as Prosci, Six Sigma, Scrum, & Agile, affect organisations differently, depending on the objectives of the change required (Turner, 2019). These models result in different types of change management practices. However, change management practices can be categorised into three broad types of change management: developmental, transitional, and transformational change management (Ahmad et al, 2019). Where change fails, organisational inertia remains. It is then plausible to envisage that where a diagnosis generates an incorrect type of change as appropriate, there is an increase in disengagement, resistance, and rejection. Further, an organisation that has made a constant change in its culture and daily operations would generally find it easier to implement change than change initiatives are infrequent (Day et al, 2017); Avila & Garcés (2017); Braxton & Taska, (2020). Change that is constant and has become part of an organisation's daily

life is institutionalised change (Turner, 2019). Such change forms part of change management practices. Lines & Vardireddy (2017) define change management practices as a set of top management practices that allow the following in managing change:

- Communicated Benefits - ensures that employees clearly understand their mandate, role, and specific job functions.
- Senior leadership Commitment - ensures undivided commitment and loyalty from the organisation's top management.
- Setting Realistic Timescales - guides and ensure that change management is appropriate and achievable.
- Training Resources – provides that employees take ownership of the change implementation plan.
- Change Agent Effectiveness – these drive change initiative activities and monitors efficacy.
- Measured Benchmarks – necessary for evaluation of the change initiative.

In their study of 237 organisations, Lines & Vardireddy (2017) conclude that this set of variables promotes effective change management, dissipates organisational inertia, and changes management practices. Organisations can learn lessons and evidence benchmarked can be implemented to increase their change initiatives' success. To dissipate organisational inertia, organisations can never underestimate the need for alignment between change management practices and change objectives. An appropriate selection of the change management model also increases this alignment and promotes a higher degree of change objective achievement. For example, people-centred change management frameworks such as Prosci are suitable for change management initiatives seeking behavioural change. In contrast, those such as agile are more suited for process and systems changes.

2.15 MISSION AND STRATEGY

Ololube & Ololube (2017) evaluated the relationship between the organisation's mission, leadership guidance, attitudes, and application with change management practices towards organisational change. In a study in an academic setting, Hosgorur (2016) identifies the alignment of change management practices and organisational mission as critical for successful change implementation. A smooth transition, feedback and updates, consistent improvement in performance, adherence to processes, best options and philosophical or mental aspects were highlighted as components for alignment. The author's findings include a need for change in prescribed the alignment of activities linked to an organisation's mission.

2.16 CHANGE RELATED SYSTEMS

Organisational change requires that organisational systems and processes support the change needed (Dooley & Gubbins, 2019). Knowledge management systems ensure that all organisation's training requirements are met and validates training efforts to meet the organisation's strategic goals and vision. As a result, they support change (Annansingh et al, 2018). Semertzaki (2017) posits that organisations today face many challenges in responding to an increasingly competitive environment. These challenges force organisations to change their systems and processes to resolve them. The nature of responses to these challenges depends on the systems and processes that support change that the organisation has (Annansingh et al, 2018). When organisations respond to these challenges, they do so out of their organisational knowledge and previous leanings embedded in their systems. Organisations grow by learning, and learning comes by accumulating organisational knowledge (Geppert, 2017). Learning within an organisation has many virtues. If an organisation learns from its environment and responds to it accordingly in most cases, it will avoid the obstacle of inertia (Geppert, 2017).

The application of organisational knowledge in response to challenges is a critical component of organisational systems that support change, and is vital for organisations to grow, thereby challenging organisational inertia (Dooley & Gubbins, 2019). Knowledge embedded in organisational structures has no value unless shared and used (Annansingh et al, 2014). If organisations fail to use their systems and processes to apply the knowledge they have accumulated to date, they cannot utilise their networks to support change. According to Sengupta & Ray (2017),

one-way organisations can apply organisational knowledge to leverage their communication methods is to share knowledge. Failure of these systems to share knowledge instils organisational inertia. The sharing of knowledge can be organisation-wide, in which case it is intra-sharing.

Organisations can also share knowledge, which is defined as collaboration. According to Julius (2015), exploitation is inward-looking, seeking to work internal assets to support changes in revenue streams, while exploration is outward-looking, seeking opportunities that an organisation can exploit. An over-emphasis on learning leads to an organisation to move away from what works. Knowledge can also be costly, as it requires resources and takes unexpected directions, thereby failing to support change. Julius (2015) concludes that even though learning is crucial for dissipating organisational inertia, making an organisational adaptation, the same process also contributes to organisational inertia in its way.

2.17 WORK UNIT CHANGE ORIENTATION

Bezuidenhout (2018) states that organisational change is meant to introduce organisational efficiency. However, this is not always the case since some work units may embrace change more quickly than others. Others may feel that they have been neglected during resource allocation and are now worse off, while others may feel better working conditions due to the change initiative. Whatever the case, work units are impacted differently. Elsmore (2017) asserts that most of the changing variability occurs due to initial miscommunication or misconception of change objectives. If a work unit receives unclear information about the change, they may feel left out. Work units that are not adequately represented on change forums may become organisational inertia (Hur et al, 2019). Bertels et al (2020) add that the ‘them and us’ mentality sets in because of unequal access to information. This mindset may result in some work units acting as informers of other units, further entrenching the ‘them and us’ mentality. When work units lag in change initiatives which they have reason to believe must be on par with other work units, detachment sets in. Such work units may contribute minimal effort towards organisational change. Re-orienting these units about change objectives may become costly.

2.18 EMOTIONAL IMPACT

There are six emotional stages of organisational change as defined by Castillo et al (2018) which are i) denial and anger ii) bargaining iii) depression iv) revising v) deserting and vi) acceptance. Their findings show free oscillations between the first four stages and with deserting and acceptance always at the epilogue. Talim (2012) asserts that these emotional oscillations can impact associations between one's social environments. According to Hussain et al (2018), emotional impact, of organisational change is moderated by the leaders who should ultimately provide for and incentivise followers to embrace change.

Klarner et al (2017) argue that employees undergo various emotions due to repeated change. The emotional impact on employees differs during these different phases. Barclay (2017) asserts that current employees' emotional experience can influence emotions regarding future change events. As the University of Johannesburg (the subject of this study) went through various merging stages, it is plausible to imagine that employees went through multiple phases of emotions and anxiety as they awaited new information. In this study, it is anticipated that the impact of these emotions differed as the merger progressed.

2.19 INTRINSIC FACTORS OF ORGANISATIONAL INERTIA

Finally, the study examined other intrinsic factors of organisational inertia. The researcher defined inherent characteristics of organisational inertia as those that are not obvious and are difficult to detect as playing a critical role in institutionalising organisational change. These factors are often confounding, creating a complex cause-and-effect scenario that is not easy to explain in detail without a comprehensive study. This phenomenon is evidenced by the fact that organisational inertia is often detected in organisational systems and not apparent processes. For example, Hoppmann et al (2019) in their study about organisational governance and boards, determined that self-evaluation and self-reconfiguration are critical for preventing organisational inertia may run counter to board members' self-interest. In such cases, board members may choose to remain with the status quo instead of siding with the organisational change that moves the organisation forward.

2.20 THE APPLICATION OF THE BURKE - LITWIN MODEL

Most research undertaken into organisational issues generally agrees that from a diagnostic point of view, organisational effectiveness is virtually a systems perspective issue and should align to an organisation's performance as well as its effectiveness in achieving its objectives and goals. For that reason, the researcher refers to the classic Burke-Litwin model. The model assesses causality and provides linkages that theorise performance measures to the efficacy within which change occurs. The Burke-Litwin model has been used with success in a wide range of scenarios, including assessment of organisational performance and change (Stone, 2010); Zhu & Jones (2014); Cook (2015) and the analysis of the causes of organisational change (Lee et al, 2012); Wang (2015).

The researcher conceived the importance of the Burke-Litwin model in this study on two levels. Firstly, the systems thinking theory embodied in it, which most contemporary studies have found critical for increasing organisational performance, was conceptualised to underpin the various factors affecting the university's organisational performance. Systems thinking gives an organisation a holistic perspective (Williams et al, 2017). The authors define systems thinking as a holistic approach to analysis that focuses on the syngenetic output of networked results of a system instead of individual elements. The current study argues that several factors lead to organisational inertia within a university. This argument means that the factors affect the university's performance more when their collective effect is considered than when an individual element is considered.

Secondly, when the government introduced a change to the three former organisations that make up the university known today, employees showed resistance to the various change initiatives. This study conceptualises that this resistance manifested itself in the Burke-Litwin model elements and other elements, while some features functioned well. The interlink between the various parts in the Burke-Litwin model denotes systems thinking within the organisation. The study anticipates that these components or variables of organisational performance affect organisational inertia differently. Some affect some employees more than they do others, depending on the other factors such as gender and an individual's perceptions of the change being introduced. An empirical study of the university was therefore necessary.

2.21 CHAPTER SUMMARY

This chapter has critically reviewed the literature around organisational inertia and organisational change and contrasts various literature aligned to the study purpose. The researcher saw different settings, such as manufacturing organisations versus academic institutions, playing a critical role in determining the nature of organisational inertia, as did other factors such as change management practices. According to Hall (2015), once a merger occurs, there is often minimal inclination and appetite for change than before the actual merging process. At another college, the researcher has observed the same: some reluctance to change seemed to fade gradually, perhaps symptomatic of a failure to embrace organisational change. Therefore, how these findings played a role in the factors causing organisational inertia in the organisation under study remained, making this research a contributory study towards the body of knowledge.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter will outline the research design, justify the sample size and characteristics, the data collection methodology, and the collection instrument used. The researcher will also address the issues of reliability, and the validity of the research instruments used. This chapter will give the reader insight into how the study was conducted. It was imperative to design the research in a manner commensurate with similar studies to triangulate the findings. This meant data collection had to follow existing guides and data collection instruments and existing protocols. However, what is critical is that the context was possibly different and a significant objective of the study research. The methodology was therefore designed to answer the following primary research questions;

1. To investigate the factors that are causing organisational inertia in an academic institution such as a university.
2. To investigate transformational and transactional variables that affect employees during change management.
3. To examine the nature of organisational inertia factors that specifically influence female and male employees in an academic institution such as a university.
4. To conceptualise organisational inertia as a phenomenon within the organisational change processes.
5. To conceptualise an organisation's readiness to change and determine using an empirical study.
6. To identify the manifestation of organisational inertia in a sample of employees employed at the organisation under investigation during major significant change initiatives.
7. To delineate the effect of organisational inertia on different gender groups.
8. To develop recommendations on findings to assist organisations in resolving the challenge of organisational inertia.

3.2 RESEARCH METHODOLOGY

3.2.1 Research Design

The research design details the planning processes from the tools and format necessary in gathering the data to the analytical techniques required for evaluative analyses. Cooper & Schindler (2011) state that developing a research design means deciding on the type of data you need, the inclusion and exclusion of the participants, the data elements to be profiled and the appropriate data collection techniques and all that must be aligned to the hypotheses. Prior & Miller (2012) define research design as a sequenced process adopted to make inferences. This study utilised the quantitative research design, employing a questionnaire to survey university employees. The responses were collated and analysed using statistical analysis software SPSS v.210 software package.

3.2.2 Quantitative Research

Quantitative research involves the analysis of numbers to draw out meanings from the data. This research method attempts to answer questions such as how many, how much, and to what extent (Rasinger, 2013). Quantitative methodology is more suited when the researcher seeks to understand large-scale patterns with organisational inertia to make inferential deductions more objectively. Payne & Payne (2014) consider that quantitative methods (typically using deductive logic) seek regularities in human lives by separating the social world into empirical components called variables. These variables can be represented numerically as frequencies or rates, and statistical techniques can explore whose associations with each other. Quantitative research involves obtaining data or information from a large number of respondents. For the above reasons, a quantitative approach was deemed suitable for this research study. SPSS was the statistical software package mostly used.

3.2.3 Sample Population

A sample population is a representative group derived from the entire population's entirety in possession of the attribute under consideration, often called the Target Population. Creswell (2014) defines sampling as the statistical algorithm from which the sample is selected from the target population through a statistically validated process. It is done such that as much of the target population's variation is retained in the sample, it ensures representativity. Bryman (2012) avoids findings that do not resonate in the target population, commonly called bias.

In this research, all the university employees who were initially employees of the three different institutions that made up the merged university constitute the target population. The sampling frame used was a list of accessible employees (that is, employees who had contact information) selected from a target population section. The researcher then obtained the final sample by randomly selecting a list of employees from the accessible target sample, stratified by the institution to ensure representativity. The target population included both academic and non-academic staff at all three campuses. Snowball sampling (targeting only those who were present in the institution during the merger) was used and this resulted in 231 employees of the University voluntarily participating; from which 200 questionnaires were returned completed, representing a response rate of 87%.

3.2.4 Data Collection

With the help of three assistants, the researcher distributed questionnaires to identified respondents (Snowball sampling) being those employees who were present in the institution during the merger as indicated earlier on. Such an approach uses no sampling frame. Common ways of collecting data include surveys, questionnaires, document reviews, convergent interviews, observations, existing records, focus groups and electronic devices (Dick, 2014). Creswell & Creswell (2017) consider that the study's dominant research methodology largely determines the data collection method. In this research data was gathered using two processes. Firstly, a literature study was used to collect information on factors that influence organisational inertia within the study's chosen organisation. The researcher used several sources, including internet articles, reports, and journal pieces to gather the literature. Secondly, the researcher then used a seven-point Intensity Scale to collect the empirical data in a questionnaire.

3.2.5 The Measuring Instrument

3.2.5.1 Organisational Inertia Scale

Kinnear and Roodt (1998)'s questionnaire on 'Organisational Inertia scale' was adopted to measure the perceptions of the individual respondents and their experiences of change within the university. The Organisational Inertia scale questionnaire (Annexure A) consisted of 109 items and was a seven-point Likert Intensity scale. The Organisational Inertia scale aligns to a theoretical model to explore the relationship between latent variables and uses a questionnaire to collect research data. In most conceptual frameworks; organizational inertia is a second-order latent variable and comprises three first-order latent variables: insight inertia, action inertia, and psychological inertia. The scale in this instance, also consisted of a demographical section used to collect the respondents' demographical data such as age, gender, and race. The scale is attached as an addendum to this dissertation.

3.2.5.2 Likert Scale

In this research project, the measuring instrument used is the Likert scale. Likert (1932) states that a Likert scale or a summated scale is an ordered, one-dimensional scale from which respondents choose one option that best aligns with their view. As with any other measurement scales, the options should be a carefully selected set of questions or statements that act together to give a useful and coherent picture of the phenomenon being measured.

3.2.5.3 Validity

Wang & Schneider (2020) state that validity is about the accuracy and repeatability of a measure. Bennett et al (2016) define validity as the strength of conclusions, inferences, or propositions. According to Heale & Twycross (2015), a subset of content validity is face validity; and this is where experts are asked their opinions about whether an instrument measures the concept intended. In this project, the researcher used face validity for the Intensity scale and found that the instrument was valid for this research. The factors used to measure organisational inertia were previously used in similar organisational change surveys and studies.

3.2.5.4 Reliability

According to Heale & Twycross (2015), reliability scores the extent of consistency of a measure or more merely the degree to which an instrument measures the same way each time it is used under the same conditions with the same subjects. Heale & Twycross (2015) list three attributes of reliability internal consistency, stability, and equivalence. For this research study, the Organisational Inertia scale proved reliable, as indicated by a Cronbach alpha of 0.966.

3.3 CHAPTER SUMMARY

In this chapter, the researcher gave an overview of the research design that informed the study and the quantitative approach's rationale. The researcher discussed the target population, sample and sampling method, and the reasons for choosing the sampling method. The data collection aspects, the Organisational Inertia measuring instrument and the scale utilised have also been described. Issues of validity and reliability conclude the chapter.

CHAPTER 4: RESULTS

4.1 INTRODUCTION

This chapter presents the results of the study. The data were processed using the SPSS v.21.0 software package, statistical data analysis software that enables the researcher to discover richer insights and find statistical relationships and significance from the quantitative data obtained from interviews. The results were analysed and are presented in this chapter. Accordingly, the researcher adopted a neutral yet deductive approach as this allows for objectivity and the use of consistently rational and logical methods in making inferences. Selected results are presented below.

4.2 DEMOGRAPHICS

The Organisational Inertia Scale instrument was physically distributed to 231 employees of the University. Three university students assisted with the distribution. A total of 200 questionnaires were returned completed. This result was a response rate of 87%, which was considered an acceptable response rate, given that this was a targeted survey. Figure 3 below shows the distribution of the age of the respondents.

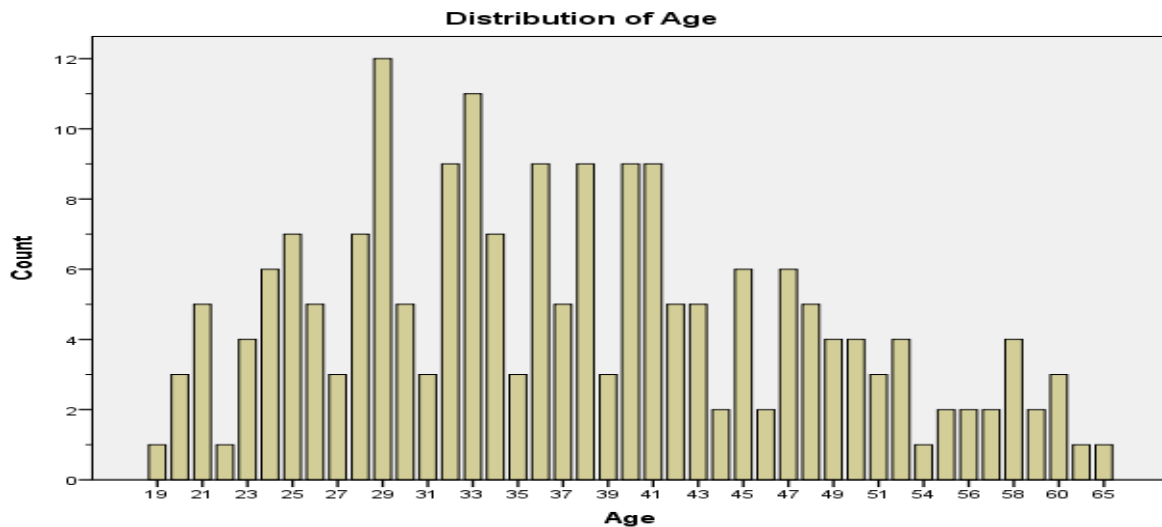


Figure 3. Age distribution

4.3 DESCRIPTIVE STATISTICS

The above age information was then analysed to give descriptive statistics. Table 1 below shows the results.

Table 1

Description of the age of respondents

	Minimum	Maximum	Mean	Std. Deviation
Age	19	65	37.53	10.467

Table 1 above shows that the youngest respondent was 19 years old, and the oldest was 65 years old. The mean age was 37.5 years. Since the merged university came to existence in 2005, the average age of 37.5 years means that most of the respondents of this study were already in the employ of the university and as such experienced the merger. This experience made them ideal target respondents for this study. The standard deviation of just over ten years shows considerable variability in age and suggests that factors causal to organisational inertia may differ based on age.

The age bands created were also divided according to gender within the different age bands. The results showed more respondents in the 36-40 age band, whilst there were lower numbers of respondents in the 15-20 and 61-65 age bands. This phenomenon could be due to respondents at both ends of the age bands not participating in the concepts being measured in the survey.

Table 2

Cross Tabulation of Gender vs Marital Status

	Marital Status					Total
	Married	Live-in	Single	Divorced	Not Disclosed	
Gender Male	54	40	12	9	3	118
Female	32	38	9	1	2	82
Total	86	78	21	10	5	200

Table 2 above shows that 59% of the respondents are men, whilst 41% are women. The married/live-in combined group are in the majority in the male category, followed by the single. What is also apparent is that in every category, there are more men than women. Figure 4 below shows the percentage distribution of qualifications of the respondents.

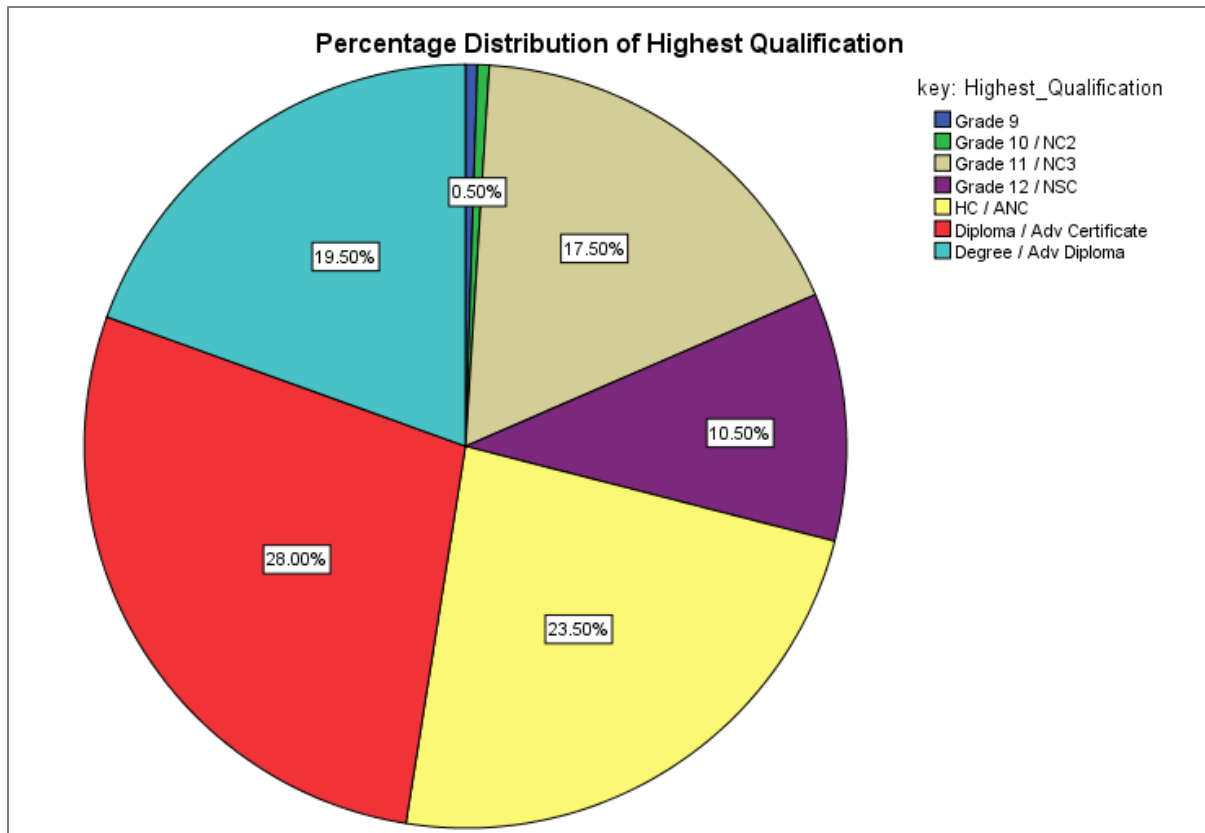


Figure 4. Percentage Distribution of Qualifications

In terms of the qualifications, the figure above shows that of the 200 respondents, the highest percentage (28%) have a Diploma or equivalent Advanced Certificate as their highest educational qualification. This statistic is followed by 23.5% with a Higher Certificate / Advanced National Certificate equivalent. Respondents who hold a bachelor's degree made up 19.5% of the total respondents. The lowest number (0.5%) are those who have only completed grades nine and ten. No postgraduate qualifications were apparent.

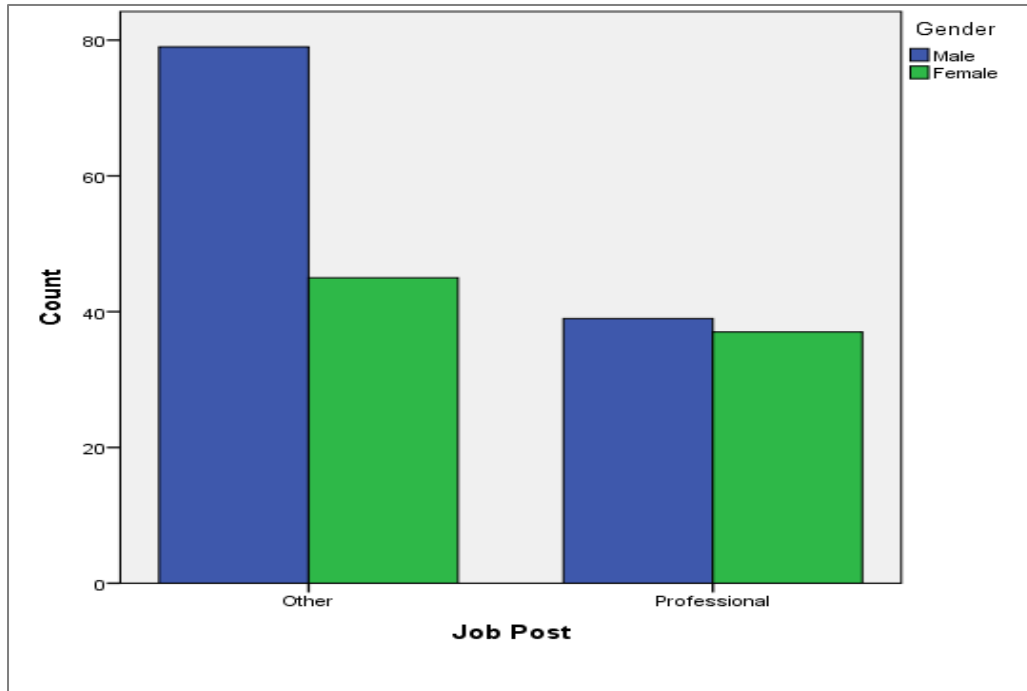


Figure 5. Percentage distribution of position in institution (Job Post)

Figure 5 above shows that in the Job Post (Professional vs Other) category, most are in the “Other” sub-category. This distribution is expected as often this correlates with the educational level and the academic level correlates with the type of job posts (Other and Professionals). Within each sub-category of Job Post, men are in the majority, particularly within the ‘Other’ category but marginally within the Professional category. The other crucial point to note is that the two groups (Other and Professionals) act as proxies for organised labour/unions vs employer/management in a university context. These are the two sides that debate elements causal to organisational inertia at bargaining councils. At a university, management positions are usually occupied by people with professional qualifications and higher educational levels.

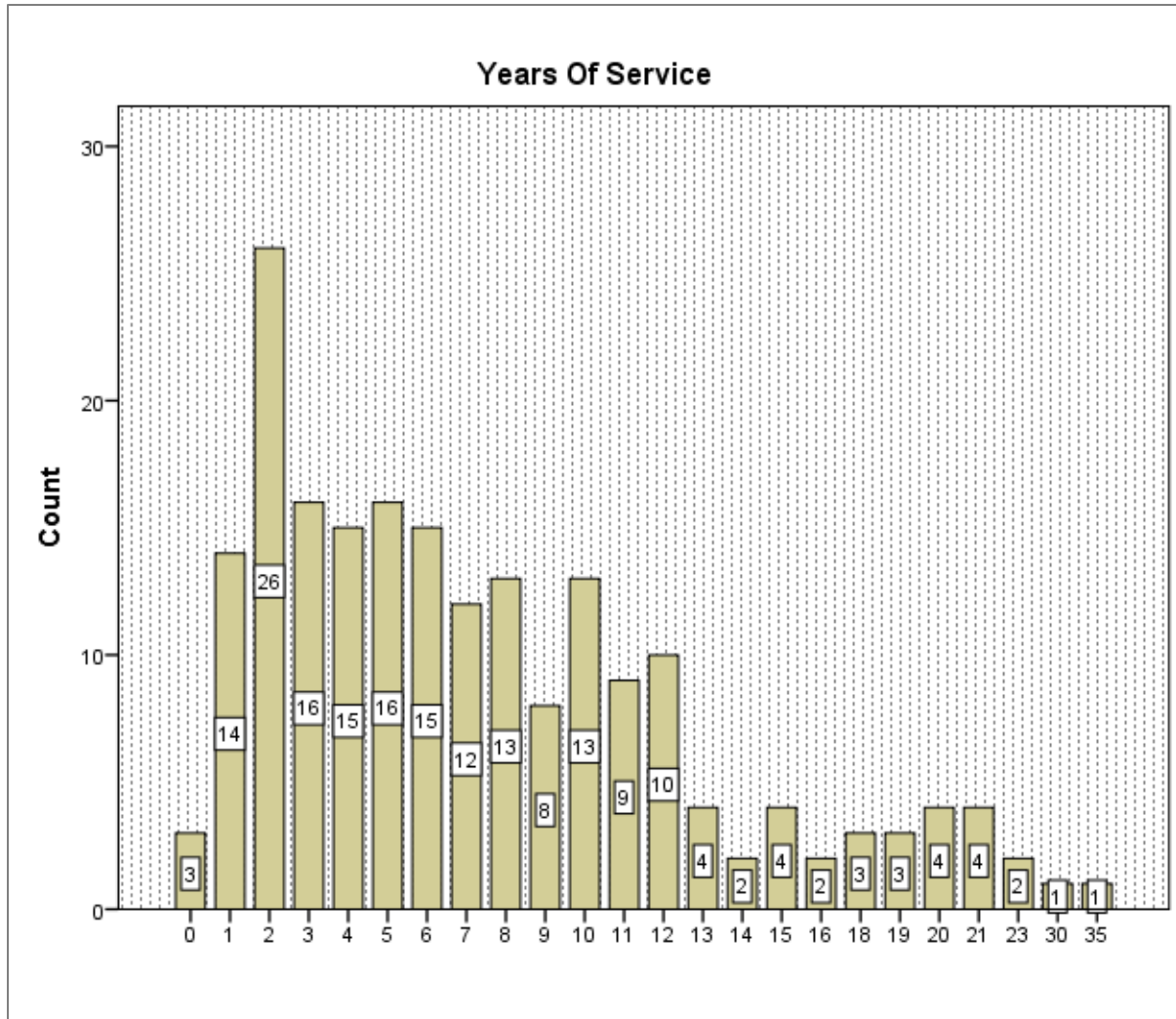


Figure 6. Years of service [in their current positions]

Figure 6 above represents the years of service that the respondents had served in the different posts that they held. The 200 respondents have, on average, 7.5 years of service each. It shows that the majority (183) of the respondents have spent two years on the job; and all in all, 17 respondents have spent less than two years of service. One person has devoted 35 years in turn followed by another one who has spent 30 years. This analysis further supports the contention that the target population has the experience that is likely to have allowed them to experience organisational change aspects within their job.

4.4 RELIABILITY OF THE OIS INSTRUMENT

The researcher tested the Organisational Inertia scale (OIS) instrument for reliability using Cronbach's alpha. This measure is used to validate the internal consistency of a set of scale on the test items or questions (Taber, 2018). In other words, the measure scores the reliability of the instrument and the questions posed based on the responses received. To the extent to which it is a consistent measure of a concept, Cronbach's alpha values above 0.8 are generally regarded as consistent enough. The instrument is deemed reliable and reflects internal consistency. Table 3 gives the Cronbach alpha measure of 0.966, which is above the 0.8 thresholds.

Table 3

Cronbach Alpha for the questionnaire

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.966	.985	115

Table 4

Sum-scores for the domains

Domains	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SS_MS_13	373.93	7720.271	.632	.613	.948
SS_EE_7	398.09	8357.616	.641	.663	.947
SS_CL_12	379.85	7134.222	.842	.769	.941
SS_OCC_8	397.77	7594.912	.883	.819	.939
SS_IC_8	397.13	7855.748	.806	.699	.942
SS_CMP_15	370.83	6614.638	.888	.829	.942
SS_CRS_5	409.33	8288.080	.815	.700	.945
SS_WUCO_8	397.71	7917.224	.821	.736	.942
SS_JTR_11	384.32	7501.081	.776	.681	.943

Domains	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
SS_MC_6	404.01	8222.181	.786	.706	.944
SS_PIC_7	402.23	8045.060	.794	.727	.943
SS_EI_9	394.88	7744.327	.804	.738	.942

The researcher found twelve domains contained in the OIS instrument. Their sum-scores are given in the last column in Table 4. Table 4 confirms an excellent internal consistency in all the domains measuring the constructs observed by all the Cronbach's Alpha above 0.8. (last column). This test verifies that the questionnaire was a reliable data collection tool in this research and that the data was appropriate for analysis and validity generalisations.

4.5 CHI-SQUARE RESULTS

The chi-square test for independence, also called Pearson's chi-square test or the chi-square test of association is used to test for association between two categorical variables. However, this test gives only evidence of an association and does not qualify such differences' source or magnitude. In this study, this inference was necessary to determine the factors causing organisational inertia as these will show association and identify the manifestation of organisational inertia within employees. It would also help delineate the effect of organisational inertia on different gender groups by way of grouping those components that are associated (or not associated). The significant associations are realised when the chi-square p-value is less than the level of significance = 0.05 (0.054 and 0.058 below were also accepted, as statistical significance is also a relative measure). Tables presented below with the correlation calculations of single components to reveal those with the highest associations with the variables. In addition to the sum-scores, the researcher aimed to preserve each component of the construct's variability. Additionally, he sought to comment on its association with the variable where the association is significant.

4.5.1 CHANGE IN LEADERSHIP

There were 12 components of change leadership (represented by items in the OIS questionnaire) which were run against the six dependent variables. In Table 5, these components are denoted as CC1, CC2 and so on. Breaking down ‘change in leadership’ into the individual components (instead of a single combined measure of ‘change leadership’) was beneficial. If the researcher had not done that, the chances are that no significant associations would have been picked up as these are at the granular level as evidenced by the fact that no variable is present across all levels of ‘Change in Leadership’.

Table 5

Change in Leadership

Change in Leadership	Gender	Age	Marital Status	Position in Institution	Highest Qualification	Years of Service
	<i>p-Values*</i>					
CC1	.287	.528	.729	.477	.000	.328
CC2	.980	.729	.237	.584	.013	.324
CC3	.552	.672	.922	.547	.155	.940
CC4	.213	.662	.577	.370	.200	.693
CC5	.667	.622	.364	.018	.226	.128
CC6	.128	.915	.932	.015	.382	.305
CC7	.045	.914	.866	.219	.251	.500
CC8	.091	.255	.776	.010	.091	.553
CC9	.054	.782	.690	.024	.039	.934
CC10	.101	.762	.947	.256	.324	.722
CC11	.207	.940	.333	.101	.321	.912
CC12	.006	.696	.527	.096	.228	.637

*At 0.05 level of significance

In Table 5 above, the variables Gender, Position in Institution and Highest Qualification exhibited statistical significance against the identified Change in Leadership components (highlighted). Some features, for example, CC3 (Was the change initiative endorsed at the highest level in the company?), CC4 (Did all members of top management support the change initiative?), CC10 (Did top management realise the full implications of the change initiative?) and CC11 (Did top managers communicate the same message regarding the change?) had no association to any

variable whatsoever of Change in Leadership. The components CC9 (Were top management's intentions perceived as being honest?) had the most associations. This result means that the variables Gender, Position in Institution and Highest Qualifications shape employees' perceptions on whether top management's intentions are honest or not more than any other variable.

This implies the following:

- The Gender variable shows that both women and men were affected by the university's change in leadership. This finding supports the conclusion by Coe et al. (2018).
- The variable Position in Institution shows that the individual's position at university influenced the individual's perception of leadership change whenever leadership change occurred. This finding supports the conclusions by Hur et al. (2019) and Healy (2016).
- The variable Highest Qualifications shows that education enlightens and allows an individual to examine and scrutinise the leadership's organisational change intentions. Realising that the highest qualifications are normally found in managerial positions in institutions, the current finding also supports the same conclusions by Hur et al. (2019) and Healy (2016).

The researcher can decode the above results' implications to show whether top management had a clear vision of the changes they wished to bring about (CC1). Excitement about top management's vision (CC2) was split based on Highest Qualification and significantly so; suggesting that a person's highest educational status influences how they face challenges relating to managerial processes. CC1 and CC2 are the only components that refer to vision determination. Also, the highest educational level separates academic and non-academic/other her staff. The results suggest that academics and non-academics differ in vision and how management's intentions are perceived as being honest (CC9). It is clear that, one group has a more positive acceptance of management's intentions and most likely reflects tension anger as the university's management structure is skewed in so far as educational qualifications are concerned. The expectation is that that non-academic staff may not be present at all, let alone sufficiently represented. When it comes to Position (Professional vs Other), a similar pattern plays out. Perceptions on employees' confidence in top management's ability to manage changes (CC5) and the efficacy of previous change efforts implemented by management (CC6) are split between the

Position in Institution which consists of Professional (more educated) and Other (Support). The ‘Other’ group is the voice and cornerstone of organised labour/unions and is often at loggerheads with management on several fronts. CC8 measures whether top management showed commitment to the change initiative by practising what they preach and CC9 measuring the extent top management’s intentions are perceived as being honest is split between Position in Institution and confirms the same inferences made as to (CC5) and (CC6). Age is significantly associated with CC7 (Did the outcome of previous efforts affect this change effort?), CC9 (Were top management’s intentions perceived as being honest?) and CC12 (Were there change agents throughout the company?) and responded significantly differently depending on gender. This result may be attributed to the common belief that, in the workplace, women tend to be more trusting of management’s intentions compared to men. This notion suggests that gender plays a possible role in organisational inertia in the university.

4.5.2 ORGANISATIONAL CULTURE AND SUPPORT

Organisational Culture and Support had eight components, and these were all run against the six dependent variables. Computing Organisational Culture and Supportive of change (OCS) into the eight components (as opposed to a single combined measure) was beneficial because had that not been so; the chances are that the researcher would have picked up no significant association except for Position in Institution. Additionally, other granular associations such as Gender and Marital Status would have been diluted as they relate to only one or two components rather than all eight.

Table 6

Organisational Culture and Support

Organisational Culture and Support	Gender	Age	Marital Status	Position in Institution	Highest Qualification	Years of Service
	<i>p-Values*</i>					
OCS1	.322	.997	.077	.042	.788	.887
OCS2	.019	.605	.366	.000	.792	.342
OCS3	.338	.972	.937	.016	.796	.471
OCS4	.196	.468	.940	.006	.168	.354
OCS5	.058	.948	.366	.002	.194	.953
OCS6	.391	.579	.544	.003	.818	.681

Organisational Culture and Support	Gender	Age	Marital Status	Position in Institution	Highest Qualification	Years of Service
OCS7	.353	.146	.661	.040	.225	.658
OCS8	.045	.547	.391	.008	.561	.648

*At 0.05 level of significance

Table 6 above shows that of the six variables, three of them (highlighted) were associated with the variable Organisational culture and support components. Position in Institution exhibited a significant association throughout with every component, followed by Gender and Marital Status only affiliated to a single component. This means that:

- Position in Institution, such as a university is associated with all components of organisational culture and support. Professional and Other as intra-variables of Position in Institution influence organisational culture in that managers are usually the creators and prominent supporters of culture. In contrast, other employees would be expected to work together with them as a team. This finding is in line with Healy's (2016) results.
- Gender in the university influences organisational culture and support as more men responded to this construct than women. Generally, it appears that men are more inclined to challenge the organisational culture set-up than women are.

Gender shows an association with the work environment being considered safe for suggesting improvements (OCS2) with creative contributions to business improvement being rewarded (OCS5. This triangulates the above, the attribution being that women commonly tend to be more trusting of management's intentions in the workplace than their male counterparts. The women feel that their voices are heard by management and are more inclined to make creative contributions towards that cause. Women recognise that their assistance in that regard pays dividends. As noted in the literature, organisational inertia is the tendency an organisation develops over time to continue in its business state as usual. In this instance, it becomes apparent females are lesser a contributing factor on a comparative basis than their male counterparts as females are actively engaging. Whether the business' culture allowed experimentation by employees (OCS1), this resonated with marital status. As shown below, the skewness results from the Divorced respondents, who feel constrained.

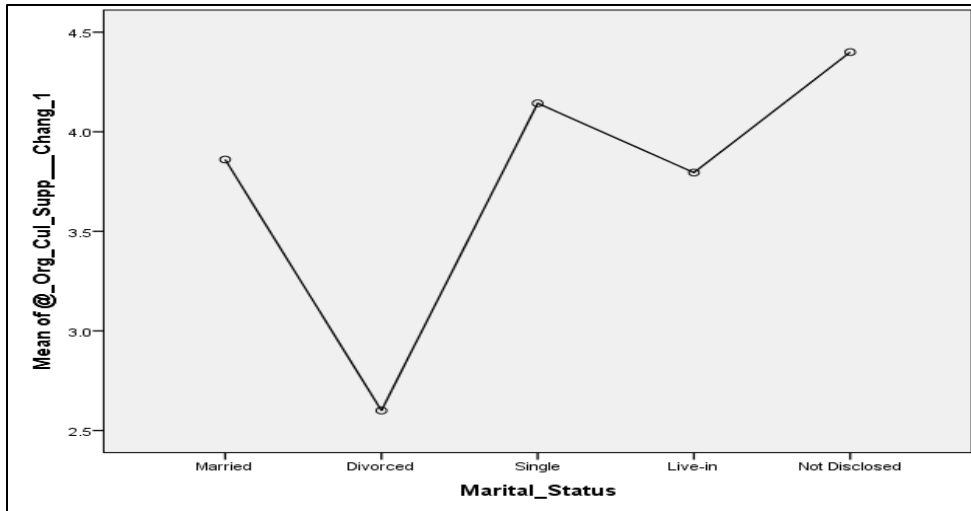


Figure 7: Marital Status

4.5.3 INSTITUTIONAL (BUSINESS) COMPOSITION

Computing Institutional Composition (IS) into the eight components (as opposed to a single combined measure) was beneficial in that had that not been so, the chances are that no significant association would have been picked up except for Position in Institution. Other granular associations such as Years in Service would have been diluted as they relate to only one component as opposed to all eight.

Table 7

Institutional Composition

Institutional Composition	Gender	Age	Marital Status	Position in Institution	Highest Qualification	Years in Service
	<i>p-Values*</i>					
IC1	.872	.573	.952	.041	.897	.757
IC2	.404	.914	.840	.040	.890	.038
IC3	.583	.143	.543	.003	.514	.384
IC4	.372	.551	.306	.023	.348	.476
IC5	.197	.281	.246	.022	.936	.405
IC6	.582	.598	.690	.728	.566	.268
IC7	.793	.991	.330	.146	.804	.921
IC8	.152	.541	.254	.025	.271	.718

*At 0.05 level of significance

Once again Position in Institution was dominant, with Years in Service associated only with component IC2. The association of Position in Institution with Institutional Composition may reflect the respondents' knowledge of the university, which shows how much the variable influences the Institutional Composition construct in this study. Higher positions or professional positions help employees understand the impact of change on structures, systems, policy flexibility etc., (the components), giving the credibility of the results. This finding is consistent with that of Miterev et al., (2017) who advocate for role movement and re-configuration in organisations to achieve organisational growth.

Years in Service is associated with the flexibility of the three institutions' structures to allow changes (IS2) as depicted below.

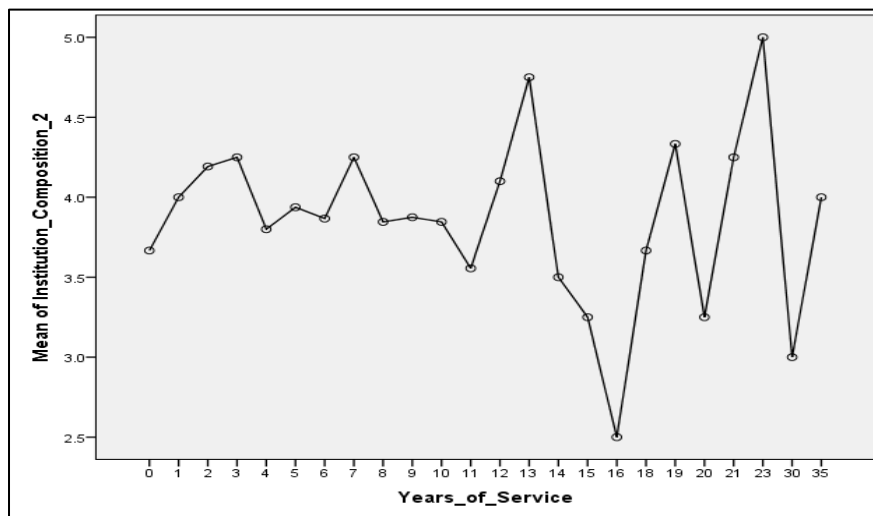


Figure 8: Years of Service

The higher the value, the more the flexibility. Those who have been there for 16 years (two in frequency) believe the flexibility level is minimal. It is clear that the first nine years of service are full of hope; beyond that, the trend is erratic and extreme on both sides, that is, some believe that there is extreme flexibility whilst others see the exact opposite. Further profiling shows that within gender, there are more women at the lower end than men when it comes to years-in-service, and more non-academics than academics are at the lower end of years-in-service. By way of cross-tabulation, it is evident that the higher mean IC2 scores are for women (4.07 vs 3.88 and P-value = 0.002) than for men when considering gender. However, the ‘other’ or ‘non-academic’ professional category has a significantly lower mean IC2 score (3.73 vs 4.33 and P-value = 0.003) than the academic category. This too confirms that the other/non-academic members affiliated to organised labour/unions are mostly men and are sceptical regarding the flexibility of the three institutions’ structures in allowing changes. This result is also what Position’s six components in Institution (other/non-academic vs academic) confirms. On average, the other/non-academic group considered no flexible procedures and processes to allow for change to manage the transition. In contrast, in general, the academic group saw it differently. This observation supports other findings reported in the literature and represents the antagonistic nature between labour vs employer, which often manifests itself at the bargaining councils.

4.5.4 CHANGE MANAGEMENT PRACTICES

There are 15 components of the construct Change Management Practices. Computing a single measure of this construct instead of the 15 components would not have been beneficial in that had that not been so, the chances are that the researcher would have picked up no significant association as no variable is associated with all components, the granular associations listed below would have been lost.

Table 8

Change Management Practices

Change Management Practices	Gender	Age	Marital status	Position in Institution	Highest Qualification	Years in Service
	<i>p-Values*</i>					
CM1	.389	.659	.111	.330	.155	.771

Change Management Practices	Gender	Age	Marital status	Position in Institution	Highest Qualification	Years in Service
CM2	.685	.810	.706	.117	.182	.638
CM3	.434	.601	.844	.230	.844	.187
CM4	.039	.173	.229	.205	.289	.773
CM5	.192	.778	.285	.000	.603	.000
CM6	.146	.787	.600	.038	.502	.023
CM7	.020	.313	.013	.002	.470	.000
CM8	.759	.727	.042	.005	.663	.011
CM9	.174	.560	.956	.454	.677	.639
CM10	.198	.019	.001	.049	.778	.864
CM11	.654	.822	.599	.008	.674	.070
CM12	.054	.803	.656	.000	.447	.981
CM13	.006	.988	.294	.000	.756	.406
CM14	.719	.653	.522	.003	.792	.943
CM15	.079	.536	.018	.002	.635	.469

*At 0.05 level of significance

Components 1-3 and 9 of Change Management Practices exhibited no association at all with the variables. Position in Institution was the variable with most associations and Highest Qualification had none at all. CM7 (Were employees committed to the change initiative?) exhibited the most association with the variables (four variables out of six). Since change management practices are well understood, practiced and enforced by managers, Position in Institution was expected to influence change management practices the most. This finding is consistent with Day et al (2017) and Turner (2019) who advocate for institutionalised change led professionals.

Gender is associated with all components of the institutions being considered in compiling the change initiative (CM4); employees committed to the change initiative (CM7) and people's expectations regarding the change initiative being realistic (CM12). This is mainly owing to more favourable evaluations by women as compared to men. Age is associated with employees being equipped to manage the changes taking place (CM10) and it was observed that the younger the individual, the more he or she is equipped to manage the changes. This suggests that organisational inertia is more likely to manifest in older people as naturally adaptation to change is often a

function of assimilating new environments, a trait synonymous with younger compared to older people in general. Years in Service is associated with five components which are employees who were affected by the change being involved in drafting the change plan (CM5), employees' contributions being valued (CM6), employees committed to the change initiative (CM7) and the change initiative starting to show results within a short period of time (CM8). The results are easily collaborated by the profile on Years of Service, the more the years, the more the erratic and extreme the tendencies. This is unpacked to show that as Years of Service increase, the academic members rate the components more favourably whilst the other / non-academic members rate the components more negatively. Hence the variation between Years of Service is in fact split and a function of Position in Institution. Marital Status is associated with employees committing to the change initiative (CM7) and the change initiative starting to show results within a short period (CM8), employees being equipped to manage the changes taking place (CM10) and the extent of well-coordinated interventions in the change initiatives (CM15). A lower evaluation of the divorced mainly drives these variances; the causal effect in that regard requires further investigation. Position in Institution (other / non-academic vs academic) is associated with most components and expectedly so. Generally, change management practices are a source of continuous contestation between labour and employers and they are the reason why bargaining councils came into existence. Hence the variable correlates with almost all of the components and inconformity in literature.

4.5.5 MISSION AND STRATEGY

Computing a single measure of Mission and Strategy (M&S) instead of the 13 components would not have been beneficial in that had that not been so, the chances are that the researcher would have picked up no significant association as no variable is associated with all components. The granular associations shown below would have been lost.

Table 9

Mission and Strategy

Mission & Strategy	Gender	Age	Marital Status	Position in Institution	Highest Qualification	Years in Service
	<i>p-Values*</i>					
p(M&S1)	.330	.571	.543	.388	.008	.777
p(M&S2)	.224	.581	.478	.518	.697	.004
p(M&S3)	.167	.416	.515	.075	.929	.176
p(M&S4)	.593	.050	.960	.530	.072	.247
p(M&S5)	.032	.137	.000	.463	.253	.013
p(M&S6)	.033	.346	.760	.888	.740	.042
p(M&S7)	.388	.326	.225	.183	.462	.171
p(M&S8)	.724	.615	.122	.188	.248	.018
p(M&S9)	.386	.928	.785	.090	.882	.361
p(M&S10)	.761	.704	.864	.371	.954	.269
p(M&S11)	.301	.380	.930	.593	.465	.371
p(M&S12)	.654	.040	.186	.791	.474	.407
p(M&S13)	.360	.900	.892	.099	.887	.246

*At 0.05 level of significance

For the Mission and Strategy, all other variables except Position In Institution have shown associations with this construct. Marital Status and Highest Qualification are on a single component of Mission and Strategy each. The component p(M&S5), (Were those who can make a meaningful contribution, involved in developing the change strategy?) seems to have the most association with the independent variables. On the other hand, the variable Years in Service has the most associations with Mission and Strategy. This implies that it is those experienced employees at the university who understood the mission and strategy and therefore the purpose of organisational change better than their inexperienced counterparts. More often, it is the skilled employees who drive change management practices. In the literature reviewed, this finding is consistent with other findings in the past, such as by Ololube & Ololube (2017).

4.5.6 EXTERNAL ENVIRONMENT

Splitting the seven components of the External Environment (EE) variable was beneficial in that granular association with three variables was enhanced. Combining all seven into one would have nullified the granular associations as shown below.

Table 10

External Environment

External Environment	Gender	Age	Marital Status	Position in Institution	Highest Qualification	Years in Service
	<i>p-Values*</i>					
EE1	.394	.472	.958	.301	.533	.415
EE2	.276	.019	.524	.031	.625	.002
EE3	.189	.546	.737	.461	.766	.180
EE4	.784	.545	.877	.216	.872	.755
EE5	.832	.900	.450	.012	.236	.158
EE6	.997	.689	.211	.347	.088	.621
EE7	.879	.241	.829	.286	.012	.923

*At 0.05 level of significance

Of the External Environment components, only three exhibited some association as shown in the above table, and these are EE2 (Were influences in the macro-economic environment such as the effect of globalisation, the current exchange rate etc., taken into consideration with this change initiative?); EE5 (Was the change initiative in line with changes taking place in the socio-political environment?) and EE7 (Did the change initiative consider the latest market trends?). EE2 seemed to influence the External Environment construct the most as the association is underpinned by three variables. In the university, Position in Institution has the most association. This is consistent with the fact that the external environment is mostly understood by managers who are professionals, and in this study, ‘Professionals’ is an intra-variable of Position in Institution. Professionals possess better capabilities than ‘Others’ and therefore are expected to drive change in the university through process-centered capabilities. This finding is consistent with Phelps & Fuller (2016)’s argument that inertia is overcome by the dynamic capabilities of organisational change. One expects that university professionals would have dynamic capabilities.

Age is associated with influences in the macroeconomic environment taking into consideration change initiative (EE2). On average, the younger generation, in contrast to the older generation, rated this more positively, suggesting that the younger generation is more prone to change and is actively seeking it. The cut-off age, looking at the inferences would be 40 years, 40 and below being the younger group. The highest being 65 years and lowest being 21 (there is an outlier in the respondents who is 19 years old). Years in Service are associated with influences in the macroeconomic environment, considering change initiative (EE2). The inferences collaborate the profile above on Years of Service, that is, the more the years, the more the erratic and extreme the tendencies. Position in Institution is associated with influences in the macroeconomic environment, considering the change initiative (EE2) and the change initiative being in line with changes taking place in the socio-political climate (EE5). Once again, this is driven by the contrast between employees' academic vs non-academic nature. Also, the reflection of the extent of exposure as depicted in the means plot below. The academics tended to be more informed.

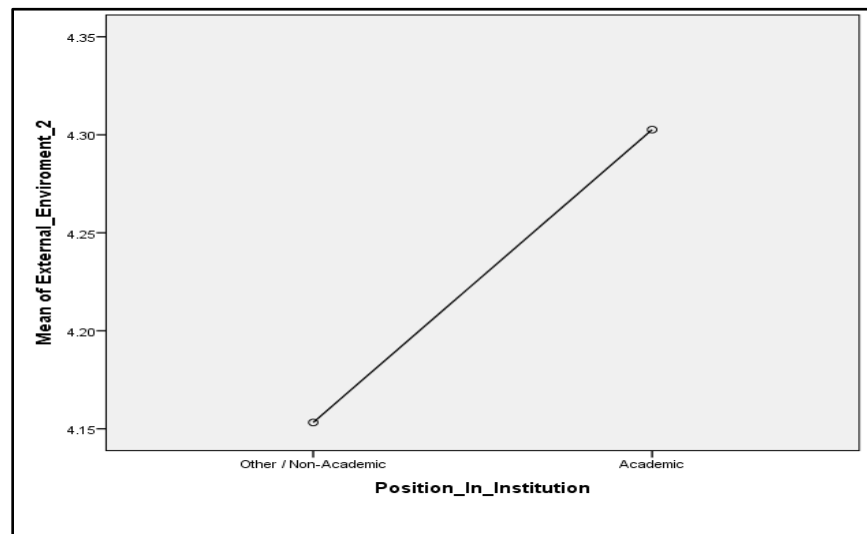


Figure 9: Position in Institution

4.5.7 CHANGE RELATED SYSTEMS

Splitting the five components of Change Related Systems (CR) was beneficial in that the granular association with two variables was enhanced in addition to Position in Institution. Combining all five into one would have nullified the granular associations as shown below.

Table 11

Change Related Systems

Change Related Systems	Gender	Age	Marital Status	Position in Institution	Highest qualification	Years in service
	<i>p-Values*</i>					
CR1	.101	.225	.215	.053	.658	.220
CR2	.017	.291	.811	.001	.735	.014
CR3	.017	.197	.917	.004	.636	.007
CR4	.408	.069	.237	.007	.433	.014
CR5	.123	.919	.259	.028	.875	.423

*At 0.05 level of significance

This construct has five components, and all five exhibit some associations with three variables, Gender, Position in Institution and Years in Service. Once again, Position in Institution seems to influence the construct Change Related Systems the most. Change Related Systems has the highest association with Position in Institution. For the same reasons enumerated above, professionals are expected to develop and understand the organisation's change-related systems. They will, therefore, know where to effect change-driving initiatives. This finding is consistent with that of dynamic capabilities by Phelps & Fuller (2016) as noted above. Further, the researcher found that in the university, organisational knowledge management systems are driven by professionals and experienced individuals (Years in Service) who usually are managers, a finding consistent with Annansingh, Howell, Liu & Nunes (2018).

Gender is associated with whether the employees who implemented the changes were rewarded for it (CR2) and enough human resources to manage the change initiative (CR3). Evidence has already been presented that confirms women felt their contributions were welcome. The favourable results were, therefore split by gender. By implication, men detested the process and inferred insufficient consideration had been applied, including the allocation of resources. However, the men were split with the academics feeling strongly in favour, and the non-academics felt otherwise. This result is partly why a Position in Institution is associated with all components of Change Related Systems. The total being that components reflect the antagonistic composition between labour and employers owing to the proxies of other/non-academic vs academic in so far as change management is concerned.

Labour holds the view and believes that the institutions' compensation systems supporting the change initiative were inadequate; the academics had the opposite view (CR1). The same inferences play out about employees who implemented the changes being rewarded for it (CR2).

1. If organisations allocated sufficient human resources to manage the change initiative (CR3),
2. If organisations provided adequate financial resources to the change initiative (CR4) and
3. If representatives from all relevant functions in the institution involved in managing the change initiative were involved (CR5).

The results are summarised in the table below, where the higher mean for academic employees is significantly higher than the 'Other' category.

Table 12

Change Related Systems Standard Deviation

		Mean	Std. Deviation	Std. Error	P - value
Change_Related_Systems_1	Other	3.64	1.252	.112	.002
	Academic	4.26	1.389	.159	.002
	Total	3.88	1.337	.095	
Change_Related_Systems_2	Other	3.47	1.303	.117	.003
	Academic	4.08	1.440	.165	.003
	Total	3.70	1.385	.098	
Change_Related_Systems_3	Other	3.46	1.265	.114	.000
	Academic	4.12	1.233	.141	.000
	Total	3.71	1.290	.091	
Change_Related_Systems_4	Other	3.44	1.345	.121	.000
	Academic	4.28	1.372	.157	.000
	Total	3.76	1.412	.100	
Change_Related_Systems_5	Other	3.57	1.295	.116	.001
	Academic	4.21	1.192	.137	.001
	Total	3.82	1.292	.091	

4.5.8 WORK UNIT CHANGE ORIENTATION

Splitting the eight components of Work Unit Change Orientation (WUO) was beneficial in that the granular associations with four variables was enhanced. Combining all eight into one would have nullified the granular associations other than Position in Institution as shown below.

Table 13

Work Unit Change Orientation

Work Unit Change Orientation	Gender	Age	Marital Status	Position in Institution	Highest Qualification	Years in Service
	<i>p-Values*</i>					
WUO1	.055	.483	.555	.541	.667	.220
WUO2	.424	.840	.528	.023	.991	.924
WUO3	.531	.396	.210	.018	.719	.902
WUO4	.056	.153	.333	.006	.562	.001
WUO5	.155	.616	.224	.010	.267	.395
WUO6	.591	.378	.435	.004	.512	.000
WUO7	.394	.268	.183	.003	.607	.000
WUO8	.320	.498	.719	.041	.008	.508

*At 0.05 level of significance

There are eight components for this construct, and all eight exhibit some association with four variables - Gender, Position in Institution, Highest Qualification and Years in Service. In the university, Position in Institution seemed to influence the Work Unit Change Orientation to construct the most, followed by Years in Service. Professionals who usually are managers are tasked with communicating the purpose and benefits of organisational change. If this is not done correctly, or an inexperienced person or a member of the 'Other' employee grouping does it, the message may be lost. This finding was consistent with Elsmore (2017)'s findings, who assert that most of the changing variability occurs due to initial miscommunication or misconception. The need for professionals or experienced individuals to orient change in work units is apparent in the university.

Gender is associated with whether the people in one's work unit encourage each other to support the change (WU01) and whether they perceive the change positively (WU04). Inferences show that in both instances, women had a significantly higher rating compared to men. Women feel compelled to support each other, be on the lookout for each other, and positively embrace impending change. On Highest Qualification, there was an association with counselling available to people who suffer from the change initiative's emotional effects (WU08). The inference being that the lower the level of education, the more employees embraced the counselling. This result

resembles the notion that the more vulnerable often embrace any available support systems/structures. Years in Service as determined above play out here in a similar manner, this time across most of the components. As the years of service increase, sharp differences exist between those strongly agree and those that strongly disagree per construct. Once again, Position in Institution is associated with all components of Work Unit Change Orientation. The total being that components reflect the antagonistic composition between labour and employers owing to the proxies of other/non-academic vs academic in so far as Work Unit Change Orientation is concerned. Labour holds the view that change orientation does not work, whereas the employer/academics felt otherwise.

4.5.9 JOB/ TASK REQUIREMENTS

Splitting the 11 components of Job / Task Requirements (JTR) was beneficial in that the granular association with three variables was enhanced. Combining all 11 into one would have nullified the granular associations as shown below.

Table 14

Job Task Requirements

Job Task Requirements	Gender	Age	Marital Status	Position in Institution	Highest Qualification	Years in Service
	<i>p-Values*</i>					
JTR1	.021	.189	.811	.014	.569	.013
JTR2	.444	.748	.426	.001	.340	.284
JTR3	.170	.272	.851	.011	.651	.084
JTR4	.917	.965	.920	.421	.496	.454
JTR5	.057	.064	.221	.021	.941	.108
JTR6	.377	.882	.301	.022	.096	.327
JTR7	.158	.731	.813	.121	.562	.267
JTR8	.147	.720	.845	.012	.908	.193
JTR9	.281	.980	.197	.050	.648	.583
JTR10	.580	.823	.677	.387	.292	.417
JTR11	.144	.436	.339	.010	.113	.269

*At 0.05 level of significance

Inferences are similar to what has been determined above concerning the Work Unit Change Orientation. The construct had 11 components. Eight of these components showed an association with Position in Institution, indicating the dominant influence of the variable in the construct. The Gender variable was associated with component JTR1 (Were people's job content changes due to the changes being implemented?) and JTR5 (Was it easy for people to make changes to the content of their jobs?). This finding resonates with the results of Elsmore (2017) as noted above. Job /task requirements dictate the nature of change and these concepts are in the domain of managers; therefore, these are managerial issues. During the merger, managers would have made decisions such as re-configuring job requirements or abandoning change about to be implemented. And it is only professional and managers who make these decisions. This finding is consistent with Braxton & Taska (2020) who conclude that job requirements impact change's nature.

4.5.10 MOTIVATION FOR CHANGE

Splitting the six components of the construct Motivation for Change was beneficial in that the granular associations with two variables was enhanced. Combining all six into one would have nullified the granular associations as shown below.

Table 15

Motivation for change

Motivation for change	Gender	Age	Marital Status	Position in Institution	Highest Qualification	Years in Service
	<i>p-Values*</i>					
p(Motivation for change1)	.081	.153	.438	.006	.873	.005
p(Motivation for change2)	.165	.410	.493	.040	.339	.175
p(Motivation for change3)	.976	.942	.809	.111	.882	.197
p(Motivation for change4)	.240	.938	.993	.035	.616	.158
p(Motivation for change5)	.805	.969	.721	.008	.381	.097
p(Motivation for change6)	.728	.897	.324	.043	.960	.029

*At 0.05 level of significance

The construct Motivation for Change showed an association with Position in Institution and Years in Service. This is to be expected at the University. These two variables typically shape respondents' feelings who have been at an organisation for some time (Healy, 2016). Internalized motivation for change is also derived from how individuals perceive the benefit to them, and this is a phenomenon in those who have been at the University or in the same job for a considerable number of years, or who hold professional positions. This finding is consistent with the intrinsic motivation finding by Rheinberg & Engeser (2018).

4.5.11 EMOTIONAL IMPACT

Splitting the nine components of Emotional Impact (EI) was beneficial in that the granular associations with five variables was enhanced. Combining all nine into one would have nullified the granular associations as shown below and perhaps associations would only be picked up in Position in Institution.

Table 16

Emotional Impact

Emotional Impact	Gender	Age	Marital Status	Position in Institution	Highest Qualification	Years in Service
	<i>p-Values*</i>					
EI1	.129	.897	.219	.001	.829	.326
EI2	.223	.515	.549	.008	.303	.052
EI3	.853	.450	.187	.002	.736	.031
EI4	.484	.033	.078	.050	.014	.058
EI5	.033	.721	.364	.006	.921	.444
EI6	.046	.807	.090	.024	.919	.179
EI7	.271	.077	.624	.003	.522	.466
EI8	.886	.964	.930	.287	.296	.231
EI9	.027	.601	.616	.012	.698	.003

*At 0.05 level of significance

Five out of the six variables have exhibited an association with Emotional Impact (Table 16). The dominant association of the variables with the Emotional Impact construct at the University comes from Position in Institution, Years in Service and Gender, in that order. This observation is

consistent with the reports in the literature where conclusions are drawn that job emotions grow with how much an employee is attached to his or her job, meaning the more years the employee has spent in the role, the more they become emotionally attached (Klarner et al, 2017). Inferences on Gender, Age, Position in Institution and Years in Service mimic similar findings as previously stated.

4.6 OVERALL ANALYSIS OF THE CHI-SQUARE

The null hypothesis states that there is no relationship between the two variables, while the research hypothesis states that there is a relationship between the two variables. From the overall chi test for the twelve independent constructs, it seems that the Position in the Institution is related to almost all the constructs. The Marital Status variable is not showing much relationship with the constructs investigated, highlighting that there is little influence in influencing organisational change.

4.7 CORRELATIONS

Correlation coefficients were calculated to measure the strength between the twelve domains/ constructs and the six variables and between the domains. This calculation was also done to find out if the domains had any complementary information. Annexure B shows the results of this exercise. Table 16 below shows selected correlations that stood out in the results.

Table 17

Pearson coefficient of correlations (constructs vs variables)

	Gender	Age	Marital Status	Position In Institution	Highest Qualification	Years of Service
SS_MS13	-.025	-.107	.081	.055	-.049	-.105
SS_EE7	.129	-.078	.082	.194**	-.040	-.053
SS_CL12	.181*	-.122	.080	.298**	-.011	-.067
SS_OCC8	.147*	-.149*	.055	.263**	-.021	-.101
SS_IC8	.157*	-.110	.158*	.258**	-.030	-.055
SS_CMP15	.186**	-.194**	.091	.283**	-.017	-.132
SS_CRS5	.140*	-.110	.064	.261**	-.036	-.048
SS_WUCO8	.085	-.195**	.104	.259**	-.013	-.083
SS_JTR11	.123	-.181*	.084	.265**	-.040	-.107
SS_MC6	.162*	-.066	.008	.293**	-.020	.039
SS_PIC7	.178*	-.180*	.032	.299**	.038	-.105
SS_EI9	-.025	.129	.181	.147	.157	.186

*At 0.05 level of significance

Table 17 shows a weaker relationship between the constructs or domains and the variables. However, Position in Institution is the only variable that exhibited relatively stronger positive relationships throughout, which was the case with most of these constructs' items and this variable in the initial results. The opposite is, however, valid for the relationship between the constructs. There was a positive correlation between the constructs. This showed that the constructs/ domains had complementary information (Annexure B).

The splitting of the various components of a variable instead of using its combined attribute helped realise significant associations at the item level. It is clear that even though factors causal to organisational inertia are clearly identified and include Gender (men are more prone to organisational inertia, women are more embracing of change management), Position In Authority (other or unionised labour are more prone to organisational inertia), Age (older persons are more inclined towards organisational inertia), Years in Service (the more the years in service, the more inclined towards organisational inertia) and Education (the higher the educational level, the more prone to organisational inertia if Position In Authority is other/non-academic). Splitting the components per variable enabled granular associations to be observed per variable. Had all components been combined per variable, most of these inferences would not have been statistically significant and would have been lost.

CHAPTER 5: DISCUSSION

5.1 INTRODUCTION

This chapter marks the conclusion of the study. Its primary purpose is to explain and give meaning to the results presented in the results section. Furthermore, the significance of the findings is explained in the context of the research objectives and research questions. This chapter's discussion pertains to the research objectives, questions of this study and how the findings addressed them.

5.2 RESEARCH OBJECTIVES

In order to guide the discussion, the research objectives and research questions are re-stated below.

- I. To investigate the factors that are causing organisational inertia in the university.
- II. To investigate if any transformational or transactional variables affect employees during change management.
- III. To investigate an organisation's readiness to change using an empirical study.
- IV. To develop recommendations on findings to assist organisations in resolving the challenge of organisational inertia.

Other authors had previously used the twelve constructs investigated in the OIS, stemming from the Burke-Litwin model (1992) in various studies to determine the factors affecting organisational performance and the factors impacting organisational inertia. As indicated in the literature review, most studies have found that these factors affect organisational performance and inertia. In this study, the factors were used to investigate the factors that lead to organisational inertia in a university. The discussion followed is reiterated below.

- i. To investigate the factors that are causing organisational inertia in the university.*

The study found that all twelve factors affected organisational inertia in one way or another at the university. However, out of all the associations noted, at most five dependent variables and the factors, change management practices, Mission and strategy, and the researcher found emotional impact factors affecting organisational inertia more than other factors. Ahmad et al (2019) found

that change management practices significantly impact organisational inertia. The authors caution that organisations must adopt appropriate change management practices to dissipate inertia. In the study, the University was going through transitional change, and therefore, a proper change management practice was necessary. Change without a clear mission and strategy usually fails and would impact employees emotionally (Klarner et al, 2017).

- ii. *To investigate if there are any transformational or transactional variables that affect employees during change management.*

Transformational variables are defined as external factors and transactional variables are defined as internal variables (Husaain et al, 2018). The study found that transformational variables affected organisational inertia as indicated by associations with EE2 (Were influences in the macroeconomic environment such as the effect of globalisation, the current exchange rate etc., taken into consideration with this change initiative?), EE5 (Was the change initiative in line with changes taking place in the socio-political environment?) and EE7 (Did the change initiative consider the latest market trends?). The researcher found transactional components within variables such as Mission and Strategy to affect organisational inertia. This means that when change initiatives are implemented, attention must be paid to both external and internal factors for the change to be successful.

- iii. *To investigate an organisation's readiness to change by means of an empirical study.*

- iv. The notion behind this objective was to find out if there were outstanding factors to which any organisation should pay particular attention in its preparation for change. The study found that all the factors under study in this research affected organisational inertia and needed to be considered as implied by positive correlations. It was however not so with constructs and variables. Most of the six variables had weak associations with the constructs' items, suggesting that these demographic variables did not affect the constructs' factors. However, the researcher found that an employee's position in an organisation, in particular, influenced the employee preparedness for change as the variable 'Position in Institution' was the most associated with most of the constructs' components.

The literature lists the factors that underpin an organisation's readiness to change as Organisational culture and support, Institutional Composition, Change Management practices, Change related systems, Job/ task requirements, Management strategy of change and Work unit change orientation (Godbole, 2017); Rheinberg & Engeser (2018); Tuner (2019); Storesletten et al (2021). In this research study, it was established that all the factors except Management strategy of change to influence the organisation's readiness to change. The association with the dependent variables evidences this. Position in Institution was the primary determinant factor.

Four research questions were considered in this study, and these are re-stated below:

- i. Is organisational inertia a phenomenon within the organisational change processes?
- ii. Through which factors does organisational inertia manifest through employees during change initiatives?
- iii. Which organisational inertia factors that affect employees during change have stood out as having the most impact?

The following sections answered these research questions.

- i. Is organisational inertia a phenomenon within the organisational change processes?*

Organisational change deals with organisational inertia (Hur et al, 2019). In literature, the four factors identified as change management factors were Change in Leadership, Change Management practices, Change Related Systems and Work Unit Change Orientation (Altamony et al, 2016); Kuvaas et al (2017); Rheinberg & Engeser (2018); Biswas (2018); Williamson (2020). The presence of these four factors has been found to promote organisational change processes. In this study, these factors were also found to promote organisational change and to assist in dealing with organisational inertia at the University. Further, it was found that motivation for change also played a significant part in the organisational change process (as evidenced by its association with two variables, that is 'Position in Institution' and 'Years in Service').

ii. *Through which factors does organisational inertia manifest in employees during change initiatives?*

The university under study came into existence because of a merger. The supposition was that employees may have experienced a period of anxiety, indecision, and expectation during the merger. The literature identifies some factors that result in organisation inertia in employees. These factors include Organisational culture and support, Personal impact of change, Institutional composition, Change management practice, Change related systems, Work unit change orientation, Motivation for change and Emotional impact (Breslin et al, 2016) and Lind (2017). For instance, Breslin et al (2016) found that organisational inertia increases as organisations grow as a result of specialized systems and employees and teams becoming specialists. This breeds a culture of performance that was found to be impervious to change (Castillo et al, 2018). In this study, the following were found to be factors through which organisation inertia manifests:

- Organisational culture and support (associations between the variables and *all* components)
- Institutional composition (associations with the variables and eight out of nine components).
- Change management practices (associations with the variables and 11 out of 15 components).
- Change related systems (associations between the variables and *all* components).
- Work unit change orientation (associations between the variables and *all* components).
- Motivation for change (associations between the variables and five out of six components), and
- Emotional impact (associations with the variables and eight out of nine components). Emotional impact was also linked to motivation in that an employee's ability to control emotions within the organisational change process may be influenced by how motivated they are on the job.

iii. *Which organisational inertia factors that affect employees during change have stood out as having the most impact?*

The study has shown that gender, age, position in the institution, the highest level of education, and years in service all influence the emotional impact of the change process on employees. Employees at all levels may be influenced by their emotions regarding their decision to accept change within the organisation. The study further revealed that the many factors identified in research question II above, involved in the organisational change process, are influenced positively or negatively by the system's internal structures. As evidenced by the association between IC2 (Were the three institutions' arrangements flexible to allow changes?) and the variables. During the merger, the researcher found organisational inertia to manifest itself the most through Organisational culture and support, Change-related systems and Work unit change orientation as supported by the evidence indicated in the second research question above.

5.3 RECOMMENDATIONS AND CONCLUSIONS

This section responds to the last research objective. The empirical findings in this study related to observations at the University of Johannesburg. Organisational inertia has been presented as the tendency within organisations to opt for the prevailing status quo at the expense of embracing and adapting to change. As a result, organisations that suffer from inertia become rigid and incapable of embracing change. The associations determined in this study have not explored further the implications of how certain results, such as the "divorced" category contribute to organisational inertia. This implies an interplay between social inertia and social change. The former manifests in the endurance of toxic associations and relationships in societies or social groups. Therefore, further research must explore social inertia's conflation of organisational change, given that divorce is generally regarded as a personal inertia killer. Divorce is one of the most often mentioned major life events leading to major stress and upheaval for professional growth. Divorce as a casual factor determined in this study finding needs further interrogation and is an area to be recommended for future study. Future work should zoom into the context or University within which the study was conducted, and derive some practical ways to foster organisational change and ways to eliminate some organizational inertia factors to benefit the Higher Education in general in a much broader context and taking into account, elements such as history and detailed engagement of management around their strategy and efforts in that regard.

While the study finds Position in Institution influencing most constructs at the university, it is recommended that future studies consider expanding the variables further to reveal the effect of the constituents of the variables on the constructs. In fact, in exploring and analysing any organisation's inertia to obtain long term sustenance of process improvements, two deliverables need to be realised:

- (a) to tailor-make approaches and draw up a detailed and customised plan of work and
- (b) to better address causal factors of resistance and generate 'buy-in' during process improvements within an organisation.

This study merely sought to profile causal factors, and it is recommended that future studies should prioritise and build on this research, examine the necessary improvement strategies that are required to address organisational inertia and in so doing, design approaches specific to a particular organisation as well as to groups within the organisation and at the level of the individual employee.

In conclusion, a failure to embrace to change is often detected at the organisational level, but it will have emanated at the individual level. The study sought to understand the extent to which organisational inertia affects employees. This was established as the causal factors, and the research showed that organisational inertia does impede organisational change initiation. The nature of the confounding factors that prohibit organisational change impacted organisational inertia at the University of Johannesburg (UJ). This institution arose out of three culturally and racially different institutions RAU, TWR and Vista into one, University of Johannesburg. Organisations must ensure that they minimise change resistance and that the process begins by understanding the factors responsible for that, as shown, and confirmed in this study. As indicated elsewhere; it is recommended that future studies look at profiling socio-demographic factors further to reveal the effect of the constituents of the variable/s on the constructs to the Burke-Litwin model. This further analysis allows management practitioners to acknowledge that their beliefs must change, for example their beliefs about organisational culture and support.

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ANNEXURE A: ORGANISATIONAL INERTIA SCALE

I am a master's student in the field of Industrial and Organisational Psychology. Please could you kindly assist me in completing my research by taking a few minutes of your time to fill in this questionnaire. The purpose of the study is to investigate the effect that the 2005 merger had on employees as well as how it has affected the present institution i.e. the university. The title of my research is given below:

TITLE: AN INVESTIGATION INTO THE FACTORS THAT LEAD TO ORGANISATIONAL INERTIA WITHIN A SOUTH AFRICAN ORGANISATION

INSTRUCTIONS:

Please **CIRCLE** the appropriate code on the 7-point scale, to indicate your perception of your company's change initiative.

A: Business and Change Strategy (Mission and strategy)

1. Did you agree that xxx, xxxx and xxxx institutions needed to change and merge into xxxx university?

Fully agree

Totally disagree

7	6	5	4	3	2	1
---	---	---	---	---	---	---

5

2. Did you understand the purpose of the change strategy?

Fully understand

Do not understand

7	6	5	4	3	2	1
---	---	---	---	---	---	---

6

3. Were you familiar with the content of the change strategy?

Totally familiar

Not at all familiar

7	6	5	4	3	2	1
---	---	---	---	---	---	---

7

4. Did you know what your role was in the change strategy implementation?

Know fully

Do not know at all

7	6	5	4	3	2	1
---	---	---	---	---	---	---

8

5. Were those who can make a meaningful contribution, involved in the development of the change strategy?

Very involved

Not at all involved

7	6	5	4	3	2	1
---	---	---	---	---	---	---

9

6. Were customer needs used as input for the change strategy?

Customer needs were used

Not used

7	6	5	4	3	2	1
---	---	---	---	---	---	---

10

7. Did the change strategy cover all elements which should be considered during a change initiative?

Covers most relevant elements

Does not cover all relevant elements

7	6	5	4	3	2	1
---	---	---	---	---	---	---

11

8. Did the change strategy include a process which will identify resistance to change forces?

To a large degree

Not at all

7	6	5	4	3	2	1
---	---	---	---	---	---	---

12

9. Did the institution have a specific strategy to manage the sources of resistance to change?

A strategy exists

Not at all

7	6	5	4	3	2	1
---	---	---	---	---	---	---

10. Was the change strategy easy to understand?

Easy to understand

Difficult to understand

7	6	5	4	3	2	1
---	---	---	---	---	---	---

11. Was the change strategy be easy to implement for those involved?

Easy to implement

Difficult to implement

7	6	5	4	3	2	1
---	---	---	---	---	---	---

12. Was the implementation of the change strategy result in the required changes?

Will result in the required change

Will not result in the required change

7	6	5	4	3	2	1
---	---	---	---	---	---	---

13. Was the change initiative supported by the relevant workers union?

Fully supported

Not at all supported

7	6	5	4	3	2	1
---	---	---	---	---	---	---

B. External environment

1. Did the change initiative comply with current legislation?

Fully complies

Does not comply

7	6	5	4	3	2	1
---	---	---	---	---	---	---

2. Were influences in the macro economic environment such as the effect of globalization, the current exchange rate etc., taken into consideration with this change initiative?

Fully considered

Ignored

7	6	5	4	3	2	1
---	---	---	---	---	---	---

3. Did the customer base support the changes to be implemented?

Total support

No support

7	6	5	4	3	2	1
---	---	---	---	---	---	---

4. Did other affiliated businesses such as suppliers view the change as positive?

View as totally positive

View as totally negative

7	6	5	4	3	2	1
---	---	---	---	---	---	---

5. Was the change initiative in line with changes taking place in the socio-political environment?

Fully aligned

Not at all aligned

7	6	5	4	3	2	1
---	---	---	---	---	---	---

6. Did the change initiative take technological developments into account?

Fully

Not at all

7	6	5	4	3	2	1
---	---	---	---	---	---	---

7. Did the change initiative take into account the latest market trends?

Fully

Not at all

7	6	5	4	3	2	1
---	---	---	---	---	---	---

C. Change leadership

1. Did top management have a clear vision of the changes they wish to bring about?

Clear vision

No vision

7	6	5	4	3	2	1
---	---	---	---	---	---	---

2. Were you excited about top management's vision?

Very excited				Not at all excited		
7	6	5	4	3	2	1

3. Was the change initiative endorsed at the highest level in the company?

Endorsed at highest level				Not endorsed at highest level		
7	6	5	4	3	2	1

4. Did all members of top management support the change initiative?

Supported by all members				Supported by some members		
7	6	5	4	3	2	1

5. Did employees have confidence in top management's ability to manage changes?

Total confidence				No confidence		
7	6	5	4	3	2	1

6. Were previous change efforts implemented by management, effective?

Changes were effective				Changes were not effective		
7	6	5	4	3	2	1

7. Did the outcome of previous efforts effect this change effort?

To a large extent				Not at all		
7	6	5	4	3	2	1

8. Did top management show commitment to the change initiative, by practicing what they preach?

Always				Never		
7	6	5	4	3	2	1

9. Were top management's intentions perceived as being honest?

Always honest				Totally dishonest		
7	6	5	4	3	2	1

10. Did top management realize the full implications of the change initiative?

Fully realize				Do not realize		
7	6	5	4	3	2	1

11. Did top managers communicate the same message regarding the change?

Always the same message				Conflicting messages		
7	6	5	4	3	2	1

12. Were there change agents throughout the company (people who drove the change process)?

Change agents throughout				No Change agents		
7	6	5	4	3	2	1

D. Organisation culture supportive of change

1. Did the culture in the business allow experimentation by employees?

Always allows experimentation				Does not allow experimentation		
7	6	5	4	3	2	1

2. Was the work environment safe for making suggestions for improvement?

Very safe Very unsafe

AN INVESTIGATION INTO THE FACTORS THAT LEAD TO ORGANISATIONAL INERTIA WITHIN A SOUTH AFRICAN ORGANISATION

	7	6	5	4	3	2	1	
3. Were employees encouraged to make suggestions regarding the implementation of the change initiative?								38
Encouraged to make suggestions				Discouraged to make suggestions				
	7	6	5	4	3	2	1	39
4. Were employees' new ideas considered for implementation?								
Always considered				Never considered				
	7	6	5	4	3	2	1	40
5. Were creative contributions to business improvement rewarded?								
Always rewarded				Never rewarded				
	7	6	5	4	3	2	1	41
6. Did the proposed changes improve on the present values of the institution?								
Improves on present values				Does not enhance present values				
	7	6	5	4	3	2	1	42
7. Were employees allowed to make mistakes when new concepts are experimented with?								
Allowed to make mistakes				No mistakes allowed				
	7	6	5	4	3	2	1	43
8. Were employees encouraged to use creative problem solving methods?								
Always encouraged				Discouraged				
	7	6	5	4	3	2	1	44
E. Business composition								
1. To what extent did the size of the institutions affect the implementation of the change initiative?								
Will affect it positively				Will affect it negatively				
	7	6	5	4	3	2	1	45
2. Were the structures of the three institutions flexible to allow changes?								
Very flexible				Very inflexible				
	7	6	5	4	3	2	1	46
3. Were organisational policies flexible of the different institutions?								
Very flexible				Very inflexible				
	7	6	5	4	3	2	1	47
4. Was decision making allowed across all levels of the business?								
Across all levels				Limited to some levels only				
	7	6	5	4	3	2	1	48
5. Were employees' job descriptions flexible?								
Very flexible				Very inflexible				
	7	6	5	4	3	2	1	49
6. Were work teams allowed to work independently?								
Very independently				Not at all independently				
	7	6	5	4	3	2	1	50
7. Did work teams consist of experts from more than one functional area?								

AN INVESTIGATION INTO THE FACTORS THAT LEAD TO ORGANISATIONAL INERTIA WITHIN A SOUTH AFRICAN ORGANISATION

Many functional areas per team				Only one functional area		
7	6	5	4	3	2	1

51

8. Were work procedures easy to change?

Very easy to change				Very difficult to change		
7	6	5	4	3	2	1

52

F. Change management practices

1. Were the changes championed by the most influential group of people in the institution?

Mostly				Not at all		
7	6	5	4	3	2	1

53

2. Was the expected time period to make the changes realistic?

Very realistic				Very unrealistic		
7	6	5	4	3	2	1

5

3. Was the change initiative planned well?

Very well planned				Not well planned		
7	6	5	4	3	2	1

55

4. Were all components of the institutions considered in compiling the change initiative?

All components				Selected components only		
7	6	5	4	3	2	1

56

5. Were employees who are affected by the change, involved in drafting the change plan?

Totally involved				Uninvolved		
7	6	5	4	3	2	1

57

6. Were employees' contribution valued?

Most of the time				Not valued		
7	6	5	4	3	2	1

58

7. Were employees committed to the change initiative?

Highly committed				Not at all committed		
7	6	5	4	3	2	1

59

8. Did the change initiative start showing results within a short period of time?

Quick results				Slow results		
7	6	5	4	3	2	1

60

9. Will it be difficult to revert back to old ways once the changes are implemented?

Very difficult				Very easy		
7	6	5	4	3	2	1

61

10. Did employees receive feedback on the progress being made with the change initiative?

Much feedback				Little feedback		
7	6	5	4	3	2	1

62

11. Were employees being equipped to manage the changes taking place?

Well equipped				Not at all equipped		
7	6	5	4	3	2	1

63

12. Did change champions serve as role models for those around them?

Most of the time

Hardly ever

7	6	5	4	3	2	1
---	---	---	---	---	---	---

64

13. Were people's expectations regarding the change initiative realistic?

Very realistic

Not realistic

7	6	5	4	3	2	1
---	---	---	---	---	---	---

65

14. Did the change initiative allow for continuous measurement of progress?

Continuous measurement

No measurement

7	6	5	4	3	2	1
---	---	---	---	---	---	---

66

15. Did the change initiative consist of well co-ordinated interventions?

Mostly

Not at all

7	6	5	4	3	2	1
---	---	---	---	---	---	---

67

G. Change related systems

1. Did the institutions compensation system support the change initiative?

Supports change

Effects change negatively

7	6	5	4	3	2	1
---	---	---	---	---	---	---

5

2. Were employees who implemented the changes rewarded for it?

Most of the time

Hardly ever

7	6	5	4	3	2	1
---	---	---	---	---	---	---

6

3. Was sufficient human resources allocated to manage the change initiative?

More than sufficient

Not at all sufficient

7	6	5	4	3	2	1
---	---	---	---	---	---	---

7

4. Was sufficient financial resources been allocated to the change initiative?

More than sufficient

Not at all sufficient

7	6	5	4	3	2	1
---	---	---	---	---	---	---

8

5. Were representatives from all relevant functions in the institution involved in managing the change initiative?

All relevant functions

Some relevant functions

7	6	5	4	3	2	1
---	---	---	---	---	---	---

9

H. Work unit change orientation

1. Did people in your work unit encourage each other to support the change?

Mostly

Hardly ever

7	6	5	4	3	2	1
---	---	---	---	---	---	---

10

2. Did your work unit lose some of its expertise as a result of the change initiative?

Most of its expertise

Little expertise to lose

7	6	5	4	3	2	1
---	---	---	---	---	---	---

11

3. Did your work unit lose some of its resource allocations as a result of the change initiative?

Most of it

Not much

7	6	5	4	3	2	1
---	---	---	---	---	---	---

12

4. Did people in your work unit perceive the change as positive?

Very positive				Very negative		
7	6	5	4	3	2	1

13

5. Were some people in your team selected as change agents(individuals who drove the change initiative from within your team)?

Some change agents				No change agents		
7	6	5	4	3	2	1

14

6. Were those selected fully trained to act as change agents?

Fully trained				No training		
7	6	5	4	3	2	1

15

7. Were the selected change agents respected by their colleagues?

Highly respected				Not at all respected		
7	6	5	4	3	2	1

16

8. Was counseling available to people who suffer from emotional effects of the change initiative?

Counseling available				No counseling available		
7	6	5	4	3	2	1

17

I. Job/Task requirements

1. Were people's job content changes due to the changes being implemented?

No change				A lot of change		
7	6	5	4	3	2	1

18

2. Was it easy for people to make changes to the content of their jobs?

Very easy				Very difficult		
7	6	5	4	3	2	1

19

3. Was it easy to integrate the changes with people's existing work processes?

Very easy				Very difficult		
7	6	5	4	3	2	1

20

4. Were new job skills required by those whose job content change as a result of the initiative?

Many new skills required				Little new skills required		
7	6	5	4	3	2	1

21

5. Did people receive training to cope with their new job requirements?

Comprehensive training				No training		
7	6	5	4	3	2	1

22

6. Were people excited about the new skills they will be learning?

Very excited				Not at all excited		
7	6	5	4	3	2	1

23

7. How did people respond to their increased job variety?

Respond positively				Respond negatively		
7	6	5	4	3	2	1

24

8. Were people be able to reach their full potential as a result of the changes?

AN INVESTIGATION INTO THE FACTORS THAT LEAD TO ORGANISATIONAL INERTIA WITHIN A SOUTH AFRICAN ORGANISATION

Mostly						Not at all
7	6	5	4	3	2	1

25

9. Did the changes bring about new challenges in people's jobs?

Many new challenges						No new challenges
7	6	5	4	3	2	1

26

10. Did people have the mental capacity to make the necessary changes?

Mostly						Not at all
7	6	5	4	3	2	1

27

11. Did managers have the necessary skills to manage their teams through the change initiative?

Mostly						Not at all
7	6	5	4	3	2	1

28

J. Motivation for change

1. Did the potential benefit to bring about the required changes inspire people?

Definitely						Not at all
7	6	5	4	3	2	1

29

2. Were people looking forward to the outcome of the initiative?

Look forward						Not at all
7	6	5	4	3	2	1

30

3. Did people generally believe that these changes were long overdue?

Very long overdue						Not long overdue
7	6	5	4	3	2	1

31

4. Were employees committed to achieving the objectives of the change initiative?

Very committed						Not at all committed
7	6	5	4	3	2	1

32

5. Were employees of the opinion that the changes will improve the institutions performance?

Mostly						Not at all
7	6	5	4	3	2	1

33

6. Did employees perceive the changes as beneficial to themselves?

Very beneficial						Not at all beneficial
7	6	5	4	3	2	1

34

K. Personal Impact of change initiative

1. Did most people believe that they will keep their jobs throughout the change process?

Believe they will keep jobs						Believe they will lose jobs
7	6	5	4	3	2	1

35

2. Did most people believe that the change initiative were going to have a positive effect on their earnings?

Positive effect						Negative effect
7	6	5	4	3	2	1

36

3. Did the change initiative affect people's existing status?

Positively						Negatively
7	6	5	4	3	2	1

4. Did people believe that they had the ability to cope with the required changes?

Mostly			Not at all			
7	6	5	4	3	2	1

5. Did people openly talk about their fears associated with the change initiative?

Talk openly			Do not talk about it			
7	6	5	4	3	2	1

6. Were people's power networks be disturbed during the change initiative?

Little disturbance			Much disturbance			
7	6	5	4	3	2	1

7. Were people comfortable to rebuild relationships with powerful individuals as a result of the change initiative?

Very comfortable			Very uncomfortable			
7	6	5	4	3	2	1

L. Emotional impact

1. Was the change initiative viewed as fair towards employees?

Very fair			Totally unfair			
7	6	5	4	3	2	1

2. Did some people feel resentment towards the institutions for insisting on change?

No resentment			Much resentment			
7	6	5	4	3	2	1

3. Did people feel that their loyalty to the institution is being considered?

To a large extent			Not at all			
7	6	5	4	3	2	1

4. Did people feel that this change initiative was different from previous unsuccessful efforts?

Very different			No difference			
7	6	5	4	3	2	1

5. Did some people reject the changes completely?

No rejection			A lot of rejection			
7	6	5	4	3	2	1

6. Were the changes required viewed as an additional stress factor in the life of those around you?

No additional stress			Much stress			
7	6	5	4	3	2	1

7. Did the changes require complex to understand?

Not at all complex			Very complex			
7	6	5	4	3	2	1

8. Were the changes in line with most employees' personal values?

Very in line			Not at all in line			
7	6	5	4	3	2	1

9. How did most people act towards the change initiative?

Positively			Negatively			
7	6	5	4	3	2	1

Demographic questionnaire

Please mark with an X

1. Sex

Male	x
Female	

2. How old are you? (In years)

30

3. Marital Status

Single	x
Married	

4. What is your position in the company?

5. Highest Qualification

Grade 9	Higher Certificates or Advanced National (vocational) Cert.	
Grade 10 or National (vocational) Certificate level 2	Diploma or Advanced certificates	
Grade 11 or National (vocational) Certificate level 3	Bachelor's degree or Advanced Diploma	
Grade 12 (National Senior Certificate) or National (vocational) Cert. level 4	Post Graduate degree	X

6. How long have you been working at the company? (In years)

Thank you for your time!

Kindly ensure that this questionnaire is returned to the relevant person.

Contact Details

Student:

Basarashe Chikosi
0728754298
basarashec@gmail.com

Supervisor:

Prof J.H. Buitendach
031 260 2407
buitendach@ukzn.ac.za

ANNEXURE B : ETHICAL APPROVAL



20 April 2020

Mr Basarashe Chikosi (214585198)
School of Applied Human Sciences - Psychology
Howard College Campus

Dear Mr Chikosi,

Protocol reference number: HSS/0092/015M

Project title: Exploring factors that lead to organizational inertia within a South African organization (University of Johannesburg)

Approval Notification – Recertification Application

Your request for Recertification dated 10 March 2020 was received.

This letter confirms that you have been granted Recertification Approval for a period of one year from the date of this letter. This approval is based strictly on the research protocol submitted and approved in 2015.

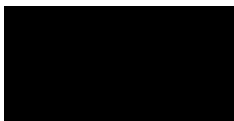
Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study must be reviewed and approved through the amendment/modification prior to its implementation. Please quote the above reference number for all queries relating to this study.

PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years

All research conducted during the COVID-19 period must adhere to the national and UKZN guidelines.

HSSREC is registered with the South African National Research Ethics Council (REC-040414-040).

Yours sincerely,



Professor Dipane J Hlalele (Chair)

/ms

Humanities & Social Sciences Research Ethics Committee
UKZN Research Ethics Office Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X64001, Durban 4000
Tel: +27 31 280 8360 / 4667 / 3687
Website: <http://research.ukzn.ac.za/Research-Ethics/>

Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

INSPIRING GREATNESS

ANNEXURE C : PERMISSION LETTER

MEMORANDUM

To: University of KwaZulu-Natal

From: Prof CM Fourie

Date: 27 May 2015

Subject: Basarashe Joe Chikosi

Permission is granted to Basarashe Joe Chikosi (staff member at the University of Johannesburg; Masters in Industrial and Organisational Psychology (Research) student at UKZN) to conduct his research at the UJ as prescribed by his studies, on condition that ethical clearance to conduct such research is also granted by the UJ.

CM Fourie

Prof CM Fourie

Head: Institutional Research and Planning Unit

Division for Institutional Planning, Evaluation and Monitoring

Tel: 011 559 2093

Email: nfourie@uj.ac.za

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Auckland Park Bunting Campus | Auckland Park Kingsway Campus
Doornfontein Campus | Soweto Campus



ANNEXURE D : CORRELATIONS

Correlations

Notes	
Output Created	21-AUG-2020 22:41:23
Comments	
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Split File	<none>
N of Rows in Working Data File	200
Definition of Missing	User-defined missing values are treated as missing.
Missing Value Handling	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Cases Used	
Syntax	<p>CORRELATIONS</p> <p>/VARIABLES=Gender Age Marital_Status Position_In_Institution Highest_Qualification Years_of_Service SS_MS13 SS_EE7 SS_CL12 SS_OCC8 SS_IC8 SS_CMP15 SS_CRS5 SS_WUCO8 SS_JTR11 SS_MC6 SS_PIC7 SS_EI9</p> <p>/PRINT=TWOTAIL NOSIG</p> <p>/MISSING=PAIRWISE.</p>
Processor Time	00:00:00,02
Resources	Elapsed Time 00:00:00,01

Correlations

		Gender	Age	Marital_Status	Position_In_Institution	Highest_Qualification	Years_of_Service	SS_MS13
Gender	Pearson Correlation	1	-.116	.111	.122	-.049	.001	.100
	Sig. (2-tailed)		.101	.119	.084	.490	.991	.158
	N	200	200	200	200	200	200	200
Age	Pearson Correlation	-.116	1	-.366	-.198	.061	.746	-.023
	Sig. (2-tailed)	.101		.000	.005	.392	.000	.750
	N	200	200	200	200	200	200	200

AN INVESTIGATION INTO THE FACTORS THAT LEAD TO ORGANISATIONAL INERTIA WITHIN A SOUTH AFRICAN ORGANISATION

Marital_Status	Pearson Correlation	.111	-.366	1	.077	-.175	-.308	.056
	Sig. (2-tailed)	.119	.000		.276	.013	.000	.431
	N	200	200	200	200	200	200	200
Position_In_Institution	Pearson Correlation	.122	-.198	.077	1	.223	-.117	.024
	Sig. (2-tailed)	.084	.005	.276		.001	.099	.739
	N	200	200	200	200	200	200	200
Highest_Qualification	Pearson Correlation	-.049	.061	-.175	.223	1	.097	-.002
	Sig. (2-tailed)	.490	.392	.013	.001		.171	.982
	N	200	200	200	200	200	200	200
Years_of_Service	Pearson Correlation	.001	.746	-.308	-.117	.097	1	-.040
	Sig. (2-tailed)	.991	.000	.000	.099	.171		.571
	N	200	200	200	200	200	200	200
SS_MS13	Pearson Correlation	.100	-.023	.056	.024	-.002	-.040	1
	Sig. (2-tailed)	.158	.750	.431	.739	.982	.571	
	N	200	200	200	200	200	200	200
SS_EE7	Pearson Correlation	-.025	-.107	.081	.055	-.049	-.105	.740
	Sig. (2-tailed)	.726	.132	.253	.438	.491	.139	.000
	N	200	200	200	200	200	200	200
SS_CL12	Pearson Correlation	.129	-.078	.082	.194	-.040	-.053	.641
	Sig. (2-tailed)	.068	.273	.246	.006	.573	.454	.000
	N	200	200	200	200	200	200	200
SS_OCC8	Pearson Correlation	.181	-.122	.080	.298	-.011	-.067	.543
	Sig. (2-tailed)	.010	.086	.257	.000	.872	.343	.000
	N	200	200	200	200	200	200	200
SS_IC8	Pearson Correlation	.147	-.149	.055	.263	-.021	-.101	.515
	Sig. (2-tailed)	.038	.035	.443	.000	.763	.154	.000
	N	200	200	200	200	200	200	200
SS_CMP15	Pearson Correlation	.157	-.110	.158	.258	-.030	-.055	.574
	Sig. (2-tailed)	.026	.120	.026	.000	.675	.441	.000
	N	200	200	200	200	200	200	200
SS_CRS5	Pearson Correlation	.186	-.194	.091	.283	-.017	-.132	.519
	Sig. (2-tailed)	.008	.006	.200	.000	.808	.063	.000

AN INVESTIGATION INTO THE FACTORS THAT LEAD TO ORGANISATIONAL INERTIA WITHIN A SOUTH AFRICAN ORGANISATION

SS_WUCO8	N	200	200	200	200	200	200	200
	Pearson Correlation	.140	-.110	.064	.261	-.036	-.048	.527
	Sig. (2-tailed)	.047	.120	.371	.000	.608	.495	.000
SS_JTR11	N	200	200	200	200	200	200	200
	Pearson Correlation	.085	-.195	.104	.259	-.013	-.083	.452
	Sig. (2-tailed)	.233	.006	.144	.000	.853	.241	.000
SS_MC6	N	200	200	200	200	200	200	200
	Pearson Correlation	.123	-.181	.084	.265	-.040	-.107	.442
	Sig. (2-tailed)	.082	.010	.238	.000	.576	.131	.000
SS_PIC7	N	200	200	200	200	200	200	200
	Pearson Correlation	.162	-.066	.008	.293	-.020	.039	.466
	Sig. (2-tailed)	.022	.354	.910	.000	.782	.583	.000
SS_EI9	N	200	200	200	200	200	200	200
	Pearson Correlation	.178	-.180	.032	.299	.038	-.105	.463
	Sig. (2-tailed)	.012	.011	.653	.000	.592	.140	.000
	N	200	200	200	200	200	200	200

Correlations

		SS_E E7	SS_CL 12	SS_OC C8	SS_IC 8	SS_CM P15	SS_CR S5	SS_WU CO8	SS_JT R11
Gender	Pearson Correlation	-.025	.129	.181	.147	.157	.186	.140	.085
	Sig. (2-tailed)	.726	.068	.010	.038	.026	.008	.047	.233
	N	200	200	200	200	200	200	200	200
Age	Pearson Correlation	-.107	-.078	-.122	-.149	-.110	-.194	-.110	-.195
	Sig. (2-tailed)	.132	.273	.086	.035	.120	.006	.120	.006
	N	200	200	200	200	200	200	200	200
Marital_Status	Pearson Correlation	.081	.082	.080	.055	.158	.091	.064	.104
	Sig. (2-tailed)	.253	.246	.257	.443	.026	.200	.371	.144
	N	200	200	200	200	200	200	200	200
Position_In_Institution	Pearson Correlation	.055	.194	.298	.263	.258	.283	.261	.259
	Sig. (2-tailed)	.438	.006	.000	.000	.000	.000	.000	.000
	N	200	200	200	200	200	200	200	200

AN INVESTIGATION INTO THE FACTORS THAT LEAD TO ORGANISATIONAL INERTIA WITHIN A SOUTH AFRICAN ORGANISATION

Highest Qualification	Pearson Correlation	-.049	-.040	-.011	-.021	-.030	-.017	-.036	-.013
	Sig. (2-tailed)	.491	.573	.872	.763	.675	.808	.608	.853
	N	200	200	200	200	200	200	200	200
Years_of_Service	Pearson Correlation	-.105	-.053	-.067	-.101	-.055	-.132	-.048	-.083
	Sig. (2-tailed)	.139	.454	.343	.154	.441	.063	.495	.241
	N	200	200	200	200	200	200	200	200
SS_MS13	Pearson Correlation	.740	.641	.543	.515	.574	.519	.527	.452
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000
	N	200	200	200	200	200	200	200	200
SS_EE7	Pearson Correlation	1	.699	.533	.494	.541	.479	.450	.457
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000
	N	200	200	200	200	200	200	200	200
SS_CL12	Pearson Correlation	.699	1	.779	.684	.794	.678	.728	.665
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000
	N	200	200	200	200	200	200	200	200
SS_OCC8	Pearson Correlation	.533	.779	1	.805	.850	.729	.776	.720
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000
	N	200	200	200	200	200	200	200	200
SS_IC8	Pearson Correlation	.494	.684	.805	1	.786	.694	.678	.630
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000
	N	200	200	200	200	200	200	200	200
SS_CMP15	Pearson Correlation	.541	.794	.850	.786	1	.777	.777	.698
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000
	N	200	200	200	200	200	200	200	200
SS_CRS5	Pearson Correlation	.479	.678	.729	.694	.777	1	.701	.712
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000
	N	200	200	200	200	200	200	200	200
SS_WUCO8	Pearson Correlation	.450	.728	.776	.678	.777	.701	1	.760
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000
	N	200	200	200	200	200	200	200	200
SS_JTR11	Pearson Correlation	.457	.665	.720	.630	.698	.712	.760	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	

AN INVESTIGATION INTO THE FACTORS THAT LEAD TO ORGANISATIONAL INERTIA WITHIN A SOUTH AFRICAN ORGANISATION

	N	200	200	200	200	200	200	200	200
	Pearson Correlation	.482	.644	.693	.651	.719	.734	.668	.696
SS_MC6	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000
	N	200	200	200	200	200	200	200	200
	Pearson Correlation	.471	.644	.743	.656	.722	.672	.673	.680
SS_PIC7	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000
	N	200	200	200	200	200	200	200	200
	Pearson Correlation	.439	.647	.759	.711	.773	.700	.655	.682
SS_EI9	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000
	N	200	200	200	200	200	200	200	200

Correlations

		SS_MC6	SS_PIC7	SS_EI9
Gender	Pearson Correlation	.123	.162	.178
	Sig. (2-tailed)	.082	.022	.012
	N	200	200	200
Age	Pearson Correlation	-.181	-.066	-.180
	Sig. (2-tailed)	.010	.354	.011
	N	200	200	200
Marital_Status	Pearson Correlation	.084	.008	.032
	Sig. (2-tailed)	.238	.910	.653
	N	200	200	200
Position_In_Institution	Pearson Correlation	.265	.293	.299
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
Highest Qualification	Pearson Correlation	-.040	-.020	.038
	Sig. (2-tailed)	.576	.782	.592
	N	200	200	200
Years_of_Service	Pearson Correlation	-.107	.039	-.105
	Sig. (2-tailed)	.131	.583	.140
	N	200	200	200
SS_MS13	Pearson Correlation	.442	.466	.463
	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
SS_EE7	Pearson Correlation	.482	.471	.439
	Sig. (2-tailed)	.000	.000	.000

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	N	200	200	200
	Pearson Correlation	.644	.644	.647
SS_CL12	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
	Pearson Correlation	.693	.743	.759
SS_OCC8	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
	Pearson Correlation	.651	.656	.711
SS_IC8	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
	Pearson Correlation	.719	.722	.773
SS_CMP15	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
	Pearson Correlation	.734	.672	.700
SS_CRS5	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
	Pearson Correlation	.668	.673	.655
SS_WUCO8	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
	Pearson Correlation	.696	.680	.682
SS_JTR11	Sig. (2-tailed)	.000	.000	.000
	N	200	200	200
	Pearson Correlation	1	.769	.733
SS_MC6	Sig. (2-tailed)		.000	.000
	N	200	200	200
	Pearson Correlation	.769	1	.790
SS_PIC7	Sig. (2-tailed)	.000		.000
	N	200	200	200
	Pearson Correlation	.733	.790	1
SS_EI9	Sig. (2-tailed)	.000	.000	
	N	200	200	200

. Correlation is significant at the 0.05 level (2-tailed).

. Correlation is significant at the 0.01 level (2-tailed).