

**UNIVERSITY OF KWAZULU-NATAL**

**THE IMPACT OF RESTRUCTURING ON COLLEGE SUPPORT STAFF OF  
THE UNIVERSITY OF KWAZULU-NATAL**

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## **Declaration**

I, Themba Emmanuel Mbongwe declare that:

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- (ii) This dissertation has not been submitted for any degree or examination at any other university.
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## **Abstract**

The University of KwaZulu-Natal (UKZN) underwent a restructuring process to improve efficiency that resulted in the eradication of the faculty level and the creation of a two layered College Model comprised of two echelons *viz.* college and school levels. The restructuring affected College support staff from the lowest post grade to the highest. This study attempted to establish the impact of restructuring on support staff and provide recommendations thereupon. An on-line survey questionnaire was used to obtain data through a complete canvas of the entire target population of 789 and 209 responses were received. The results were tabulated and the patterns thereof described.

The findings revealed signs of strain at two levels i.e. primary (anger, sense of loss, insecurity, etc.) and second class (job dissatisfaction, lack of organizational commitment, etc.), ineffective communication and ambiguity of the reasons for and objectives of the restructuring, a strong feeling that the restructuring was not successful and that humane treatment of people was crucial during the restructuring process. The recommendations with regard to these findings and the means of their execution in the future restructuring processes were developed and stated. The limitations of the study and the ways of overcoming them were discussed.

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# Chapter One

## Overview of Study

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### 1.1 Introduction

Management often cite restructuring as a necessity for improving efficiency and cost effectiveness as well as coping with the changing business environment (Lin, Lee and Gibbs, 2008). An assertion can therefore be made that restructuring is one of the prominent options that organizations often consider as a remedial intervention for organizational issues. However, restructuring has its own side effects that may have negative repercussions. Viljoen and Rathmann (2009) stated that restructuring of tertiary education institutions created emotional turmoil and stress among the members of the academic and support staff. Arnolds (2005) asserted that negative experiences such as lower employee motivation, organizational commitment and job performance had been reported in Australian and South African tertiary education restructuring processes. The main aim of the study was to conduct a formal assessment of the impact of restructuring on members of the support staff at the University of KwaZulu-Natal (UKZN).

The primary purpose of this chapter is to provide an overview of the research and the rationale that underpins the study. The focus of the study spells out the key areas that were explored, the accomplishments and benefits thereof. The problem and the research areas addressed by the study are captured in the problem statement. The discussions that follow the data analysis include the recommendations and the limitations of the study.

### 1.2 Organizational Setting

In accordance with the Higher Education Act, 1997 (Act No. 101 of 1997) the founding Statute of the (UKZN) was published in the Government Gazette No. 29032. The Statute laid down the legal framework that the newly created institution would adopt in terms of its structures and processes. According to UKZN (2010) the College Model (CM) used by universities such as the University of Edinburgh, University of Manchester and University of Nairobi was adopted for the newly created institution. Consequently, UKZN was organized into four Colleges that consisted of clustered Faculties (eight in total) *viz* College of Health Sciences, College of Law and Management, College of Humanities and College of Science

and Engineering.

In 2010 after the college model had been in operation for five years, UKZN felt it was opportune and appropriate to conduct a formal review of the model (UKZN, 2010). Accordingly, an external College Model Review Panel was appointed to conduct the review that subsequently culminated in a 'Report of the Review Panel to the Vice-Chancellor and Council' dated 12 October 2010. The report stated that a two-layer structure consisting of only the College and Schools was necessary to be implemented in all Colleges at UKZN. For example, the College of Humanities (CH) comprised the Faculty of Education and the Faculty of Humanities, Development and Social Sciences with the former made up of five schools and the latter comprised of thirteen schools i.e. eighteen in total between the two. According to UKZN (2010), it was proposed that fewer and much larger schools within Colleges be established. Although the Schools were invariably going to become larger, their total number was reduced substantially. The shrinkage emanating from the restructuring was bound to affect members of the support staff within the Colleges. The main question to be answered in this study: Has the restructuring of the University of KwaZulu-Natal impacted on support staff?

### 1.3 Motivation for the Study

Prior to the implementation of the restructuring process, UKZN acquired the services of a change management expert who conducted change management workshops throughout all the campuses. This was an indication that UKZN management wanted to assist all members of staff to cope with any physical and psychological challenges which the restructuring may pose to them. It is unclear whether the efforts of the change consultant were effective or not. Whilst the change has taken place, this study can make a contribution to effectively manage the post-change challenges and, assist in better preparing staff for future change exercises. Broadly, the following stakeholders will benefit:

- UKZN management will be able to plan and implement effective restructuring processes for future change,
- UKZN members of the support staff will understand the need for restructuring and how to make effective contributions in the process,
- UKZN Human Resources Division will be better equipped to provide good advice and guidance to staff and management alike,

- Change management experts sourced to assist UKZN staff to cope with the restructuring challenges will know and understand both aggravating and moderating factors associated with the restructuring process, and
- The Counselling Division of UKZN will gain insight into the restructuring processes that will be useful in their professional service as counsellors and therapeutic intervention providers.

#### 1.4 Focus of the Study

This study will focus on the College support staff only and academics, management and support staff in centralised service divisions will not be included in this study. The following key dimensions will be examined: demographic information, clarity of the restructuring objectives, communication regarding the restructuring, feelings about restructuring, nature of the emotional impact, health and well-being, job satisfaction, organizational commitment and factors contributing to successful restructuring.

#### 1.5 Problem Statement

The restructuring process involves decision-making regarding the suitable size of the staff complement and required skills (Lin, Lee and Gibbs, 2008). An assertion can therefore be made that the process of restructuring is bound to have an impact on the members of staff in one way or the other. Biron, Burn and Ivers (2008) stated that, during restructuring, staff members perceived remarkable escalation in their stress level due to job insecurity. As such, the conditions associated with the restructuring process can overwhelm the support staff and cause suffering in many ways. However, workers who consider themselves as having power over their environment and individual accomplishment embrace change willingly (Seijts and Roberts, 2010). Therefore, the study sets to answer the question: “What is the perceived impact of the restructuring on College support staff at the University of KwaZulu-Natal?”

#### 1.6 Research Objectives

The objectives of this study are:

- To determine the perceived impact of the restructuring process on job security,
- To assess the perceived impact of the restructuring process on staff emotions,
- To determine the perceived impact of the restructuring process on job satisfaction,
- To determine the perceived impact of the restructuring process on organizational

commitment,

- To assess if employee health and wellbeing was affected by the restructuring process, and
- To provide recommendations on how best to manage future restructuring processes.

### 1.7 Limitation of the Study

A few limitations were encountered during the process of data collection which had consequences on the amount of data obtained and the analysis thereof. The shortcomings included electronic challenges, misunderstanding of certain questions on the questionnaire by a few respondents and the sensitivity of the study itself. A discussion of these weaknesses and means to overcome them in future research projects is contained in Chapter 5 of this study.

### 1.8 Overview of the Study

The study adopted a sequential approach that initially developed a clear understanding of the research problem, reviewed the literature related to the subject matter, described the research methodology for the study and presented an analysis of the results with the aid of charts and tables, discussed the findings and concluded with recommendations and remarks. The five chapters of this study that capture the above information are:

- Chapter 1 serves as a preamble and introduces the problem statement and the key research areas addressed by the study, and outlines the reasons behind the objectives of the study and provides a detailed overview and layout of the study.
- Chapter 2 provides a theoretical perspective on change and organizational change as well as the restructuring process and its impact on the employees of the organization. The literature review covers forces, elements and processes of restructuring, aspects of change, various models of change and measures designed to overcome resistance to restructuring.
- Chapter 3 describes the primary aim of the study, as well as the participants and location of the study. Two research approaches (quantitative versus qualitative) are discussed and evaluated in comparison to each other. The key aspects of the research process are also covered.
- Chapter 4 presents the analysis of the data gathered with the aid of charts and tables and discusses the findings thereof in the perspective of the literature review and the

study objectives.

- Chapter 5 evaluates the impact of restructuring on the members of the support staff at UKZN and submits recommendations for improving the shortcomings of restructuring and proposes specific areas that can be considered for future research.

## 1.9 Summary

Although restructuring serves a good purpose in terms of improving and streamlining organizational processes and reduces operational costs to assist the business to cope with the dynamic business environment, there are counterproductive factors that must be identified and addressed before they render the restructuring process a futile exercise. This chapter also outlines the nature of and reasons for the study and the approaches and processes leading to the achievement of the study objectives. Chapter 2 will focus on the literature review which provides a theoretical perspective and background to the study.

## Chapter Two

### Literature Review

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#### 2.1 Introduction

The aim of this chapter is to present a theoretical perspective on change and organizational change as well as the restructuring process and its impact on the employees of the restructured organizations. This review will cover the following aspects: definition and types of organizational change, definition, elements and forces of restructuring, change models, barriers to restructuring. It will conclude by reflecting on the measures that are designed to overcome resistance to the restructuring and, finally, cover the restructuring processes that have taken place within the tertiary institutions both locally and abroad.

#### 2.2 Organizational Change

The world is continuously changing at a rapid rate and both individuals and organizations need to keep abreast of the environmental changes in order to survive and remain functioning effectively (Cameron and Green, 2009). Hellriegel, Jackson, Slocum, Staude, Amos, Klopper, Louw, and Oosthuizen (2009) stated that managers of the most successful enterprises understand that the changes within their organizations must keep pace with the changes in the external environment. In a progressively competitive, unstable and unpredictable environment, organizations need to adapt to changes for the sake of survival (Self and Schraeder, 2008). According to Kreitner and Kinicki (2008) organizations encounter numerous different forces for change coming from all angles of the environment. Most importantly, organizational changes are presumed to have an impact on the employees (Freese and Schalk, 2011). On the basis of the foregoing, a conclusion can be drawn that any organization is bound to be affected by the environmental atmosphere in one way or the other and, in a manner that organization change becomes a necessity for its continued existence.

##### 2.2.1 Definition of Organizational Change

Smith (2005) defined change as the process of moving from an old state to a new and different one. Van Tonder (2004) cites Pullen (1993) who simply defined organizational behaviour as the adoption of new behaviour by people in the organization. Hellriegel *et al* (2009) stated that organizational change refers to any transformation in the design or

functioning of an organization which results in a new desired state which replaces the old undesired state. Jones (2007) defined organizational change as the process by which organizations shift away from the status quo to some preferred future situation to enhance their effectiveness at one or more of four different levels *viz* technological capabilities, organizational capabilities, functional resources and human resources. According to Van Tonder (2004) organizational change consists of an alternative which alters critical organizational processes, which in turn influence individual behaviours, and subsequently impacts on organizational outcome.

### 2.2.2 Types of Organizational Change

Hellgriegl *et al* (2009) identified four types of organizational change *viz* radical, incremental, reactive and anticipatory. According to them radical change refers to major innovations or changes to the operations of business and often takes more than one step to accomplish. Incremental change is somewhat the opposite of radical change in that change is a progressive process of evolution over a period of time during which small alterations take place consistently. The organization ordinarily takes a new shape when the process of change reaches its final stages. Reactive change occurs when the organization is suddenly taken by surprise by the necessity to make quick adjustments which it had not anticipated. New technology and scientific discoveries as well as sudden strategic efforts made by competitors are usually the reasons for this change. Sometimes managers can propose and implement organizational adjustments based on future predictions or prior to the cycle of a new trend this is referred to as anticipatory change.

Anderson and Anderson (2001) asserted that the most common kinds of change that take place in enterprises are developmental change, transitional change and transformational change. Developmental change is about the enhancement of the present state that does not match the current or future desired state (enhancement of the old state). Transitional change is about the replacement of the existing state with an entirely different state and the typical examples are reorganizations, mergers and new production creation. Transformational change is a radical shift from an old state to a new one and it requires shift of culture, behaviour and mindset. The scope of change is significant.

Senior and Fleming (2006) identified four types of change as depicted in Table 2.1.

Incremental change is separated into adaptive and evolutionary change and a ‘big bang’ is separated into revolution and reconstruction. The outcome of these two types of change is either transformation or transformation.

**Table 2.1 Types of change**

Nature of Change		Result	
		<i>Transformation</i>	<i>Realignment</i>
	<i>Incremental</i>	Evolution	Adaptation
	<i>Big Bang</i>	Revolution	Reconstruction

Source: Senior, B and Fleming, J. (2006). Organizational Change. 3<sup>rd</sup> Edition. FT Prentice Hall.

## 2.3 Restructuring

Nelissen and van Selm (2008) stated that organizational change involves organizational restructuring, a change intervention that is expected to improve service delivery and smooth interactions between departments. Restructuring appears to be the solution to a number of different organizational problems (Cameron and Green, 2009). According the Van Emmerik and Euwema (2007) restructuring has become one of the popular organizational development interventions intended to improve the functioning of an organization. Management often cites restructuring as a necessity for improving efficiency and cost effectiveness as well as coping with the changing business environment (Lin, Lee and Gibbs, 2008). An assumption can therefore be made that restructuring is one of the prominent options that organizations often consider as a remedial intervention for organizational issues.

### 2.3.1 Restructuring Defined

Burke and Wolpin (2011) stated that restructuring is a planned task where executives reorganize positions, departments and reporting lines in order to reduce costs or increase efficiency. Lin, Lee and Gibbs (2008), stated that operational restructuring refers to decision-making regarding the suitable size of staff complement and the required skills, organizational



capacity and position, functions combinations and probably a shift in production focus. More precisely, it can be considered as a programme or management plan to control and substantially modify either the scope of service the organization renders or the way the service is rendered. Allan (2008) asserted that whether called rightsizing, restructuring, downsizing, demassing, delayering or some other euphemism, the outcomes are similar: workers are made redundant. According to Burke *et al* (2011) it is possible to restructure without downsizing and to downsize without restructuring. Although the two definitions are in agreement in that the restructuring process sets to introduce new arrangements that replace the status quo, they do not spell out categorically whether or not restructuring results in the reduction of staff. However, Allan (2008) confirms that the reduction of staff often follows but also states that there is a possibility of avoiding it while restructuring.

### 2.3.2 Restructuring Elements

Kreitner and Kinicki (2008) stated the following targeted change and transition components in an organization:

- *Organizational arrangements*: this element contains policies, procedures, roles, structure, rewards and physical setting;
- *Social factors*: it includes organisational culture, group processes, interpersonal interactions, communication and leadership;
- *Methods*: it involves processes, work flow, job design and technology;
- *People*: it includes knowledge, ability, attitudes, motivation and behaviour.

Kreitner and Kinicki (2008) also explained that there are two important issues about the above elements of change. Firstly, change flows across an organization. For example, modifying the organization's reward system to strengthen a team rather than individual performance (an organizational arrangement) is likely to impact on organizational culture (a social factor). Secondly, the 'people' element is the most important, since all organizational changes eventually affect staff. Organizational change is therefore highly probable to succeed if employers proactively think about the effect of change on their staff (Self and Schraeder, 2008).

### 2.3.3 Forces of Restructuring

Sitlington and Marshall (2011) stated that organizational restructuring and downsizing are

general reactions to changed financial conditions and other environmental forces. Ordinarily, organizations adopt these strategies in order to keep abreast of the prevailing developments and, as such, preserve their competitive edge and/or remain effective. According to Robins, Judge, Odendaal, and Roodt (2010), many organizations nowadays face a dynamic environment, often turbulent, and are required to restructure in order to adapt. Kreitner and Kinicki (2008), stated that the sources of these pressure can be both internal and external to the enterprise. For example, according to the Association of Universities and Colleges of Canada, the funding received from the government has steadily fallen short to cope with the student enrolment and thus exerting enormous constraints on university finances. Since the universities became commercially oriented and more entrepreneurial, they were forced to implement restructuring strategies in order to keep afloat (Biron, Brun and Ivers, 2008).

Lin, Lee and Gibbs (2008) enumerated a number of needs or reasons for operational restructuring:

- *Changing business environment:* restructuring may be necessary in reaction to major environmental changes within which the business conducts its business and such changes may be around technology, production development, business laws, new competition and deregulation;
- *Poor performance and stock returns:* when ineffective and inefficient business structures and processes do not assist any business to yield good results, it is always necessary to alter the unproductive business activities in order to improve performance and returns;
- *Financial distress:* When the liability of a enterprise escalates uncontrollably to the extent where it is no longer serviceable, the enterprise enters a condition referred to as 'financial distress'. The enterprise does not only experience net losses but also raising cash becomes an impossibility since banks and other lenders become sceptical towards it;
- *Economic recession:* weaker economy often results in a decline in demand for services and products and, in response to the down cycle for the sake of survival, the business may need to restructure;
- *Corporate disciplinary events:* events adversely affecting management's tenure and compensation plan together with clashes between top management and shareholders often leads to corporate restructuring plans.

In addition, restructuring may be forced by social factors rather than financial (Allan, 2008). Allan (2008) further asserted that restructuring may be motivated by social forces such as executives' belief that their efforts would be considered positively by financial analysts and investors. Also, their desire to mimic other business enterprises to demonstrate that they are up-to-date in respect of contemporary practice could be a compelling reason. According to Stanleigh (2007), change is often contemplated if 75% of the organization leadership is truly convinced that the status quo is no longer a desirable plan.

According to Lin *et al.* (2008), restructuring can at times be signs of fatal operational problems and/or financial distress. For example, IBM has managed to remain a leader in the industry of technology by using restructuring as one of its important tools. On the other hand, although in the late 1990's Montgomery Ward expended a lot of money restructuring its operations in order to compete with low-cost retailers. In 2000 it announced insolvency and retrenched all its employees. It can therefore be argued that the decision to restructure is a critical one and should be carefully evaluated against the desired outcome. Cameron and Green (2009) stated that an organization should not just embark on a restructuring process haphazardly without taking the requisite steps to ascertain and to ensure beyond any doubt that restructuring will resolve the problems and yield a positive and desirable outcome. Otherwise, large amounts of money, time and effort would be wasted and, even worse, the restructuring process simply becomes a prelude to its demise (Lin *et al.* 2008).

#### 2.3.4 The Process of Restructuring

According to Cameron and Green (2009), the restructuring process has five stages:

- *Strategic review and reasons for change:* any contemplated restructuring process must have a clear communicable rationale. This emanates from a review of strategy that highlights the need to address a particular issue relating to the internal or external business environment.
- *Critical success factor, design options and risk assessment:* since the main aim of the a restructuring exercise is to reshape the organization to better achieve its strategy, critical success factors must be clearly defined as they will ensure success for the new structure if they are met. The design options available are entrepreneurial, functional, divisional, matrix and dynamic networks from which an organization can choose the

one that relates to its specific business strategy. The nature of the risk associated with restructuring must not only be identified and fully understood but also the repercussions thereof must be carefully evaluated to determine whether change is justified.

- *Learning from previous projects and best practice:* it is important to reflect on previous change projects that have taken place before within the organization or in similar organizations to establish both the favourable factors (what has worked before) and unfavourable factors (what has not worked before) that formed part of the previous process(es).
- *Project planning and project implementation:* The process of restructuring can create havoc within an organization if not properly planned and implemented. It is important to ensure that business “as usual” continues despite the on-going transition, employees are geared and readied for operating within the new structure and that the change from the old to the new structure is timely and smooth. The implementation process must adhere to timelines announced otherwise individuals adversely affected by the change are exposed to unnecessary stress if the whole process is not completed over a short period of time.
- *Monitoring and review:* A monitoring process for the restructuring plan must be in place to determine the progress of aspects of task and people of the plan. The monitoring and review process begins from the planning stage and continues throughout the restructuring process and beyond. As such, corrective measures can be taken timeously before too much or irreparable damage is caused.

### 2.3.5 Change Models

A number of change models have been developed from which organizations can select when planning and implementing organizational change (Brisson-Banks, 2010). Kreitner and Kinicki (2008) also stated that both managers and researchers have tried to identify effective methods to manage the change process since quick-fix and short-term solutions to organizational problems fail to serve. These solutions often have little staying power owing to their inability to address the underlying problems.

This section is intended to shed light on the insights of researchers and managers around the following organizational change models: Lewin, Beckhard, Thurkey, Bridges, Kotter and

## Organizational Development (OD).

### 2.3.5.1 Lewin

The Lewin change model dissects change into three steps: Unfreezing (altering the present), Changing (developing new responses) and Freezing (stabilizing the change) (Brisson-Banks, 2010). Kreitner and Kinicki (2008) stated that this model explained how to initiate, manage and stabilize the change and transition process. They also mentioned the following suppositions underpinning this model that should be highlighted before reviewing each of the stages:

- The change process entails mastering new things and terminating present behaviours, attitudes and practices;
- Motivation for change must exist first before change can take place and this is often difficult to achieve;
- Any change calls for individuals to change since they are the hub of all organizations;
- Although the goals for change are extremely necessary, resistance to change often exists;
- Reinforcement of new attitudes, behaviours and practices is critical for change and transition to be effective.

Brisson-Banks (2010) further explained that the unfreezing stage involves the creation of motivation to change. Present attitudes and behaviours that are no longer desirable are disconfirmed and individuals are encouraged to replace them with the desired ones. Individuals must realize and understand the need for change and become discontent with old ways of doing things. Kreitner and Kinicki (2008) stated that benchmarking can help unfreeze the organization in that the organization compares itself with successful companies and thus becomes aware and learns how those companies achieved results better than its own results. The ways and means adopted by those companies that yielded better results becomes desirable to replace the status quo. Those that are involved and affected by change must be thoroughly convinced of this fact before the restructuring process begins. The changing stage entails the provision of new information, new processes and procedures, new equipment and technology, and new behaviour models that will assist employees to learn to do things differently.

It is important to have the desired end-result clearly defined and understood so that the endeavours are targeted to a clear and specific point (Cameron and Green, 2009). The freezing state entails the stabilization of newly learnt attitudes and behaviours. Once employees exhibit the new attitudes and behaviours, they receive proper assistance to integrate the changed aspects into their normal way of doing things. Supplementary coaching and modelling might also be necessary to strengthen the stability of change.

#### 2.3.5.2 Beckhard

According to Brisson-Banks (2010) this change model is a programme which incorporates the following successive stages:

- Setting goals and defining the future conditions desired after the change;
- Diagnosing the present conditions in relation to these goals;
- Defining the transformation condition actions for managing transition and commitment in order to realize the desired state; and
- Developing strategies and action plans for managing the transition process in view of dysfunctional factors that might hamper the smooth and effective introduction of change.

Brisson-Banks (2010) explained further that this programme can be used by a business's staff when planning and implementing change when change is imminent or following the realization that change is desirable in order to have a competitive edge. An assumption can be made that this approach seeks to establish the gap between the future and the present, develop and implement ways and means to close the gap and, finally, design and apply control measures for preventing the change process from derailing.

#### 2.3.5.3 Thurkey

According to this model change is based on five core change strategies *viz* directive, bargaining, hearts and minds, analytical and action-based (Brisson-Banks, 2010):

- *Directive*: this is coercion of change during a critical and disastrous situation or as a last resort after all possible and available solutions have failed to obtain the desired results. Although change can be carried out expeditiously, this approach disregards and totally ignores the sentiments of those affected by and involved in the change;
- *Bargained*: this approach embraces the interaction and sharing of ideas between

employees and employers and it advocates negotiation, compromise and agreement before any step is taken to implement the change. Although the involvement of those affected by and involved in change is acknowledged, time consumption is higher and therefore additional time is required and the change process is bound to be overextended;

- *Hearts and minds:* this approach goes deeper and seeks to alter the attitudes, beliefs and values of the workforce as a whole. Commitment and shared vision are integral components of this approach. Although positive commitment from everyone is achieved, extended time is required to implement it;
- *Analytical:* this is a theoretical approach that proceeds through a series of sequential stages starting from diagnosis of the condition, setting of goals, design of change process, results evaluation and establishment of the goals for the next stage in the process;
- *Action-based:* this approach underscores the participation of everyone involved and affected by the imminent change. In this way, there is the likelihood of the support of the change efforts but extended time may be necessary before the implementation of change.

The Thurkey model adopts a contingency viewpoint or situational approach since different strategies applicable to different situations are provided. Kreitner and Kinicki (2008) stated that situational theories propose that the effectiveness of a particular style depends on the situation. As situations change, different styles become more appropriate. Hellriegel *et al*; (2009) stated that the contingency viewpoint encourages managers to analyse and understand situational differences and to choose the solution that is best suited to the organization, the process and people involved in each situation. It can therefore be asserted that the ‘one size fits all’ approach is rejected.

#### 2.3.5.4 Bridges

The Bridges change model outlines three stages of change: the concluding stage (disbandment of the status quo), the new neutral zone and new beginnings (Brisson-Banks, 2010). Explanations of these stages are provided below:

- *The ending phase:* the present situation must be brought to cessation and left behind to sink into oblivion. Importantly, those involved in and affected by change should be

able to say with confidence: “Goodbye old things”;

- *The neutral zone*: individuals are introduced to the new situation and new ways of doing things are learnt. Changes may also involve changing portfolios, responsibilities, positions and even line management and this can be disconcerting to certain individuals more especially if they are overwhelmed by the new state;
- *New beginnings*: this stage entails making the final adjustments to the new methods of executing different tasks or even the execution of the same functions but doing them in a new way.

In view of the content and approaches adopted by the Lewin change model and the Bridges change model, the conclusion can be drawn that there is a strong resemblance between these two models.

#### 2.3.5.5 Kotter

John Kotter, an expert in leadership and management, pointed out eight major mistakes that senior management makes that result in organizational change failures (Kreitner and Kinicki, 2008). The errors are listed below and are also supported by Brisson-Banks (2010):

- Failure to establish a sense of urgency about the need for change. Brisson-Banks (2010) stated that although change is introduced, moving forward appears to be impossible. Also, when complacency is allowed to set, rapid progression of change suffers;
- Failure to create a powerful-enough guiding coalition that is responsible for leading and managing the change process. Lack of support results in efforts of major players being lost and chances of the change ever getting off the ground become very slim;
- Failure to establish a vision that guides the change process. Brisson-Banks (2010) asserted that in the absence of clear vision, individuals struggle to understand the expectations and, as such, exert misguided efforts aimlessly;
- Failure to effectively communicate the new vision. Unless everyone involved in and affected by change is kept informed in respect of the whole change process, nothing much can be achieved;
- Failure to remove obstacles that impede the accomplishment of the new vision. Brisson-Banks (2010) stated that any possible obstacles need to be identified and removed before they become change impediments;



- Failure to systematically plan for and create short-term wins. The interim wins refer to the accomplishment of important results or goals. It is important to have positive and motivational updates on the change progression to sustain the momentum and also create eagerness among all those involved to keep on moving forward;
- Declaration of victory too soon. This is bound to derail the long-term changes in infrastructure that are frequently needed to achieve a vision. Brisson-Banks (2010) argued that certain changes do require longer periods to be fully fledged i.e. between five to ten years. Announcements and celebrations of premature victories can dampen down the momentum and the on-going efforts desperately needed;
- Failure to anchor the changes into the organization's culture. It takes years for long-term changes to be embedded within an organization's culture. Change should be taken beneath and occur beyond the surface for it to be truly realistic and absolutely sustainable.

According to Brisson-Banks (2010) Kotter's research showed that it is ineffective to jump stages and that successful change is based on 70—90% leadership and merely 10-30% on management. Leadership is therefore paramount rather than change management. Stanleigh (2008) concurs with Kotter in respect of the above, however, he holds a different view with regard to one of the above errors i.e. short-term victories. According to Stanleigh (2008), the fact that real transformation usually takes a long time, the loss of momentum and inception of discontentment and fatigue become apparent dysfunctional factors. Short-term gains would not only allow people to be able to see that something positive is occurring but would also serve as perfect reasons for interim celebrations. Stanleigh (2008) that this would provide crucial evidence that efforts associated with change are not being wasted and therefore all involved become motivated to keep going.

#### 2.3.5.6 Organizational Development

Organizational development (OD) entails formation of a team used to include a combination of planned change interventions or actions based on humanistic-democratic principles that set to improve the effectiveness of both the workers well-being and the organization (Robbins, Judge, Odendaal and Roodt, 2010). Kreitner and Kinicki (2008) asserted that although OD involves a similar diagnostic focus possessed by the systems model of change, it does not entail a structured sequence as suggested by Lewin and Kotter. This is because the OD is

much broader in orientation and is supported by a set of tools and techniques. The four characteristics of OD are as follows:

- *OD involves profound change:* the desired outcome is often intense and lifelong improvement that invariably impacts on the organization's culture;
- *OD is value-loaded:* the fact that OD is rooted somewhat in humanistic psychology, a number of OD consultants bring along specific values into the client organization such as democracy over autocracy and cooperation over conflict. Also, OD interventions are aimed at improving the value of an organization's product or service by focusing for example on customer satisfaction;
- *OD is a diagnosis/prescription cycle:* akin to a medical doctors' approach, OD entails diagnosis of the ailment, prescribing and implementing a remedial intervention(s) and progress monitoring. Table 2.2 depicts some of the OD interventions;
- *OD is process oriented:* the focus is on the form and not the content of behaviour and administrative dealing. For example, an OD consultant may coach scientists or accountants on effective communication channels and methods, decision making and problem solving without himself/herself necessarily knowing the technical details of their conversation;

Brisson-Banks (2010), argued that while there is no single model that is a panacea for change, each contains constructive ideas to deal with change processes effectively and can be acclimatized to suit the specific needs of the enterprise. These change models provide useful measures that overlap and complement one another with regard to change implementation and management. For example, Thurkey's analytical strategy is almost identical to Beckhard's model of change. Also, there is a very strong resemblance between Bridges' and Lewin's change models. However, none of them outline remedial measures specifically intended to rescue the intended change that has fallen flat despite utilizing every possible change model or approach. This is critical especially since intended changes are normally indispensable and the survival of the organization usually is solely dependent on it (Stanleigh, 2007).

The South African workforce is both demographically and culturally diverse (Hellriegel *et al*, 2009). The former refers to the extent of the mix of attributes of individuals who form the workforce of an organization and the latter refers to full mix of the cultures and subcultures

the workforce belongs to. According to King, Kruger and Pretorius (2007) the South African environment is unique in many aspects because of the entrenched political system. The legacy of apartheid is that South Africans remain deeply racialised in terms of culture and social setting (Seekings, 2008). King *et al* (2007) stated the problems associated with demographic diversity are compounded by the existence of different cultural languages and eleven official languages. It can therefore be argued that the South African organizations are uniquely cultural and demographically diverse since they represent the community within which they exist.

**Table 2.2 Organizational Development Interventions for Implementing Change**

INTERVENTION	DESCRIPTION
Survey feedback	A questionnaire is circulated to staff to establish their perceptions and attitudes. The meaningful findings are then discussed with them so that they can participate in problem solving and constructive changes.
Process consultation	An OD consultant observes the communication process – interpersonal relations, decision-making and conflict handling patterns occurring in work groups and provides feedback to the members involved.
Team building	Work groups are made to be more effective by helping members learn to function as a team. To enhance team cohesiveness, team members may be assigned to work on a project such as rock climbing with the consultant facilitating communication and conflict resolution in the process (Cameron and Green, 2009).
Intergroup development	Although it strongly resembles team building to a certain extent, the main aim of the intergroup development intervention is to obtain better cohesiveness among several groups, not among members of just one group.
Technostructural activities	The main aim of the technostructural activities intervention is the improvement of the work technology or organizational design with people on the job.

Source: Kreitner,R and Kinicki,A. 2008. Organizational Behaviour. 8<sup>th</sup> Edition. The McGraw-Hill Companies, Inc, p. 544.

In light of the foregoing, any change model that is contemplated with respect to South African based organizations must be able to accommodate situations that are peculiarly to the South African context. For example, the issue of 11 official languages can be a serious impediment in respect of effective and efficient communication something that is an integral part of the change process. Regrettably, none of the change models discussed made necessary provisions to deal specifically with such issues when change is planned and implemented. A conclusion can therefore be drawn that South African organizations would need to improvise and/or adapt these models of change when dealing with change processes.

#### 2.3.6 Barriers to Restructuring

Hoag, Ritschard and Cooper (2002) outlined five barriers to the restructuring processes. First: lack of goals, plans and strategies deprive those involved and affected by restructuring knowledge about where the organization is heading and the expectations thereof. Second: lack of or poor support and commitment from top management hinders effective communication and updates about the restructuring process. Third: failure to recognize the necessity of restructuring by believing that the undesired situation will eventually subside mysteriously. Fourth: obstructive senior executives because of self-serving individuals who have no interest in the survival and success of the organization. Fifth: failure to recognize the right time to initiate the restructuring process. According to Stanleigh (2007) the following can create a crisis during restructuring: lack of engagement of all employees, managing restructuring at the managerial level, instructing employees that they need or have to change, organizing change workshops for employees and expect them to flow with the restructuring process, failing to honour the past and not disallowing employees time to vent concerns and sentiments first before the restructuring process is implemented.

#### 2.3.7 Overcoming Resistance to Restructuring

Sitlington and Marshall (2011) asserted that anecdotally, certain staff members in organizations regard the term “restructuring” as a cryptogram that employers utilize for the cruel certainty of “downsizing”, resulting in job losses. De Cuyper, De Witte, Vander Elst and Handaja (2009) asserted that actual danger of joblessness preceding the notice of restructuring was linked to perceptions of employment uncertainty and, indirectly through perceived employment uncertainty, with tension. Kreitner and Kinicki (2008) outlined 11 reasons why people resisted change and they included an individual’s predisposition to

change, surprise and fear of the unknown, climate of mistrust, fear of failure, loss of status and job security, peer pressure, disruption of cultural traditions or group relationships, personality conflicts lack of tact and timing, non-reinforcing reward system and past success. Jones (2007) stated that resistance to organizational change occurs at individual, group and organization levels. Table 2.3 presents some of the reasons why individuals, managers and organizations resist change. According to Devos *et al*; (2007, cited in Seijts and Roberts, 2010) workers who consider themselves having power over their environment and individual accomplishment embrace change willingly. Arguably, although the first three assertions affirm that employees will invariably feel indifferent about changes associated with a restructuring process in particular, it is not always the case. Also, issues around relocation and living away from home need to form part of the prominent factors giving rise to resistance to change.

**Table 2.3 Reasons for resistance to change**

Individual Resistance	Managerial Resistance	Organizational Resistance
<ul style="list-style-type: none"> <li>• Fear of the unknown</li> <li>• Potential job loss</li> <li>• Peer influence</li> <li>• Personality/low self-efficacy/external locus of control</li> <li>• Inconvenience</li> <li>• Distrust of management</li> </ul>	<ul style="list-style-type: none"> <li>• Same reasons as for individual resistance</li> <li>• Loss of authority</li> <li>• Loss of status</li> <li>• Exposure of previous inadequate approaches and behaviours</li> <li>• Change in territorial ownership</li> <li>• Added responsibility related to change process</li> </ul>	<ul style="list-style-type: none"> <li>• Cost, time and effort to change</li> <li>• Deep-rooted organizational culture</li> <li>• Bureaucracy</li> <li>• Maintaining stability</li> <li>• Past agreements with suppliers, trade unions and customers</li> <li>• Previous investments in buildings, technology and equipment</li> </ul>

Source: Bagraim, J., Cunningham, P., Potgieter, T. and Viedge, C. 2007. Organizational Behaviour – A contemporary South African perspective. 2<sup>nd</sup> Edition. Van Schaik Publishers. P. 390.

Kreitner and Kinicki (2008) stated that we are all creatures of habit. Usually, people find it

difficult to attempt new methods of doing things. The reason is that most employees have the same basic human characteristics, lack of eagerness for change in the place of work. Robbins et al; (2010: 485) stated: “Life is already complicated and hence we should not be weighing up a variety of choices for many decisions we ought to make on a daily basis. To deal with this complication, we all rely on habits or programmed responses”. Sitlington and Marshall (2011) stated that good restructuring decisions executed badly or well executed tactics based on unsuitable decisions may produce negative reactions from employees. Although it may seem employees often react with animosity and resistance to change because they are simple human beings who prefer the status quo and become agitated when someone rearranges the ordinary, this reaction can also be triggered unnecessarily by the managers’ poor decisions.

Measures to overcome resistance to restructuring and moderators of negative occupational factors during restructuring are paramount owing to the fact that, very often, organizational restructurings and downsizings are associated with signs of strain at three class levels (De Cuyper *et al*, 2010):

- Primary class being emotional responses such as anger, hostility, sadness, etc,
- Second class being attitudinal responses such as job dissatisfaction, reduced trust, lack of organizational commitment, etc,
- Final class being poor health and wellbeing.

It is therefore assumed that restructuring relates to strain in the form of lower vigour and higher emotional exhaustion. Seijts and Roberts (2010), asserted that regardless of how convincing senior management’s vision for the change may be, the initiative will be a disaster if workers do not embrace change or have disbelief in the initiative’s success. Sitlington and Marshall (2011), emphasized that managers that anticipate restructuring or downsizing in organisations must seriously consider the impact such initiatives will have on staff and endeavour to make sure that the occurrence is as productive as possible.

Hellriegel *et al*, (2009), argued that resistance to change will never fade away totally, but managers can discover new ways of overcoming its negative consequences by adopting four commonly used methods: education and communication, participation and involvement, negotiation, manipulation and co-optation that are summarised in Table 2.4. According to Self and Schraeder (2009), resistance to change can be managed more effectively when

specific readiness strategies are aligned to vital sources of resistance which may include job insecurity, perceived danger to the credibility of both the organization and those in leadership roles, feeling that processes are flawed, lack of charity and understanding as to why change is necessary and feelings that change will have an undesirable impact.

**Table 2.4 Methods of overcoming resistance to change**

Approach	Used in Situation	Advantages	Drawbacks
Education and communication	Where there is lack of information or inaccurate information and analysis	Once persuaded, people will help with the implementation of the change	Can be very time consuming if many people are involved
Participation and involvement	Where the initiators do not have all the information they need to design the change and others have considered power to resist	People who participate will be committed to implementing change, and any relevant information they have will be integrated into the change plan	Can be very time consuming if participants design an inappropriate change
Negotiation	Where someone or some group will clearly lose out in a change and where that group has considerable power to resist	Sometimes it is a very easy way to avoid resistance problems	Can be very expensive in many cases if it alerts others to negotiate before compliance
Manipulation and co-optation	Where other tactics will not work or are too expensive	It can be a relatively quick and inexpensive solution to resistance problems	Can lead to future problems if people feel manipulated

SOURCE: Hellriegel, D.; Jackson, S.; Slocum, J., Staude, G., Amos, T., Klopper, H.B., Louw, L and Oosthuizen, T. 2009. Management. 3<sup>rd</sup> Edition. Oxford University Press, Southern Africa, p. 244.

An assumption can therefore be made that organizations must first identify the real source of resistance and thereafter selection the most suitable method. Although these approaches suggested by the authors share the same objective that effective and carefully designed measures and moderators are essential to defuse any dysfunctional factors, they seem to differ in their approaches something which suggests that only applicable aspects should be drawn from each to form a combination that will create an atmosphere conducive to the intended change.

Allan (1997), proposed the following alternatives to layoffs: hiring freeze and use attrition, reduce/eliminate overtime, redeploy and transfer employees, encourage voluntary terminations (buyouts), encourage early voluntary retirements and retrain employees for new jobs or responsibilities. It can therefore be argued that, when restructuring is introduced, alternatives to layoffs must not only be communicated effectively and timeously to all employees but, also, management must vividly demonstrate their undivided committed to these alternatives in order to allay any fears and anxieties that are likely to overwhelm employees and trigger negative reactions such as resistance. Erwin and Garman (2010) argued that resistance may be useful in that it can be effectively tailored to help challenge and refine restructuring action plans and strategies. Also, it can foster learning among the restructuring participants and, as such, improve the quality of decision making.

Mayton (2011), stated that while support arrangements and a variety of options may be provided for casualties or out-placed employees, survivors or in-place employees are often neglected and left with little choice, and hence suffer more strain and labour to operate in a social environment of increased ambiguity and anxiety. Obilade (2009), stated that certain studies discovered that downsizing had adverse impacts on the survivors' loyalty, morale and overall attitudes as well and that management must erode the misconception that survivors have that employees are regarded as mere tools by management. It therefore stands to reason that the moderating measures taken should extend beyond the restructuring process and reach out to the aftermath to address any unpleasant issues that are perceived to distress the survivors.

#### 2.3.8 Restructuring and Reorganization in Tertiary Institutions

Viljoen and Rothman (2009) stated that the colleges of education and universities around the



globe have undertaken restructuring in countries such as Russia, China, Canada, the United States of America, Australia and United Kingdom due to the governments' weakening ability to subsidize higher education. The research conducted at universities in New Zealand, United States of America, Australia and United Kingdom revealed job insecurity (source of stress) to be one of the key factors associated with restructuring processes (Gillespie, Walsh, Winefield, Dua and Stouch, 2001). The restructuring process taking place at universities had an adverse impact on the members of staff in many ways e.g. academic staff members from Germany, Israel, Australia, Hong Kong, Sweden and Mexico experienced job dissatisfaction with the United Kingdom having more than 50% of their academics being dissatisfied with their jobs (Viljoen and Rothman, 2009).

As part of the global phenomenon, South African higher education also underwent complicated restructuring processes of merging higher education institutions. Certain tertiary institutions changed their mode of delivery and assumed new strategies and others were consolidated by being dissolved as separate entities and integrated to become a new institution (Arnolds, 2005). Viljoen and Rathmann (2009) stated that restructuring of tertiary education institutions created emotional turmoil and stress among the members of the academic and support staff. Arnolds (2005) asserted that negative experiences such as lower employee motivation, organizational commitment and job performance had been reported in Australian and South African tertiary education restructuring processes. Although research has been conducted that addresses cost effectiveness in tertiary education entities, there are very few studies conducted on support staff in its 'own right' (Gornitzka and Larsen, 2004). Arnold (2005) asserted that there is a lack of quantitative research on the human dimension that is part of the higher education restructuring process. Few researchers have examined the psychological factors with respect to employees who are at the receiving end of the restructurings in a South African context (Martin and Roodt, 2008).

## 2.4 Summary

This chapter has provided a theoretical perspective on change, organizational change and restructuring. The impact of restructuring processes on employees in general was discussed. The literature then addressed the elements and forces of restructuring, the models of change, barriers to restructuring, resistance to restructuring and the measures and moderators to overcome resistance during a restructuring process. The restructuring processes that have

taken place within the tertiary education both locally and abroad were discussed. In view of the foregoing literature review, it is clear that a restructuring process often has an adverse impact on employees and their wellbeing. It therefore becomes evident that the development and effective implementation of appropriate measures to mitigate the negative impact emanating from a restructuring process must be an integral part of any restructuring initiative. Also, the approaches provided by the change models discussed were evaluated against the unique challenges and problems inherent in South African organizations. The next chapter will explain the research methodology of the study.

## **Chapter Three**

### **Research Methodology**

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#### **3.1 Introduction**

Management and business research is becoming increasingly complicated and complex nowadays and, as such, new techniques for investigating research problems and analysing data thereafter to explain and clarify social phenomena are required (Jogulu and Pansiri, 2011). Sekaran and Bougie (2010) stated that it is common knowledge that sometimes managers make good decisions and problems get solved and occasionally make such colossal blunders that the organization gets stuck in the mire. The difference between making a good and a bad decision is dependent on the manner in which the managers went about the decision-making process. Formal research allows managers to be knowledgeable about the best course of action to follow in order to make a good decision i.e. being able to identify and select the best appropriate and suitable option for the situation at hand.

This chapter will begin by describing the primary aim of the study, as well as the participants and location of the study. Next, it will discuss and evaluate two research approaches (quantitative versus qualitative) in comparison with each other and, the chosen method for the study. The following key aspects of the research will also be covered: sampling, data collection and development of the questionnaire. The chapter will conclude by describing pretesting and validation of the questionnaire together with analysis of the data.

#### **3.2 Research Problem and Research Question**

The corporate restructuring process involves decision-making regarding the suitable size of staff complement and the required skills (Lin, Lee and Gibbs, 2008). An assertion can therefore be made that the process of restructuring is bound to have an impact on the members of staff in one way or the other. Biron, Burn and Ivers (2008) stated that, during restructuring, staff members perceived remarkable escalation in their stress levels due to job insecurity. As such, the conditions associated with a restructuring process can overwhelm staff members and cause suffering in many ways. However, workers who consider themselves as having power over their environment and individual accomplishment embrace change willingly (Seijts and Roberts, 2010). The main question to be answered in this study:

Has the restructuring of the University of KwaZulu-Natal impacted on support staff? In order to answer this question a number of objectives were formulated.

### 3.2.1 The Objectives of the Study

The objectives of this study are:

- To determine the impact of the restructuring process on job security,
- To assess if the restructuring process resulted in emotional strain,
- To determine the impact of the restructuring process on job satisfaction,
- To determine the impact of the restructuring process on organizational commitment,
- To assess if employees health and wellbeing was affected by the restructuring process, and
- To provide recommendations on how best to manage future restructuring processes

### 3.3 Participants and Location of the Study

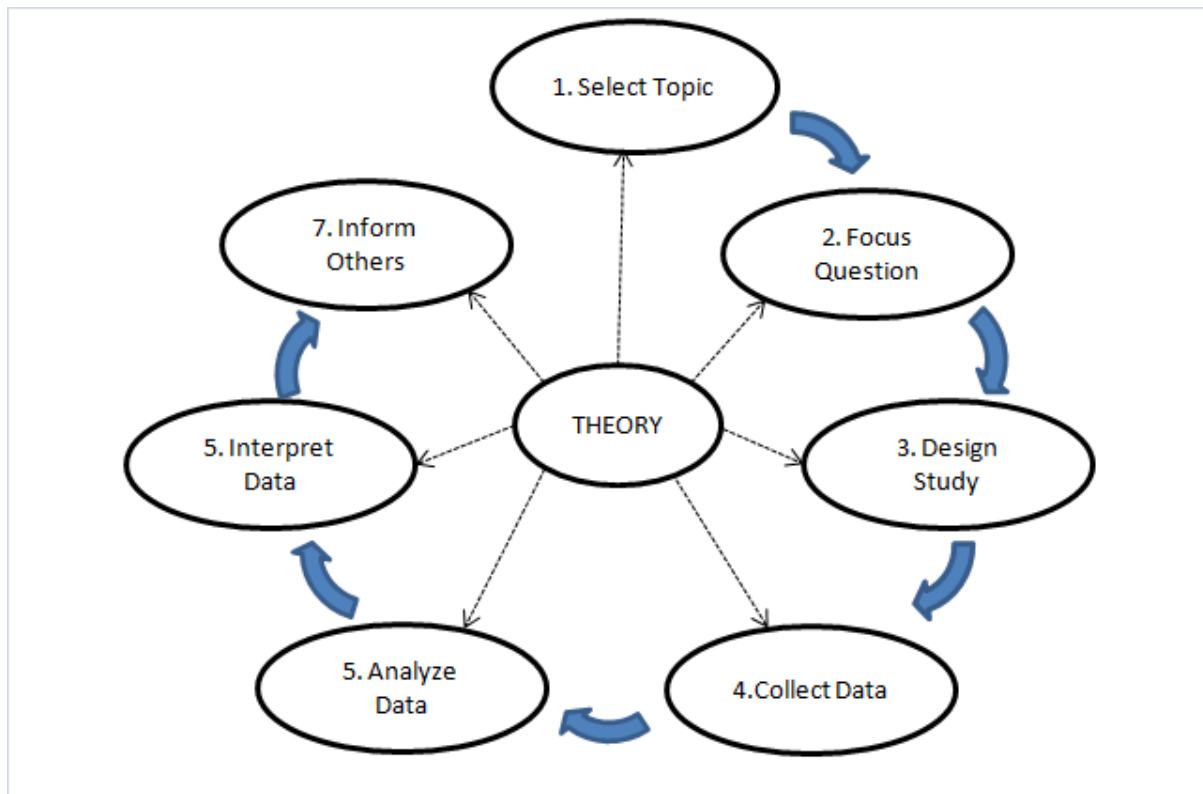
Gornitzka and Larsen (2004) describe university administrative/support staff as those individuals who occupy non-academic positions which can be further broken down into technical and administrative staff. This group of employees formed the target population of the study. The participants for this study were therefore drawn from the four Colleges within UKZN and they included all members of the support staff. This group of employees was selected because the restructuring process was bound not only to have an impact on them but, also to change the content of their job profiles from moderate to complete modification. The target population comprised employees from semi-skilled level to directorship level. The Colleges span across all UKZN campuses *viz* Edgewood, Howard College, Medical School, Pietermaritzburg and Westville and the research project, accordingly, will covered these geographic areas.

### 3.4 Research Approach

The main purpose of research is to collect empirical data in a systematic way and to examine that data so that there is better understanding and explanation of social life (Neuman, 2011). Sekaran and Bougie (2009) stated that data can either be quantitative or qualitative. It is important to know the nature of data involved in the study since the tools for a quantitative study are inappropriate and irrelevant for a qualitative study and vice versa (Neuman, 2011). Sekaran and Bougie (2009) asserted that deductive reasoning refers to creation of a general

theory and then applying it to a specific case where certain variables exist and the predictions about relationships between them is tested, for example, that there is a negative relationship between poor conditions of employment and organizational commitment. Neuman (2011) stated that the deductive direction starts with abstract concepts or a theoretical proposition that outlines the logical connection among concepts. Quantitative research is suitable for concepts that are in the form of distinct variables (Neuman, 2011). Inductive reasoning works differently in that a specific phenomena is observed and on this basis researchers arrive at general conclusions (Sekaran and Bougie, 2009). Inductive direction builds from empirical observation towards more abstract thinking (Neuman, 2011). Creswell (2007) stated that qualitative researchers build their patterns, categories and themes from 'bottom up' by arranging data into progressively more abstract units of information.

In view of the forgoing, the quantitative method has been identified as the most suitable method for the study and hence chosen because the study is deductive in approach and involves distinct variables between which the nature of relationships is sought. According to Shao (2002) quantitative research uses mathematical measures and statistical techniques to determine relationships and differences among samples of target populations. It is a structured approach that often uses designed questions, such as questionnaires, with a choice of specific responses so that the answers given can be measured and analysed mathematically. Shao (2002) stated questionnaires provide a uniform structure that allows responses to be analysed and compared. The goal of the quantitative measurement is to precisely capture details of the empirical data and express the finding in numbers (Neuman, 2011). The quantitative research approach involves the sequential steps as depicted in Figure 3.1. Accordingly, a questionnaire was designed for the study with questions and statements to which the participants were to respond by making choices from groups of options.



**Figure 3.1 Steps in the Quantitative Research Process**

Source: Neuman W.L. 2011. Social Research Methods – quantitative and qualitative approaches. 7<sup>th</sup> Edition. Pearson Education Inc., publishing as Allyn and Bacon. p. 18.

Neuman (2011) stated that the purpose of sampling is to select some manageable elements from a much larger set of cases, examine them in detail and then infer the findings to the whole population. Sekaran and Bougie (2009) define a population as the entire group of people, events or cases of interest that the research is intending to examine. However, collecting information or data needed to conduct an investigation from the entire population is sometimes impossible or impractical and to avoid the impossibility or impracticability, researchers draw a sample consisting of a subset of representative units from the large population (Shao, 2002).

Sekaran and Bougie (2009) stated that sampling is the process of selecting an adequate number of the right elements to represent the entire population. The sampling process can make the sampling experience less complex as shown in Figure 3.2

### 3.5 Sampling



**Figure 3.2 The Sampling Process**

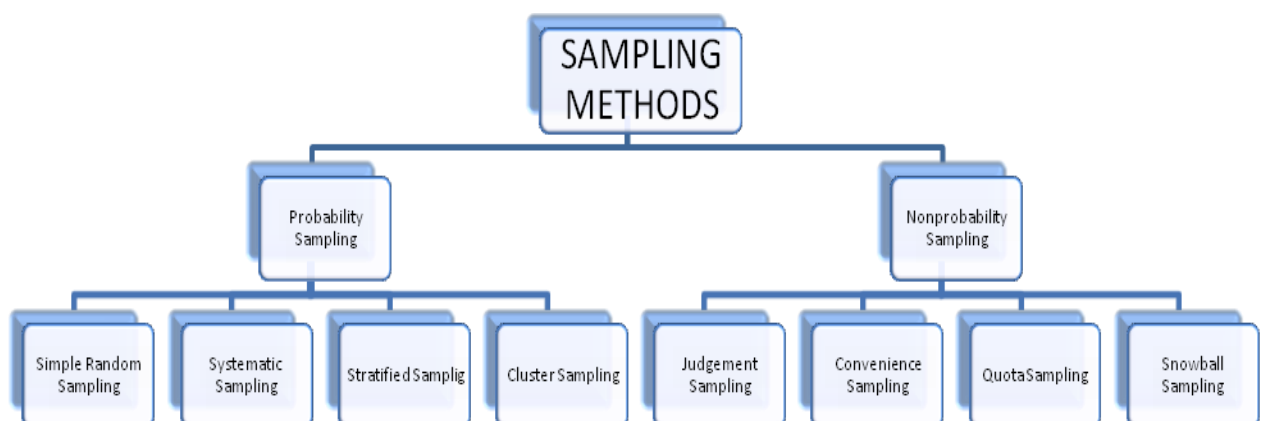
Source: Shao, A.T. 2002. Marketing Research – An Aid to Decision Making. p. 362.

The explanation of the steps involved in the sampling process is listed below (Shao, 2002):

1. ***Define the population:*** it important to clearly define the elements, geographical parameters and time with regard to the target population and the decision made must be based on the research objectives. In this study the population is the members of the support staff in the four Colleges of UKZN.
2. ***Identify the sampling frame:*** a sampling frame is the actual list of all elements or members of the target population. Sekaran and Bougie (2009) argued that the sampling frame may not always be absolutely accurate and complete due to departure and arrival of certain population elements. The difference between the actual population and sampling frame creates potential for bias in any sample and random sampling normally reduces the chance of sampling bias (Shao, 2002). The sampling

frame for this study is the human resources database of support staff at UKZN.

3. **Choose the sampling Method:** According to Sekaran and Bougie (2009) there are two major types of sampling methods viz probability and nonprobability. The former refers to the instance where every member of the target population has a known and nonzero chance of being selected in the sample. The former refers to the instance where the target population elements do not have a known and predetermined chance of being included in the sample. The types of sampling method from which a choice can be made are shown in Figure 3.3. Probability sampling is adopted when the representativeness of the sample is of importance in the interests of wider generalizability while nonprobability sampling is often preferred when time or other factors are of the essence rather than generalizability.
4. **Determine the sample size:** the facts about sample size determinations are that it involve both managerial and financial considerations, there is no direct correlation between the population size and sample size needed, samples size should not exceed 10% of the target population, the larger the sample size, the less the sampling error and larger sample costs increase on a linear basis while it is not the case for the sampling error. The methods for determining the sample size are blind guessing, rules of thumb, affordability method and statistical method. Based on the population of N of support staff,  $n$  sample of Y will be appropriate (Krejcie and Morgan, 1970).
5. **Gathering the data:** data can therefore be collected once the first four stages have taken place and this aspect is discussed in detail under 3.6.



**Figure 3.3 Types of Sampling Methods**

Source: Shao, A.T. 2002. Marketing Research – An Aid to Decision Making. P. 364



In determining the impact the restructuring had on the members of the support staff of UKZN, there were distinct dependent and independent variables for which the nature of the relationship is sought i.e. the nature of the relationship between restructuring and job security, attitudinal factors, emotional factors, health and wellbeing. The aim of the research was to understand how restructuring had affected all members of the support staff in the four Colleges and hence the representativeness of the sample was of importance in the interests of wider generalizability. The total population was approximately 500 and, accordingly, the appropriate sample size was 217 (The Research Advisor, 2012, MBA Dissertation Guide). Neuman (2011) stated that probability sampling is the 'gold standard' for creating a representative sample. According to Shao (2002) every population element has a known and nonzero chance of being selected in probability sampling.

Churchill, Jr. (2001) stated that data can be also be gathered from each element of the target population by completely canvassing that particular target population. A complete canvas of an entire population or if the population is sampled in its entirety, that sampling is by definition a census (Shao, 2002). Although collecting data from the entire population can be sometimes impractical and impossible, there are instances where these impediments may be moderate or non-existent to cause any major difficulties and/or complexities in canvassing the entire population (Shao, 2002). In view of the foregoing, probability sampling method was chosen for the study.

### 3.6 Data Collection

According the Sekaran and Bougie (2009) there are two sources from which data can be obtained *viz* primary and secondary. The former refers to information gathered first-hand and the latter refers to information obtained from sources that already exist. Shao (2002) stated that primary data provides information on the specific question or problem that needs to be answered, not data that merely applies to an industry which may either be irrelevant or out-of-date. Shao (2002) further stated that it becomes essential to collect primary data if secondary data is not available to assist the researcher in making an informed decision with regard to the study. There was no existing secondary data in respect of the study and hence the primary source of data was considered not only the option left but also the most appropriate for the study.

According to Sekaran and Bougie (2009) data from individuals can be gathered through interviews, administration of questionnaires or observations. The interview refers to a social situation where the respondents are expected to interpret the meaning of a questionnaire question with the interviewer collaborating with or assisting him/her to grasp the intent of the researcher's intent in a question (Neuman, 2011). Sekaran and Bougie asserted that interviews can be structured or unstructured where the former refers to when the interviewer has premeditated questions to which the respondent must answer and the latter refers to the situation where the interviewer does not have any planned questions for the respondents. Shao (2002) defines observation technique as a method for gathering data that involves watching the test subjects without communicating, interfering or interacting with them and devices such as video cameras, cassette recorders or pencil and paper are normally used to gather data. According to Creswell (2007) a special skill is required for this method i.e. the ability to address issues such as the potential deception of respondents, impression management and marginality and partiality of the researcher in a strange situation.

Shao (2002) defines a questionnaire as a formal set of questions or statements designed to gather information from respondents that will accomplish the goal of the research project. Abelson, Rosner, Plumer and Lines (2005) stated that questionnaires are powerful and economical research tools that provide the ability to analyse large amount of data. Questionnaires provide a useful and versatile tool for new and occasional researchers and can be applied to a wide range of topics (Burford, Hesketh, Wakeling, Bagnall, Colthart, Illing, Kergon, Morrow, Spencer and Zwanenberg, 2009). Neuman (2011) stated that survey research uses questionnaires to gather information on the people's attitudes, backgrounds and beliefs. According to Sekaran and Bougie (2009) questionnaires are an efficient data gathering tool for research projects where the researcher knows precisely what is required and how to measure the variables of interest and can be administered personally, mailed to the respondents or distributed electronically.

This study aimed to establish the nature of relationships between restructuring (independent variable) and job security, emotional factors, attitudinal factors and health and wellbeing (dependent variables). The variables of interest were known and hence the questionnaire data collection mechanism was deemed appropriate. An electronic version of the questionnaire was circulated on-line to the respondents via the QuestionPro survey tool. According to

Sekaran and Bougie (2009) electronic questionnaires are easy to administer, can reach globally, are very inexpensive, allow fast delivery and affords the respondents the luxury to answer at their convenience.

### 3.7 Development of the Questionnaire

According to Abelson *et al* (2005) the questionnaire design process deserves careful attention since it is only a well-designed questionnaire that will be validated for reproducibility and consist of reasonable questions that produce responsive answers. Questionnaires that are well designed gather useful and accurate information for the intended study (Kember and Leung, 2008). It was therefore paramount to heed their advice for this study to avoid problems that might emanate from poor design of the questionnaire. The study sought to establish the impact the restructuring process had on the College support staff members of the UKZN with respect to four constructs *viz* job security, attitudinal factors, emotional factors and health and wellbeing. The funnelling approach was adopted in developing the questionnaire. According to Neuman (2011) the funnel sequence of questions places general questions before specific ones. The introductory questions of the questionnaire asked respondents about their general feelings and view about the restructuring and later more specific questions were asked about the four study constructs. The opening questions were easy to answer and hence assisted the respondent to feel comfortable about the questionnaire (Neuman, 2011). According to Sekaran and Bougie (2009) the funnel approach facilitates the easy and smooth progress of the respondent through the items of the questionnaire.

Sekaran and Bougie (2009) stated that a sound questionnaire consists of appropriate and well worded questions pitched at the level of understanding of the respondents. The study involved members of support staff within a tertiary institution and the terminology used for the questions was akin to that used by the respondents in their work environment. A point was also made to craft the questions in a manner that they referred specifically to those factors that were well known to the respondents and relevant to their work situations. The layout and format of the questionnaire is important to ensure a professional appearance and unambiguity (Neuman, 2011). The spacing and the font size used for the study questionnaire ensured that the questions were clearly separated from one another and were easy to read.

A scale is a tool or mechanism by which the responses are differentiated from one another in

terms of the variables of interest of a research study and there are four basic types of scales: nominal, ordinal, interval and ratio (Sekaran and Bougie, 2009). According to Shao (2002) a nominal scale uses names and numbers to label test characteristics so that they can be properly identified with no rank order being applied. The nominal scale was used for the biographical section of the study questionnaire where respondents were asked to indicate their gender, race and the College they belonged to. In an ordinal scale numbers are arranged to indicate a greater than or less than and respondents are normally requested to rank the given options according their own preference. The research questionnaire consisted of some ordinal scale questions for example the respondents were requested to rank the factors causing their unhappiness about their jobs.

An interval scale ranks characteristics using equal increments between ranking points to show relative amounts although it does not have a fixed zero point (Sekaran and Bougie, 2009). Sekaran and Bougie (2009) further stated that an interval scale allows for computation of certain arithmetical operations on the data collected and Likert scales are generally treated as interval scales. For example, the study questionnaire consisted of a question where the respondents were requested to rate the objectives of restructuring on a scale of: (1) very unclear (2) unclear (3) neither clear nor unclear (4) clear (5) very clear. The interval between point 1 and 2 is the same as the interval between 4 and 5. According to Shao (2002) this scale is also known as the Likert scale (summated rating scale). The ratio-level measurement does everything the other scales do and it has a true zero (Neuman, 2011). The study questionnaire had a question that requested respondents to indicate the length of their service at UKZN in years i.e. 0 -5 years, 6 – 10 years, 11 – 15 and 16 and more. All four basic types of scales were used in the questionnaire to ensure maximum capturing of the information around the variables of interest.

The objectives of the study are clearly stated in section 3.2.1 and the questions were designed to cover all the objectives. The questionnaire is appended for ease of reference (Appendix – 1). To address the first objective, respondents were asked to describe their feelings about restructuring and how it has affected their job security. With regard to the second objective, the respondents were requested to state whether they were in any way affected by restructuring and to describe how their emotions were affected. In respect of job satisfaction, respondents were requested to state whether they were happy with their jobs since restructuring and to indicate either the factors that caused their unhappiness or those that

contributed to their happiness. With regard to organizational commitment, respondents were requested to evaluate the success of restructuring and describe how it has affected their attitudes towards their respective Colleges. The health and wellbeing objective was covered by a question requesting the respondents to state if they were ever diagnosed by a doctor that restructuring affected their health and to describe the type of treatment they received. All questions had specific options that respondents were to choose from.

### 3.8 Pretesting, Validation and Reliability

According to Sekaran and Bougie (2009) it is important to pre-test a questionnaire to establish whether the questions were developed properly and that they would be clearly understood by the respondent without any difficulties. The pre-testing process involves a trial run of the questionnaire using a small sample from the target population to detect any problems and the primary aim is to confirm the precision of the questions in terms of capturing the information sought for the study (Shao, 2002). In view of the foregoing the questionnaire for the study was pre-tested using a sample of five respondents drawn from the target population. The respondents were requested not only to answer the questions but also to critically analyse the whole questionnaire and provide feedback. There were minor errors and/or ambiguity in certain questions that were detected by the respondents and their feedback in this respect were absolutely useful. The following changes were made based on the feedback:

Kember and Leung (2008) stated that validity is ascertained when an instrument actually provides a measure of what it purports to measure. Validity means ‘truthfulness’ (Neuman, 2011). It can therefore be concluded that an instrument can be deemed successful if it produces the exact results/outcome that it was set to achieve or to produce. According to Sekaran and Bougie (2009) validity testing can be categorized under three broad headings viz. content validity, criterion-related validity and construct validity:

- **Content validity** ensures that the measure includes a sufficient and representative set of items that address the concept specifically. Shao (2002) stated that normally professionals or experts in the area are arranged to conduct an assessment to determine the level of validity of the scale. The study questionnaire was assessed by a professional industrial psychologist working within the environment where the study was conducted to ascertain if the questions tapped all study objectives. She

detected a few double-barrelled questions and did not only assist in rectifying the error but also stated the reason why these questions should be avoided. These questions often cause confusion especially when the respondent has different responses to each part of the question. The face validity also contributes to the determination of content validity in that it indicates that the items of the measure do, on the face of it, look like they measure the concept. Feedback from the pilot study elements suggested that the study questionnaire appeared to be addressing the aspects of the impact of the restructuring process.

- ***Criterion-related validity*** refers to the ability of the measure to differentiate individuals on a criterion it is expected to predict. According to Neuman (2011) criterion validity utilizes some criterion or standard to indicate a construct correctly and the two subtypes of this validity are concurrent and predictive. The former refers to the scales ability to differentiate individuals who are known to be different and the latter refers to the ability of the measure to differentiate among individuals with reference to future criterion.
- ***Construct validity*** refers to the ability of the measure to produce results that fit the theories around which the measure is designed and this is assessed through convergent and discriminant validity. According to Shao (2002) the former refers to the ability of a scale to correlate with others that purport to measure the same concept and the latter refers to a scale's lack of correlation with another scale that purports to measure different concepts.

A conclusion can therefore be drawn that validity is an integral element of a scale and efforts must be made to ensure its presence before the measure is used.

Nueman (2011) stated that reliability means dependability or consistency in that the same thing repeats or occurs under the identical or very similar situations. Reliability refers to the ability of the measure to produce consistent results if repeated measurements are taken (Shao, 2002). The reliability of a measure is gauged by the level of stability and internal consistency (Sekaran and Bougie, 2009). The former refers to the ability of the scale to remain the same over time and two tests of stability are test-retest reliability and parallel-form reliability. The test-retest is the reliability coefficient obtained by repetition of the same measure on a second

occasion. According to Sekaran and Bougie (2009) the parallel-form reliability occurs when responses on two comparable sets of measures tapping the same construct are highly correlated. The former refers to the homogeneity of the items in the measure that tap the construct and the internal consistency reliability is examined through the interitem reliability and split-half reliability test. The interitem consistency reliability is a test of consistency of respondents' answers to all items in a measure (Shao, 2002). The split-half reliability reflects the correlations between two halves on an instrument. Shao (2002) asserted that a scale must be reliable to be valid. This assertion emphasized the importance of both reliability and validity in all scales for research studies.

### 3.9 Analysis of the Data

Sekaran and Bougie (2009) stated that before data can be analysed, data must be prepared for analysis and the process involves coding and data entry, editing data and data transformation. Data coding means systematically reorganizing raw data into a format that is easy to analyse using statistics software on computers (Neuman, 2011). According to Sekaran and Bougie (2009) a number is assigned to the participants' responses so that they can be entered into a database. There are four ways to enter raw quantitative data into a computer *viz* code sheet, direct-entry method (including Computer-Assisted Telephone Interviewing), optical scan and bar code (Neuman, 2011). Shao (2002) stated that researchers normally have their quantitative data entered into software programmes that have statistical analysis capabilities such as Statistics Programme for Social Sciences (SPSS), SAS and Microsoft Excel. Once the data has been entered into software, data editing must be performed to detect and correct illogical (outliers), inconsistent (discord with other information) or illegal (unspecified code) data and omissions in the information gathered from the respondents of the study (Sekaran and Bougie, 2009). The data obtained for the study was scrutinized to detect and remove any errors before exporting them to the SPSS programme. A further screening and cleaning exercise was conducted on the exported data to ensure that only complete and accurate data were used for the study analysis. The diagrams and tables are used in the presentation of data to enhance the understanding of the information presented and discussed thereafter. Shao (2002) stated that the next step is to tabulate the results by arranging data in a table format that is easy for the researcher to read and understand in order to be able to describe patterns in the data. The same data analysis approach was adopted for this research study.

### 3.10 Summary

This chapter has provided an overview of the research methodology that was used in this study. The primary aim of the study as well as the participants and location of the study was clearly described. Two research approaches, namely the quantitative and the qualitative were discussed and evaluated in relation to the nature and objectives of the study and the former appeared to be the most appropriate one and was, accordingly, chosen. The key aspects of the research *viz*, sampling, data collection and development of questionnaire, pretesting, validation, reliability and analysis of the data were also discussed. A pilot study involving five respondents was conducted to fine tune and to evaluate the contrast validity, content validity and face validity of the questionnaire. The following chapter covers the presentation and discussion of data gathered from the respondents through the study questionnaire.



## **Chapter Four**

### **Presentation and Discussion of the Results**

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#### **4.1 Introduction**

The purpose of this chapter is to present and discuss the results. The data was gathered online through an electronic questionnaire that was distributed to the target population by using QuestionPro online. The data obtained was subsequently imported to the Statistical Programme for Social Science (SPSS) for analysis. The results are presented with the aid of tables and graphs to enhance the comprehension of the findings. Nine categories have been used in the presentation of results *viz* demographic information, clarity of restructuring objectives, communication regarding restructuring, feelings about restructuring, nature of emotional impact, health and well-being, job satisfaction, organizational commitment and factors contributing to successful restructuring. The interpretation of the results and the findings thereof with specific reference to and in the context of the research study objectives are discussed in conjunction with the presentation of results. Although the results obtained may not be generalized to the entire population at the four Colleges at UKZN, the findings highlight trends that exist within the target population.

#### **4.2 Data Collection**

The electronic questionnaire was uploaded on QuestionPro and an e-mail message with the Uniform Resource Locator (URL) address of the questionnaire was sent to the whole target population which comprised 789 support staff. A total number of 535 respondents viewed the questionnaire according to the report generated, and although 328 respondents attempted to complete or partly complete the questionnaire, only 205 completed the questionnaire. The completion rate in relation to the total population was therefore 33%. This is a representative sample based on the sample table in Sekaran and Bougie (2009, p. 295) where a sample of 186 is required for a population of 750 people. The participant statistics also indicated that data for 17 respondents were missing although they completed the questionnaire in full. It was later discovered that an unexplained technical problem occurred where the completed questionnaires of these respondents had very large amounts of missing data although they were completed in full. The questionnaire was programmed to prompt the respondents to the following questions once the previous ones had been answered to prevent any skipping of questions. The missing data of these elements proved to be the cause of distortion and hence

they were excluded from the final analysis. It took an average time of seven minutes for the each respondent to complete the electronic questionnaire.

#### 4.3 Treatment of Data

The data obtained was scrutinized to detect and remove any errors before exporting them to the SPSS programme. A further screening and cleaning exercise was conducted on the exported data to ensure that only complete and accurate data were used for the study analysis. The diagrams and tables are used in the presentation of data to enhance the understanding of the information presented and discussed thereafter.

#### 4.4 Presentation of Results and Discussion of the Findings

##### 4.4.1 Demographic Information

The study questionnaire was designed to capture the following demographic profile of the respondents: gender, race, college, peromnes grade, University service and highest educational qualification.

Table 4.1 indicates that the majority (76%) of the respondents were females and the remaining 24% were male. In terms of the race profile, the frequency shows that Indians formed the majority of the respondents and Coloureds were the minority. This finding is in line with the information available in the Integrated Tertiary System (ITS) as per the report produced on 22 June 2012 (UKZN, 2012). The College distribution reveals that the majority of the respondents belonged to Agriculture, Engineering and Science, Law and Management Studies was the least represented College. The peromnes grade distribution indicates that respondents on peromnes grades 12 – 09 (69%) represented the majority of the respondents. The peromnes grade is the level of the job and it is determined by evaluating the job content captured by the job file. The areas that are scrutinized include the level of responsibility, complexity, accountability, people with whom the incumbent interacts and supervision and/or managerial component.

**Table 4.1      Profile of Respondents Demographic**

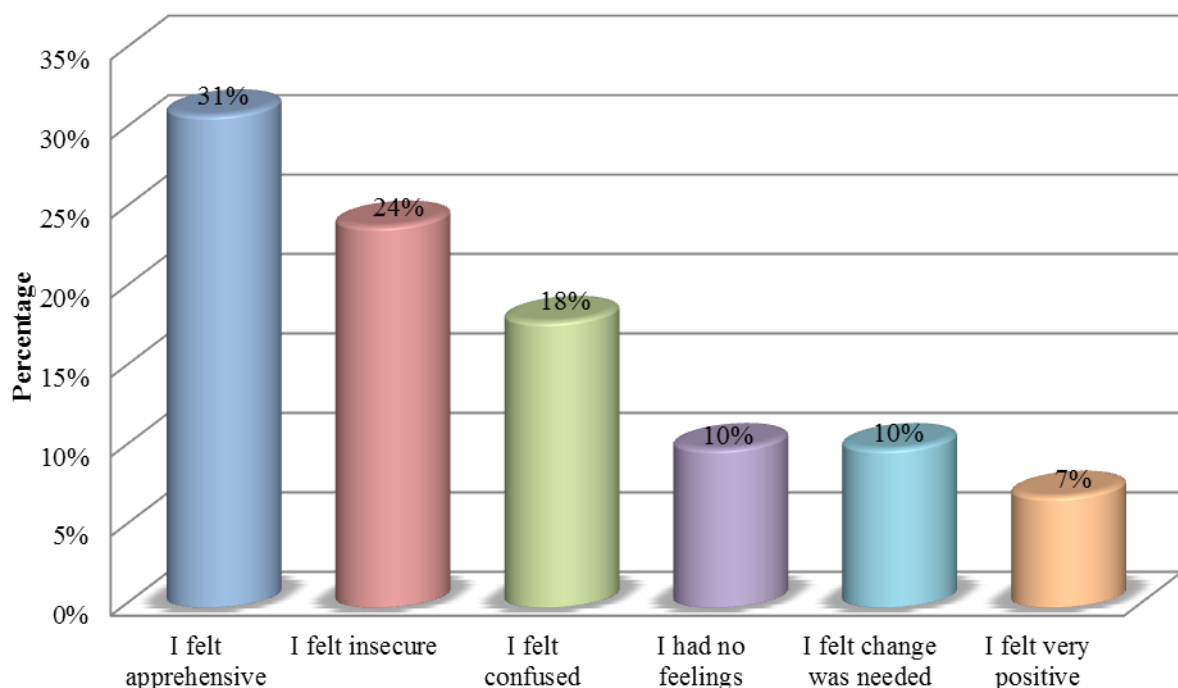
Demographic Profiles		Percentage
Gender	Male	24
	Female	<b>76</b>
Race	Black	34
	Coloured	8
	Indian	<b>36</b>
	White	22
College	Agriculture, Engineering and Science	<b>29</b>
	Health Sciences	25
	Humanities	27
	Law and Management	19
Peromnes Grade	17 – 15	1
	14 – 13	3
	12 – 09	<b>69</b>
	08 – 07	22
	06 and above	5
University Service (In Years)	0 – 5	28
	6 – 10	22
	11 – 15	15
	16 and above	<b>35</b>
Highest Qualification (Completed)	Matric	17
	Diploma	<b>29</b>
	Degree	14
	Postgraduate Diploma/Honours Degree	23
	Masters	14
	PhD	3

The prevalent peromnes grade range of the support staff at UKZN is 12 – 09 and this is in line with the results obtained in terms of the ITS report produced by Human Resources on 22 June 2012. Most of the respondents had been employed at UKZN for at least 16 years. In terms of the highest qualification completed, the results show that the majority of respondents

possessed a diploma. In general, the majority of the respondents' demographics represent the predominant demographic profile of the support staff employed by UKZN as evidenced in the ITS Report on staff profile produced by UKZN Human Resources on 22 June 2012 (UKZN, 2012).

#### 4.4.2 Objective One: To determine the impact of the restructuring process on job security

In terms of the first time when the restructuring was announced, Figure 4.1 shows that most of the respondents felt apprehensive and insecure. It is evident that the news about the impending restructuring triggered apprehension in the majority of the respondents. Also, insecurity was a prominent feeling. The findings in Figure 4.1 are in line with views of the following scholars: Sitlington and Marshall (2011) who asserted that anecdotally, certain staff members in organizations regard the term “restructuring” as a cryptogram that employers utilize for the cruel certainty of “downsizing”, resulting in job losses and De Cuyper, De Witte, Vander Elst and Handaja (2009) who asserted that actual danger of joblessness preceding the notice of restructuring was linked to perceptions of employment uncertainty and, indirectly through perceived employment uncertainty, with tension.



**Figure 4.1 Feelings experienced when restructuring was announced**

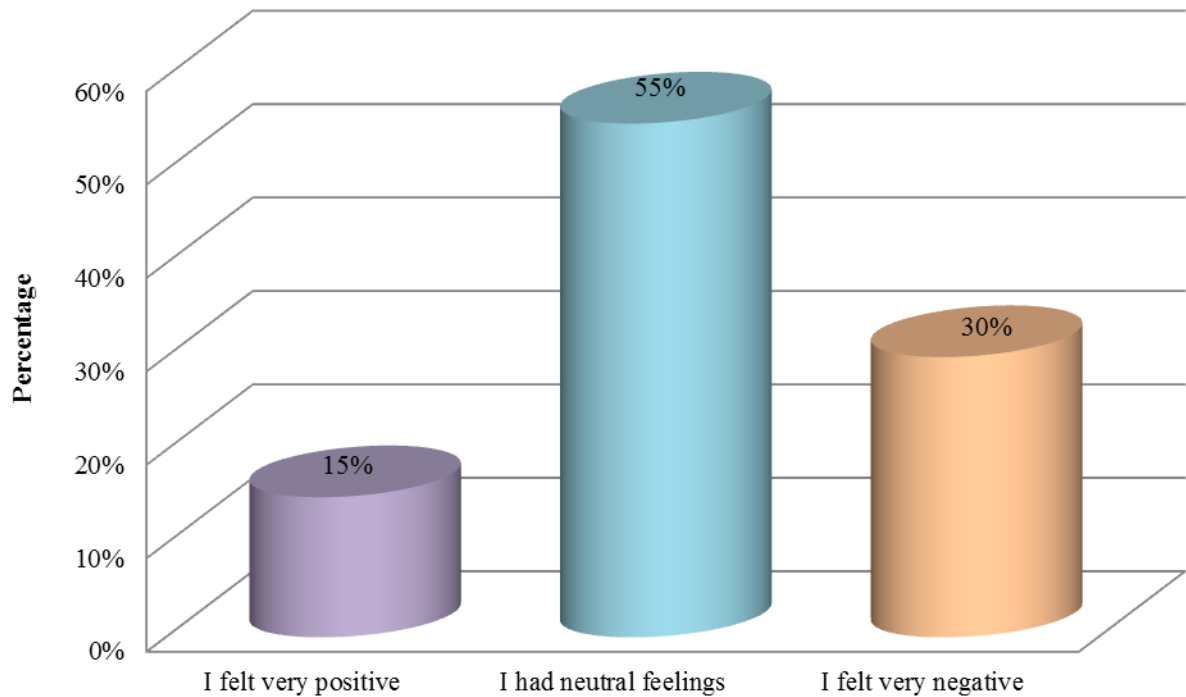
Although the majority of the respondents felt apprehensive when they heard about restructuring, Table 4.2 reveals that all races felt apprehensive with the exception of Black

employees (9%) who felt insecure. Although Indian employees (35%) were generally the most affected by the restructuring news, White employees (14%) were the most who felt apprehension. Also, it is evident that none of the Coloured employees expressed any positive feelings about the restructuring although there was a handful of employee of other races that did.

**Table 4.2** Cross tabulation between feelings when restructuring was announced and race

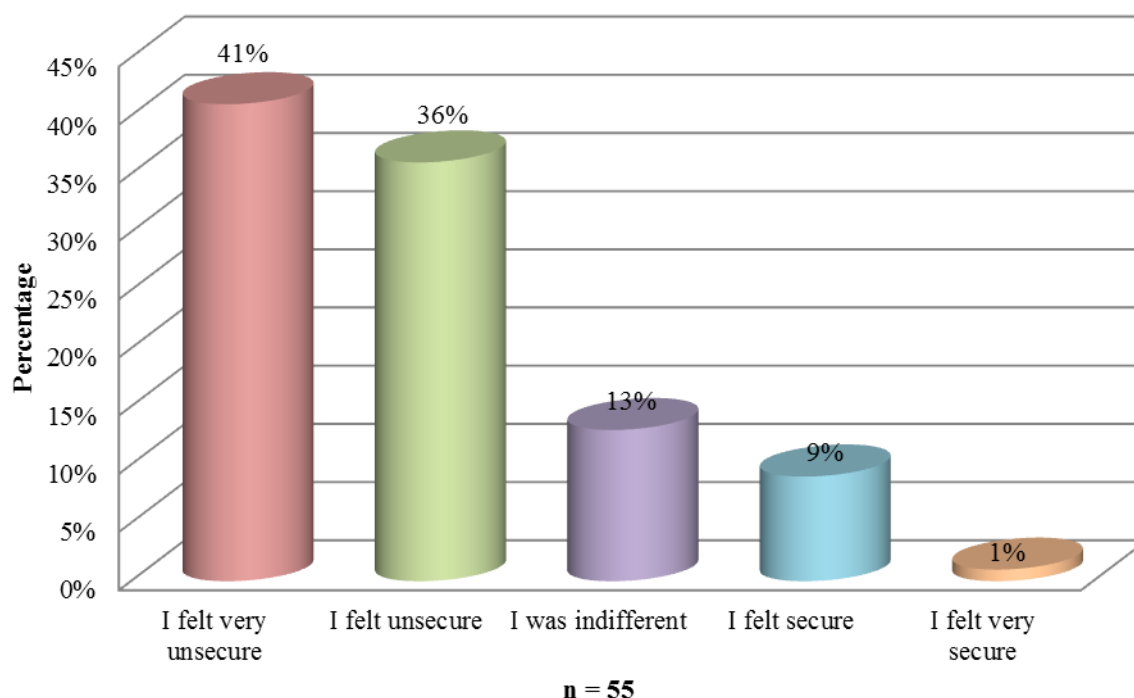
n = 180		How would you describe your feeling once you heard about the restructuring at the University of KwaZulu-Natal?						
Race		Insecure	Apprehensive	Confused	No Feelings	Change is needed	Positive	Total
	Blacks	9%	3%	8%	4%	6%	4%	34%
	Coloureds	3%	3%	1%	1%	0%	0%	8%
	Indians	10%	12%	5%	3%	3%	2%	35%
	Whites	2%	14%	2%	3%	1%	1%	23%
	Total	24%	32%	16%	11%	10%	7%	100%
p = 0.001								

In terms of Figure 4.2, it is evident that the feelings of the majority of respondents (55%) were neutral. Since job security was one of the aspects being researched, the results of the respondents who had neutral feelings were excluded and the focus was on the results of those whose feelings were affected. Among those whose feelings were affected (45%), the results reveal that the majority (30%) felt very negative about the restructuring. It was important to have a deeper understanding of the negative feelings with regard to their impact on job security.



**Figure 4.2 Feelings about restructuring**

In terms of Figure 4.3 it is evident that the majority of respondents felt insecure in respect of their jobs when the restructuring was introduced and implemented since 77% (42% + 36%) of the total respondents acknowledged this feeling. The evidence presented by Figure 4.3 also indicates that the intensity of the feelings of being insecure ranged between moderate and acute. The majority of respondents felt very insecure particularly with respect to their jobs. Evidently, job security was adversely affected by restructuring since only 10% of the respondents felt that their jobs were not in danger as a result of the restructuring and the rest felt otherwise. These findings are in line with the research conducted at universities in New Zealand, United States of America, United Kingdom and Australia which revealed that job insecurity, a source of stress, is the key factor associated with restructuring processes (Gillespie, Walsh, Winefield, Dua and Stouch, 2001).



**Figure 4.3** Effect of restructuring on job security

#### 4.4.3 Objective Two: To Assess the Perceive Impact of the Restructuring Process on Staff Emotions

**Table 4.3** Support staff emotionally affected by restructuring

Description	Yes	No
Where you in any way affected emotionally by restructuring?	75%	25%

The results in Table 4.3 reveal that 75% of the respondents were affected emotionally by the restructuring. This gives a clear indication that the restructuring had an indisputable emotional impact on the majority of the respondents. It is also evident that the emotional impact was a major problem at UKZN during the restructuring and these findings are consistent with the views of Viljoen and Rathmann (2009) who stated that restructuring of tertiary education institutions created emotional turmoil and stress among the members of the academic and support staff.

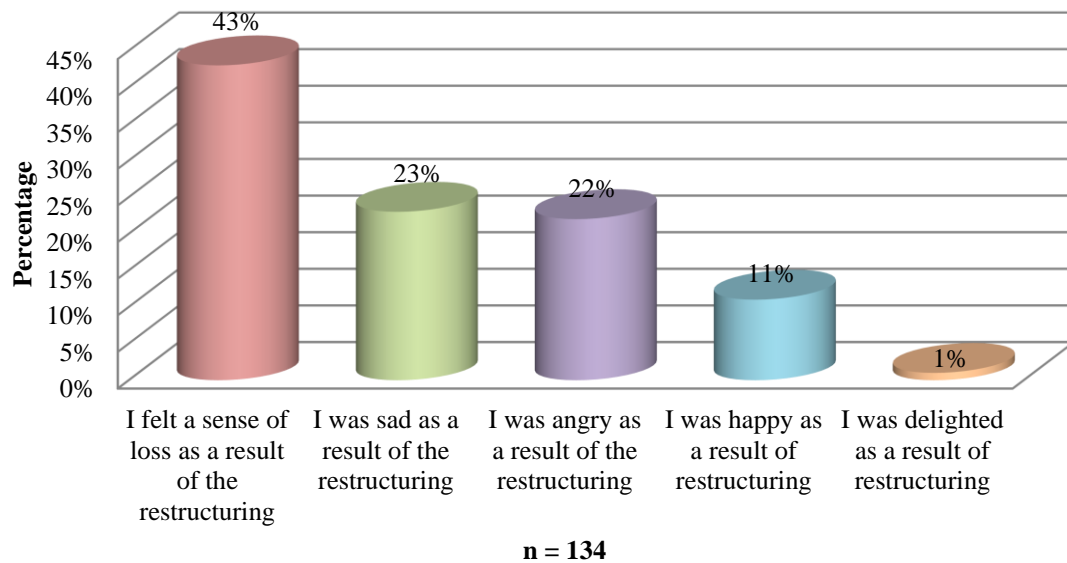
**Table 4.4      Cross tabulation between emotional effect and gender**

n = 184		Were you in any way affected emotionally by restructuring?		
Gender		Yes	No	Total
	Male	15%	9%	24%
	<b>Female</b>	<b>60%</b>	<b>16%</b>	<b>76%</b>
	Total	75%	25%	100%
p = 0.006				

In view of the findings the majority of the respondents suffered emotionally as a result of the restructuring, it became necessary to further analyse this so as to have a deeper understanding of this aspect and, hence cross tabulation between emotional impact and gender was computed. The results are displayed in Table 4.4 and they clearly indicate that the majority of the respondents affected emotionally by the restructuring were female respondents (60%) as opposed to the male respondents (15%). Initially, it appeared that emotional strain was a major problem for all members of the support staff at UKZN, but the evidence became clearer as a result of cross tabulation between emotional impact and gender.

It was further evident (Figure 4.4) that, in general, the majority of respondents suffered emotional strain as a result of the restructuring, since 88% (22% + 23% + 43%) of the total respondents indicated that they suffered emotional strain in one way or the other. Feeling a sense of loss, being sad and being angry were the emotional strains that most of the respondents suffered from with a sense of loss being the primary emotional strain suffered by the respondents. These results are similar to the views of De Cuyper *et al*, (2010) who stated that, very often, organizational restructuring and downsizing are associated with signs of strain at three class levels, one of which is the emotional responses such as anger, hostility, sadness, etc. In terms of objective two, the findings reveal that the restructuring process created an emotional strain on the majority of the support staff at UKZN and female employees were the most affected. It is important to note the pattern or trend of the frequencies displayed by the graphs up to this point particularly regarding the results from Figure 4.1, Figure 4.3 and Figure 4.4 where only just a handful of respondents appear to have been positively affected by the restructuring.





**Figure 4.4 Nature of emotional effect**

#### 4.4.4 Objective Three: To Determine the Impact of the Restructuring Process on Job Satisfaction

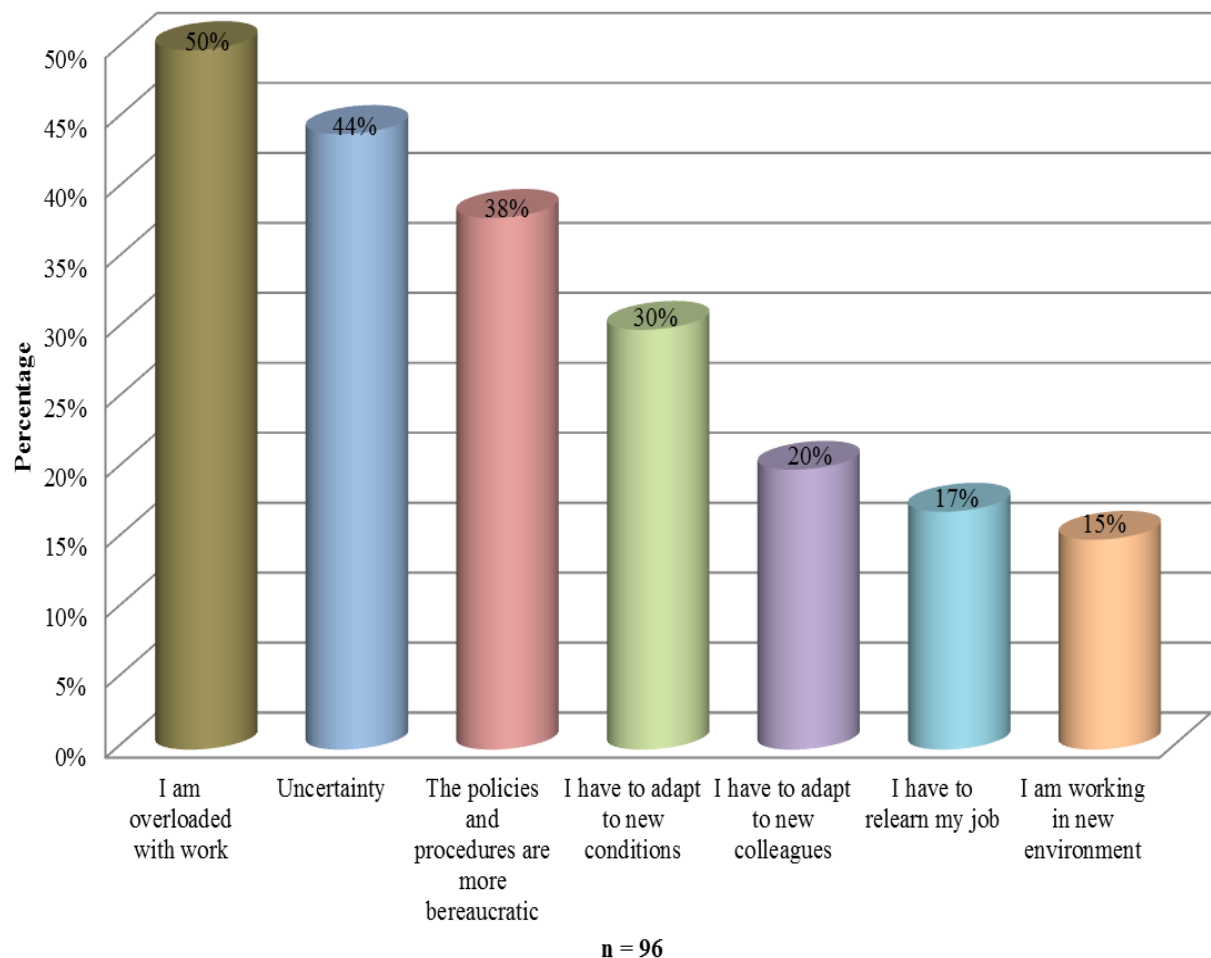
Table 4.5 indicates that 48% of the respondents were happy or satisfied with their jobs since restructuring and 52% were not. Although the margin between the two groups is not very significant, the fact remains that the majority of the respondents expressed dissatisfaction with their jobs after the restructuring.

Description	Yes	No
Are you happy with your job since restructuring?	48%	52%

**Table 4.5 Job satisfaction since restructuring**

The study intended to establish both the causes of job satisfaction and job dissatisfaction since it is normally important to know the favourable factors to capitalize on and the unfavourable factors to avoid in respect of job satisfaction. The two groups were channelled to two further questions that were designed to solicit information about the actual factors that caused their happiness and unhappiness respectively. The two questions allowed each group

to choose more than one response from the available options pertaining to their specific feelings about their jobs since the restructuring.



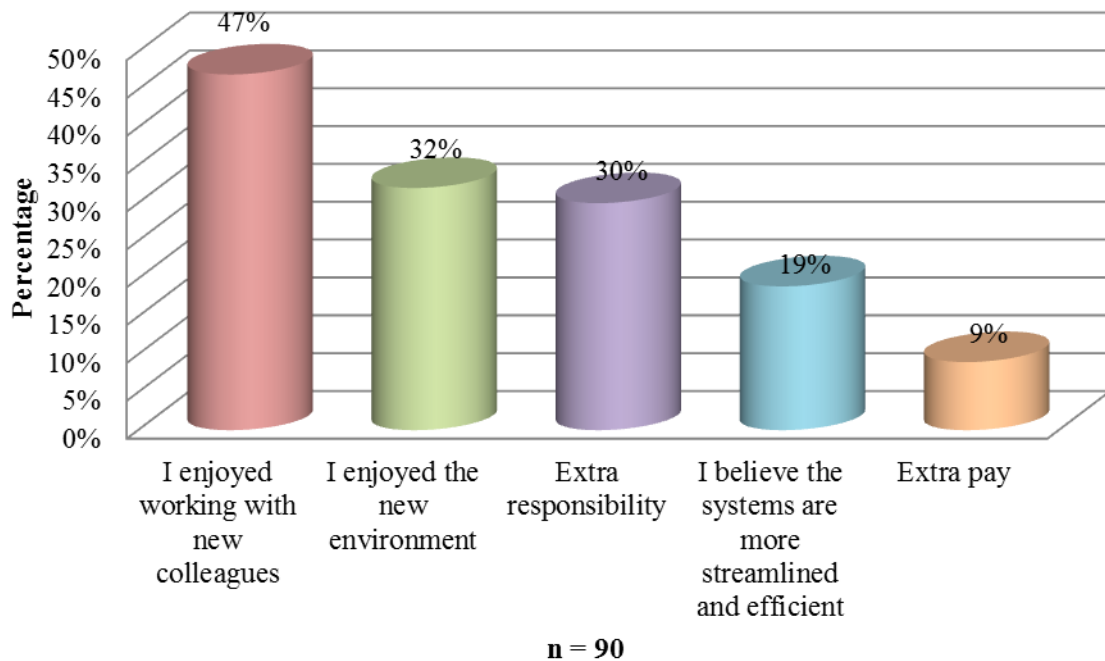
**Figure 4.5 Causes of job dissatisfaction**

The results revealed in Figure 4.5 concur with the views of the following scholars: Obilade (2009) who stated that certain studies discovered that downsizing had adverse impacts on the survivors' loyalty, morale and overall attitudes and De Cuyper *et al.*, (2010) who stated that, very often, organizational restructuring and downsizing are associated with signs of attitudinal responses such as job dissatisfaction, reduced trust and lack of organizational commitment, etc. Mayton (2011) also pointed out that while support arrangements and a variety of options may be provided for casualties or out-placed employees, survivors or in-place employees are often neglected and left with little choice, and hence suffer more strain and labour to operate in a social environment of increased ambiguity and anxiety. In view of the foregoing, it appears that, at UKZN, not much effort was made to provide support

arrangements for the survivors to ensure that they derive satisfaction from their jobs and other aspects of the work environment.

In terms of the total respondents that expressed dissatisfaction with their jobs after the restructuring, the results displayed in Figure 4.5 reveal that half of them felt that the overload of work was the main reason. Clearly, work overload was the primary reason of their job dissatisfaction with uncertainty and bureaucracy in procedures and policies also playing significant roles in causing job dissatisfaction to employees since restructuring. Figure 4.5 also indicates uncertainty as the second highest factor that caused job dissatisfaction. It is evident that, after restructuring, most members of the support staff discovered that their roles were no longer clear and there was an element of uncertainty in respect of what was expected of them. These findings are in line with the assertion of Mayton (2011) who stated, often than not, survivors or in-place employees are neglected and left with little choice, and hence suffer more strain after the restructuring processes.

In terms of the respondents that expressed satisfaction with their job after restructuring, the results in Figure 4.6 reveal that the majority of them felt the enjoyment of working with new colleagues was the main cause of their job satisfaction. It is evident that job satisfaction was derived mainly from interactions with new colleagues than from any other source. It is important to note that the results also show a lower percentage (19%) for the belief that the systems were more streamlined and efficient after the restructuring. This lower percentage (19%) conforms to the findings reflected in Figure 4.5 where bureaucracy in the policies and procedures is ranked as one of the top three causes of job dissatisfaction. It is further evident from Figure 4.5 and Figure 4.6 that restructuring at UKZN did not only fail to improve the administrative systems but, also, it failed to eradicate bureaucracy in policies and procedures.



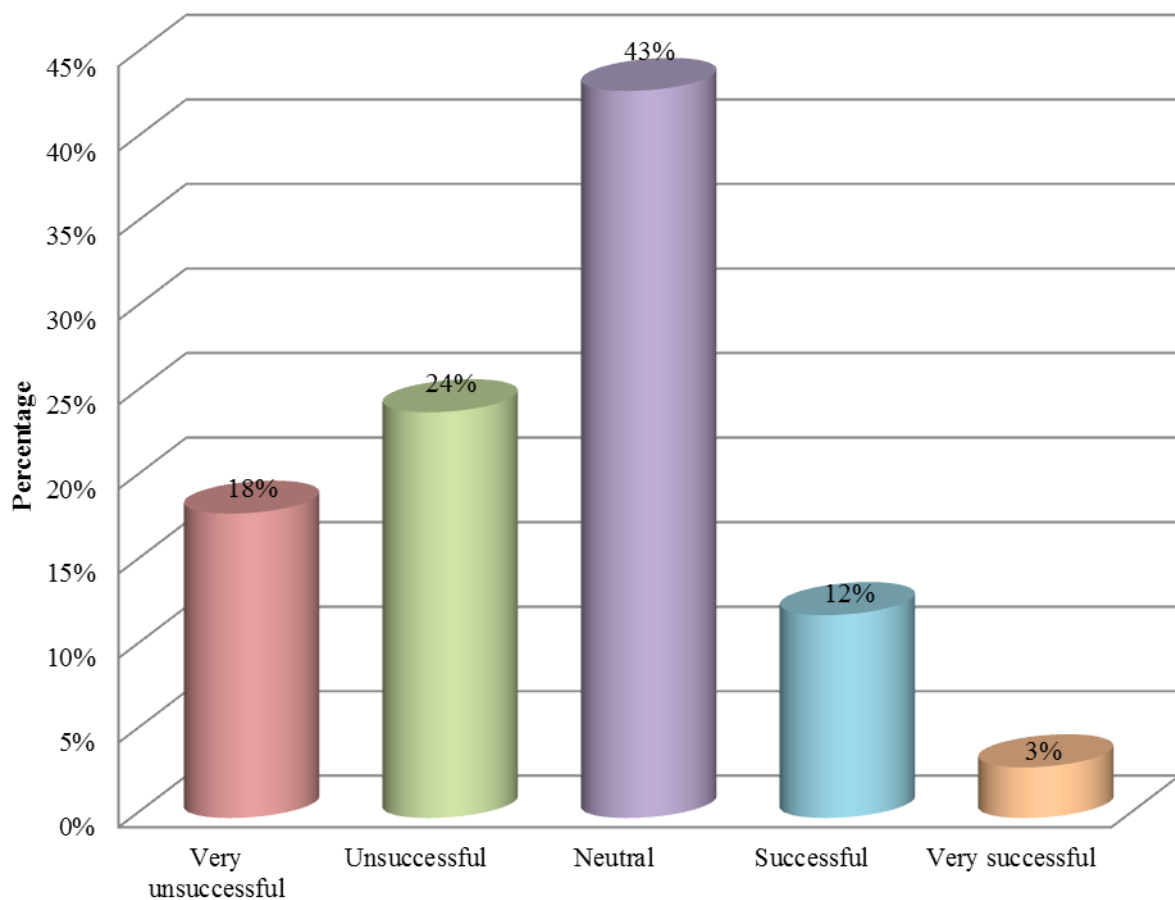
**Figure 4.6 Causes of job satisfaction**

The outcome shown in Figure 4.6 defeats the purpose of the restructuring according to Lin, Lee and Gibbs (2008) who stated that one of the needs or reasons for operational restructuring which is when ineffective and inefficient business structures and processes do not assist any business to yield good results, it is always necessary to alter the unproductive business activities in order to improve performance and returns. Also, this undesired outcome is something which Cameron and Green (2009) warned about when they stated that an organization should not just embark on a restructuring process haphazardly without taking the requisite steps to ascertain and to ensure beyond any doubt that restructuring will resolve the problems and yield a positive and desirable outcome. Also, restructuring has become one of the popular organizational development interventions intended to improve the functioning of an organization (Van Emmerik and Euwema, 2007).

#### 4.4.5 Objective Four: To Determine the Impact of the Restructuring on Organizational Commitment

Figure 4.7 indicates that the majority (42%) of the respondents rated the restructuring as unsuccessful, whereas (43%) indicated that they had neutral feelings about the restructuring.

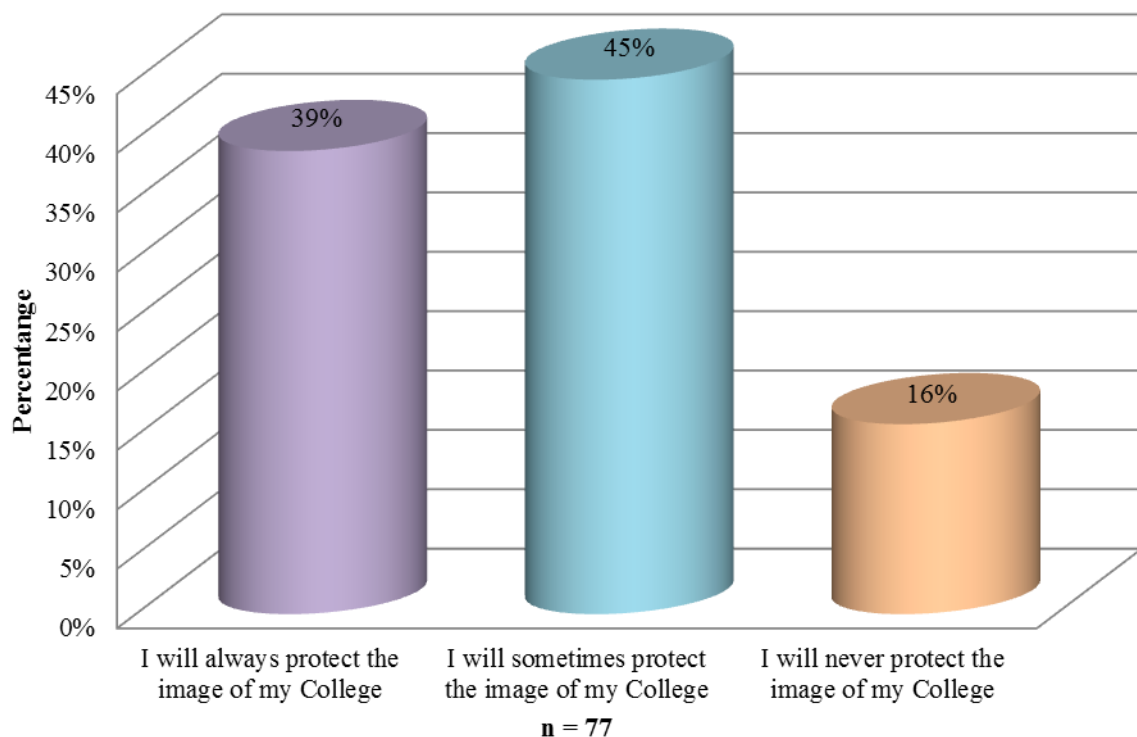
This outcome may be attributed to either poor decisions or poor execution in respect of restructuring, in line with the view of Sitlington and Marshall (2011), who stated that good restructuring decisions executed badly or well executed tactics based on unsuitable decisions may produce negative reactions from employees. The respondents who felt that restructuring was either unsuccessful or very unsuccessful were channelled to a question soliciting information about the manner in which their negative feelings affected their organizational commitment.



**Figure 4.7 The success of the restructuring**

In terms of the respondents who felt that restructuring was either unsuccessful or very unsuccessful, the results in Figure 4.8 indicate the majority of the respondents' commitment ( $45\% + 16\% = 61\%$ ) had been adversely affected by restructuring. This finding reveals that 16% will "never" protect the image of the College and 45% will "sometimes" protect the image of their College. It is thus evident that the feelings that the restructuring was either unsuccessful or very unsuccessful reduced the organizational commitment of the majority of

the respondents. The findings in Figure 4.8 are similar to the views of the following scholars: Arnolds (2005) who asserted that negative experiences such as lower employee motivation, organizational commitment and job performance had been reported in Australian and South African tertiary education restructuring processes and De Cuyper *et al*, (2010) who stated that, very often, organizational restructuring and downsizing are associated with signs of attitudinal responses such as job dissatisfaction, reduced trust and lack of organizational commitment, etc.

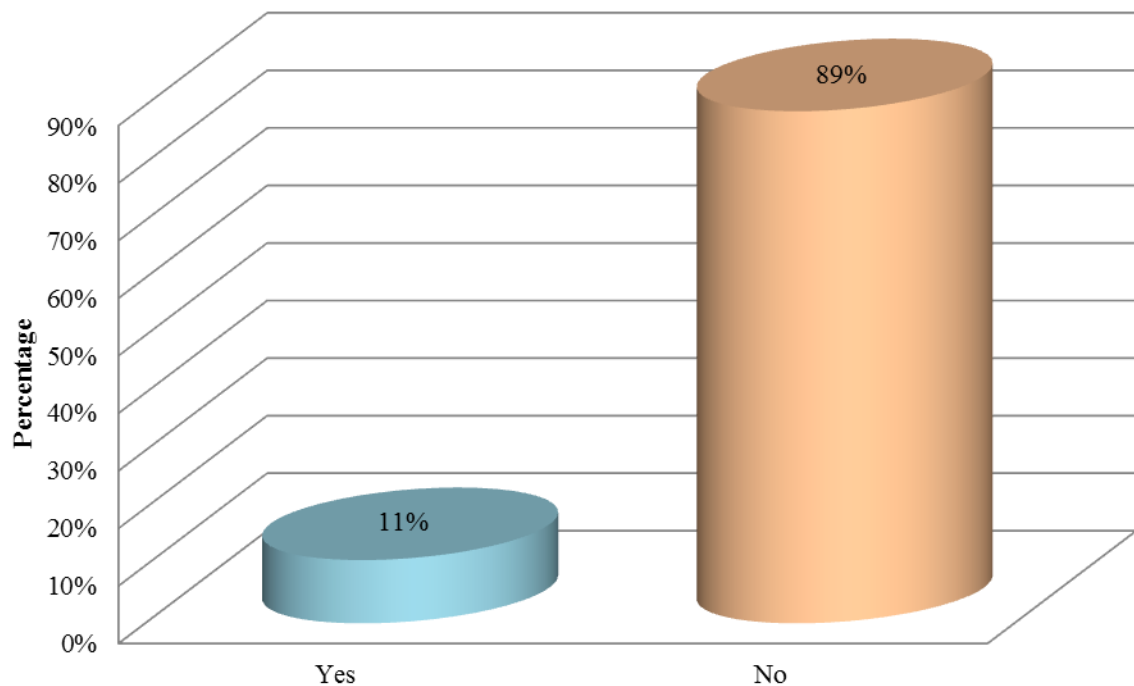


**Figure 4.8 Organizational commitment**

#### 4.4.6 Objective Five: To Assess if Staff Health and Wellbeing were Affected by the Restructuring Process

Figure 4.9 reveals that only 11% of the respondents indicated that the restructuring had affected their health and wellbeing. These findings are in line with the views of De Cuyper *et al*. (2010), who stated that organizational restructuring and downsizing are associated with signs of strain at three levels i.e. primary class (anger, sadness, etc.), second class (job dissatisfaction, lack of organizational commitment, etc.) and final class (poor health and

wellbeing). The victims of restructuring ordinarily progress from the primary class (anger, sadness, etc.) through to the final class (poor health and wellbeing) and it is evident that the impact of restructuring was not extremely severe to push the respondents to the final class (poor health and wellbeing). In view of the fact that only 11% of the respondents were affected points out that health and wellbeing was not a significant problem as a result of the restructuring, thus no further analysis of this finding was deemed necessary.



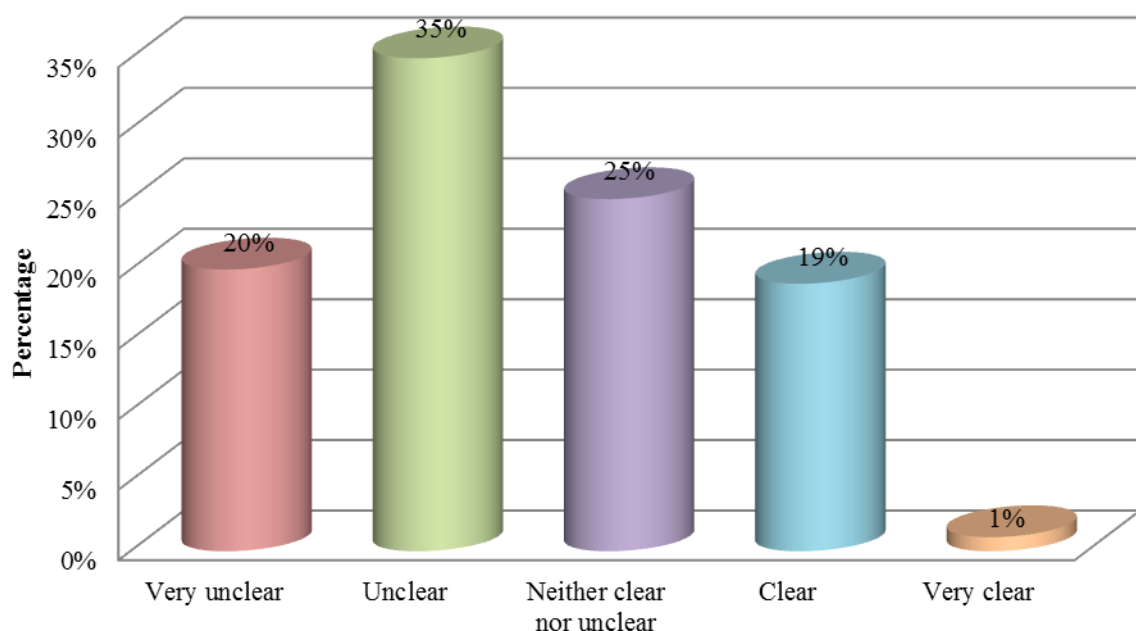
**Figure 4.9 The impact of restructuring on health and wellbeing**

Health and wellbeing was not a major issue at UKZN. There was no need for further investigation in regard to this aspect, De Cuyper *et al*, (2010) stated that, very often, organizational restructuring and downsizing are associated with signs of poor health and wellbeing, evidence shows that it was not the case with the majority of the respondents from UKZN. Although no conclusions can be made in this regard, it is worth mentioning that UKZN arranged for Change Management Workshops throughout its campuses to prepare all its employees to cope with the impending restructuring processes (UKZN, 2011).

#### 4.4.7 Objective Six: To Provide Recommendations to the Targeted Colleges on how to Better Manage Their Future Restructuring Processes

This objective sought to establish favourable factors, resulting from the restructuring process that could be used to improve future restructuring processes at UKZN. The factors related to the intelligibility of the restructuring objectives, the effectiveness of restructuring communication and those that the UKZN members of support staff felt were conducive to a successful restructuring process.

Firstly, it is important for all affected or would be affected individuals to clearly understand the main objectives of restructuring. According to Cameron and Green (2009), it is important to have the desired end-result defined and understood so that the endeavours are targeted to a clear and specific point. Lack of goals, plans and strategies deprive those involved and affected by the restructuring knowledge about where the organization is heading and the expectation thereof is one the five barriers to restructuring processes (Hoag, Ritschard and Cooper, 2002). In view of the foregoing scholarly viewpoints, it was important for the study to ascertain if the objectives of restructuring were clearly understood by the target population.



**Figure 4.10** Clarity of restructuring objectives

It is evident from Figure 4.10 that more than half (55%) of the respondents found the objectives of restructuring to be either unclear or very unclear. Only a minority (20%) of the



respondents understood the objectives of the restructuring. This counterproductive situation must always be anticipated and prevented from festering during a restructuring process according to Hellriegel *et al*, (2009), who stated that resistance to change, will never fade away totally, but managers can discover new ways of overcoming its negative consequences by adopting four commonly used methods, one of which is education and communication. According to Kreitner and Kinicki (2008), failure to effectively communicate the new vision is one of the major mistakes that senior management makes that result in organization change failures. In view of the high emphasis on this factor, it became important to seek a deeper understanding of this aspect particularly in relation to the levels of job grades and highest educational qualifications of the target population. Accordingly, a cross tabulations between the clarity of restructuring objectives and level of job grades and highest educational qualifications were computed to establish if these had an impact on the clarity of restructuring objectives.

**Table 4.6 Cross tabulation between the clarity of restructuring objectives and job grades**

n = 180		How would you rate the objectives of the restructuring?						
Job Grades		Very Unclear	Unclear	Neither Clear nor Unclear	Clear	Very Clear	Totals	
	17 – 15	0%	0%	0%	1%	0%	1%	
	14 – 13	0%	1%	1%	1%	0%	3%	
	12 – 09	16%	24%	20%	9%	0%	70%	
	08 – 07	5%	8%	4%	4%	0%	21%	
	06 <	0%	1%	1%	3%	0%	5%	
	Totals	21%	34%	26%	18%	1%	100%	
X <sup>2</sup> = .409								

The results in Table 4.6 indicate that the respondents at job grade levels 12 – 09 (40%) found the objectives of the restructuring either unclear or very unclear more than employees in other job grade levels. The results also show that most the respondents at job grade levels 6 and above found the objectives clear (3/5 = 60%). In terms of the grade levels, these respondents

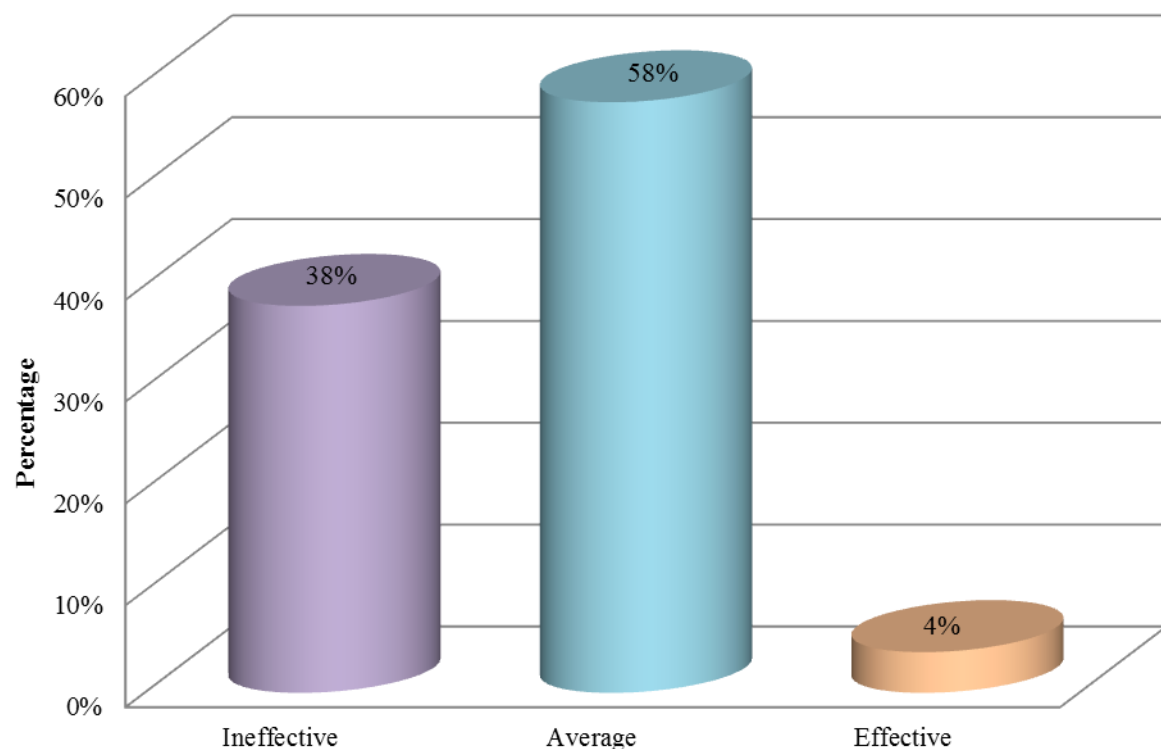
are occupying middle and senior managerial positions. This indicates that although communication about the restructuring objectives was fairly effective at middle and senior managerial levels, it was ineffective at lower levels. It is also evident that there was lack of engagement of all employees. According to Stanleigh (2007) the following can create a crisis during the restructuring: lack of engagement of all employees, managing restructuring at the managerial level and instructing employees that they need or have to change.

**Table 4.7 Cross tabulation between the clarity of restructuring objectives and highest educational qualifications**

n = 182		How would you rate the objectives of the restructuring?						
Highest Educational Qualifications		Very Unclear	Unclear	Neither Clear nor Unclear	Clear	Very Clear	Totals	
	Matric	3%	6%	7%	2%	0%	18%	
	Diploma	8%	10%	5%	4%	1%	28%	
	Degree	4%	6%	4%	1%	0%	15%	
	PG/Hons	2%	9%	5%	7%	0%	23%	
	Masters	2%	5%	2%	7%	0%	13%	
	PhD	1%	0%	1%	1%	0%	3%	
	Totals	20%	36%	24%	19%	1%	100%	
X <sup>2</sup> = .374								

The findings in Table 4.7 indicate that the majority of respondents at all levels of educational qualifications found the objectives of restructuring to be either unclear or very unclear. It is evident that lack of clarity of restructuring objectives cannot be ascribed to the levels of educational qualifications of the respondents.

In view of the finding about the clarity of the restructuring objectives, it was therefore important to evaluate the effectiveness of communication with regard to the restructuring process at UKZN. In terms of Figure 4.11, the majority of the respondents were not impressed with communication regarding the restructuring, with 58% indicating that it was average and 35% stating that it was totally ineffective.



**Figure 4.11 Communication regarding restructuring**

It is evident from the results shown in Figure 4.11 that there was a breakdown in communication regarding the restructuring. This situation was undoubtedly counterproductive in the restructuring process in view of one of the eight major mistakes that results in organizational change failures. John Kotter, pointed out that failure to effectively communicate the new vision is one of the major mistakes (Kreitner and Kinicki, 2008). It is important to establish the factors that caused ineffective communication regarding the restructuring and hence the respondents who indicated that it was ineffective were channelled to a question that solicited information about the factors that they considered were the causes of ineffective communication. They were given five factors to choose from and were requested to rank them on a scale of five (5) in order of ineffectiveness i.e. the one which is considered to be the most ineffective was to be ranked (No. 1) or first and the one that was considered to be the least ineffective was to be ranked (No. 5) or last. The mean score of 2.73 for the factor that information was secretive in Table 4.8 indicates that, on average, the respondents ranked this particular factor between 1 and 3. It is therefore evident that the majority of the respondents found the information about restructuring to be secretive and dishonest. It does not appear that the information was incomplete and biased or these

ineffective communication factors were not of great concern to the majority of the respondents as compared to secrecy and dishonesty.

**Table 4.8 Ineffective factors of communication**

No.	Description	Mean	Std. Deviation
1	The information was secretive	2.73	1.376
2	The information was dishonest	2.83	1.452
3	The information was irregular	3.08	1.306
4	The information was incomplete	3.23	1.562
5	The information was biased	3.28	1.374
		<b>n = 60</b>	

The restructuring process occurred in the four Colleges at UKZN and all members of the support staff in these Colleges were going to be affected by the restructuring process. It was important to establish from the respondents who felt restructuring was either unsuccessful or very unsuccessful what they would have done to ensure a successful restructuring if they were an Executive Member or the factors that they thought would be conducive to a successful restructuring process at UKZN. Accordingly, they were provided with six statements as they appear in Table 4.9 to rank in order of importance where number (1) would be the most important and number (5) would be the least important. Kreitner and Kinicki (2008) stated that one of the four targeted elements of change and transition in an organization is people and that any change calls for individuals to change since they are the hub of all organizations. According to the Thurkey Model of Change (Brisson-Banks, 2010), one of the five core change strategies is bargaining i.e. an approach that embraces the interaction and sharing of ideas between employees and employers and it advocates negotiation, compromise and agreement before any step is taken to implement the change. This view suggests that the employees who are or going to be affected by restructuring can make an invaluable contribution regarding the identification of factors that can make the restructuring process a success in respect of the human/people element of restructuring.

**Table 4.9 Factors contributing to successful restructuring**

No.	Description	%
1	Ensure that people are treated humanely throughout the restructuring process	41%
2	Effective communication of the reasons for restructuring	28%
3	Reflect on the past change projects within UKZN to establish both favourable factors (what has worked before) and unfavourable factors (what has not worked before)	10%
4	Ensure business as usual despite on-going transition	9%
5	Constantly monitor the restructuring plan to determine how the aspects of tasks and people of the plan are progressing	5%
6	Clearly define the critical success factors	3%
7	Missing data	4%

The results in Table 4.9 reveal that the majority of the respondents rated the statement: “ensure that people are treated humanely throughout the restructuring process” as the most important success factor. Effective communication of the reasons for restructuring ranked the second most important by the majority of the respondents and, this is consistent with the findings from Figure 4.10 and Figure 4.11 where the objectives of restructuring were considered to be unclear to the majority of the respondents and communication to be ineffective by most of the respondents. Nonetheless, the evidence from Table 4.9 reveals that most respondents wished to be treated more humanely during the restructuring process. The above findings are in line with the view of Stanleigh (2007) who enumerated counterproductive factors that can create a crisis during restructuring: lack of engagement of all employees, managing restructuring at the managerial level, instructing employees that they need or have to change, organizing change workshops for employees and expect them to flow with the restructuring process, failing to honour the past and not disallowing employees time to vent concerns and sentiments first before the restructuring process is implemented. Sitlington and Marshall (2011), also emphasized that managers that anticipate restructuring or downsizing in organisations must seriously consider the impact such initiatives will have on staff and endeavour to make sure that the occurrence is as productive as possible. It stands to reason that protection of the welfare of employees as human beings is crucial when

restructuring processes are introduced and implemented. Table 4.9 also indicates that most respondents wanted to see the restructuring reasons communicated more effectively in the future.

**Table 4.10** Cross tabulation between the factor to ensure successful restructuring and race

n = 77		Ensure that people are treated humanely throughout the restructuring process									
Race		Most Important	Second Important	Third Important	Fourth Important	Fifth Important	Least Important	Missing	Total		
	Indians	16	6	4	2	2	2	0	32		
	Whites	11	9	2	2	1	0	0	25		
	Blacks	3	1	1	1	1	2	3	12		
	Coloureds	2	2	1	2	0	1	0	8		
	Total	32	18	8	7	4	5	3	77		
p = 0.05											

In view of the high emphasis of assurance that people treated humanely throughout the restructuring process, it became important to seek a deeper understanding of this aspect particularly in relation to the race groups forming the target population. Accordingly, a cross tabulation between treatment and race was computed to establish the race group that had the strongest feelings about the humane treatment of people in a restructuring process. Table 4.10 indicates that Indian employees (n = 16) ranked this aspect as the most important success factor. The South African workforce is both demographically and culturally diverse (Hellriegel *et al*, 2009). It is therefore not surprising that the race groups forming the workforce at UKZN will respond differently to the method adopted for the restructuring process. In terms of Table 4.10, the restructuring alienated Indian employees followed by Whites. It is evident that while Black employees felt they were treated humanely, a quarter of the respondents felt that being treated humanely was most important.

#### 4.5 Summary

The findings of the study are that females were more affected emotionally by the restructuring than males; secrecy and dishonesty were the factors that tarnished the credibility of communication; work overload was the main cause of job dissatisfaction and Indian employees, more than other race groups, felt strongly that humane treatment to people during restructuring must be a priority. The data analysis indicates that the majority of the respondents were Indian females occupying positions that fell within the peromnes grade 12 – 09 range. The findings revealed that a large portion of UKZN support staff experienced emotional strain as a result of the restructuring and female employees were more affected than male employees. The majority of the members of the support staff were doubtful about the future when they heard about the restructuring. It was also evident that the majority of the respondents did not have a clear understanding of the objectives of restructuring. The communication was considered either average or ineffective and being secretive regarding the changes was considered to be the main cause of communication ineffectiveness. Although there was no significant margin between those that were satisfied with their jobs and those that were not, the majority of the respondents expressed dissatisfaction with their jobs since the restructuring and they attributed their plight to work overload and bureaucratic procedures and processes. The results revealed that only on a few employees were diagnosed by a doctor that restructuring affected their health and wellbeing. The next chapter discusses the recommendations in relation to the findings of the study.

## Chapter Five

### Conclusion and Recommendations

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#### 5.1 Introduction

At a meeting of the Executive Management Committee on 21 October 2010, the Executive resolved to adopt the recommendations of the report on the External Review of the College Model in its entirety. Consequently, UKZN underwent a rigorous restructuring process that resulted in the eradication of the faculty layer and the reorganization of the four Colleges that consisted of clustered Faculties (eight in total) viz College of Health Sciences, College of Law and Management, College of Humanities and College of Science and Engineering. Since the Faculty functions had to migrate to either the College or the reconfigured Schools, the roles and physical location of the members of the support staff had to be redefined and reorganized respectively as part of the restructuring process. The results revealed that the restructuring at UKZN was associated with signs of strain at two class levels i.e. primary (anger, sense of loss, insecurity, sadness, etc.) and second class (job dissatisfaction, lack of organizational commitment, etc.). The results reveal that the restructuring process was not extremely harsh to force the suffering to reach the final class of strain (poor health and wellbeing). Ineffective communication and ambiguity of the reasons and objectives of restructuring emerged as dysfunctional factors associated with the restructuring. There was a strong feeling among the employees that the restructuring at UKZN was not successful and that the humane treatment of people was crucial during the restructuring process. On the basis of these findings, this chapter discusses the recommendations, the limitations of the study and the proposals for further research.

#### 5.2 Recommendations Based on the Findings

The following lists the findings and the recommendations.

##### 5.2.1 Reasons for Restructuring and Objectives Thereof

Lack of clear goals, plans and strategies that deprive those involved and affected by the restructuring knowledge about where the organization is heading and the expectations thereof is one of the barriers to restructuring (Hoad, Ritschard and Cooper, 2002). It is therefore important for UKZN to refrain from depriving its employees of the crucial knowledge about the reasons for restructuring and the accompanying objectives. It is important to consider the



following in terms of communicating the reasons for the restructuring:

- The current situation must be clearly defined and explained to provide a vivid picture of where UKZN is at the moment.
- On the basis of the information about the current situation, the shortcomings associated with it that make it undesirable, must be spelt out unequivocally.
- The repercussions of maintaining the status quo and the benefits of changing it must be stated clearly. The comparison must be presented with the aid of a table listing the disadvantages of maintaining the status quo and the advantages of moving forward alongside each other.

Once the reasons of restructuring have been clearly stated and known by the employees, the objectives aimed to be achieved through the restructuring process must be defined very clearly and communicated in a manner that employees will find easy to understand. The most important question to be answered is “what exactly is the restructuring trying to achieve that is presently lacking”. Also, it is important to convince employees that the objectives of the restructuring are relevant to the core business of UKZN and that they are achievable otherwise they are most likely to be disillusioned by the feeling that the restructuring would be a futile and wasteful exercise after all. In essence, employees must be convinced that the restructuring is a good strategy and that will lead to a better situation for all. Most importantly, the objectives must incorporate the human element so that employees are not left wondering about their fate something which can result in harmful rumours.

### 5.2.2 Restructuring Communication

Effective communication is the lifeblood of a successful restructuring process. Failure to effectively communicate the new vision is one of the eight major mistakes that senior management makes that result in organizational change failures (Kreitner and Kinicki, 2008). Communication was a problem at UKZN during the restructuring process since employees felt that the information disseminated was both secretive and dishonest. In view of the fact that communication is an on-going process, particularly before and during the restructuring, occurring in sequential and different forums and conducted both verbally and in writing by various people, the following factors are important to eliminate the feeling that information is secretive and dishonest:

- Information must be based on facts and proof supporting such facts must be provided

e.g. in proving that the College Model is the best way to go, UKZN ought to provide complete information about other universities that adopted the model and how it resulted in improved systems and processes.

- Information must always be consistent. UKZN must monitor the dissemination of information to ensure that there are no contradictions and conflicting pieces of information.
- Information must be complete and transparent. Information must not be devoid of certain crucial facts and/or conceal unpleasant facts with the hope that they will never be known.
- Information must be relevant and timely. Since the restructuring has three periods i.e. before, during and after, the information disseminated must be relevant to the period for which it is intended and must be well-timed. Information must address issues that affect employees during that particular period of restructuring. It must not be too early as it may lose its meaning and, at the same time, it must not be too late because it may be overtaken by rumours and gossip.
- Information must be verified to ensure its authenticity. Those that are entrusted with the responsibility of disseminating the information must verify the information they relay and refrain from speculating and/or making their own assumptions if they are not sure about certain facts.
- Information must be disseminated through credible and trusted channels. UKZN must establish and include those channels trusted by employees such union feedback meetings, regular road-shows, social networks and a dedicated internet website.

The above factors are important in order to gain trust from employees and to make them feel that communication regarding restructuring is devoid of deceptive tactics and decoys.

### 5.2.3 Roles and Responsibilities in the New Dispensation

Mayton (2011) stated that while support arrangements and a variety of options may be provided for casualties or out-placed employees, survivors or in-place employees are often neglected and left with little choice, and hence suffer more strain and labour to operate in a social environment of increased ambiguity and anxiety. The findings indicated that the majority of employees suffered job dissatisfaction after the restructuring and the prominent reasons for this were work overload and uncertainty about new roles and responsibilities.

Role and responsibility ambiguity can be eliminated by properly designed job profiles. It is therefore recommended that UKZN draws job profiles for all positions that form the new structure. Roles and responsibilities must be clearly defined and broken down into tasks to assist the incumbents to understand how they should go about fulfilling their duties. Most importantly, the job profile should state the service level and what is expected from job holders. The minimum qualifications, experience and competences necessary to perform the jobs must form part of the job profiles. When the job profiles are in place, qualified professionals must be sourced to conduct a work-study exercise to ensure that all new jobs are properly loaded, critical ergonomic features are factored in and the jobs are practical and dischargeable.

A formal process must be followed to match and place employees in new jobs and any gaps between the job requirements and the employee credentials must be recorded so that developmental programmes can be instituted to close such gaps. Induction programmes must be rendered as soon as employees assume their new jobs to ensure that everyone understands their new goals and objectives. Performance assessments on all employees must be conducted within three months to ascertain if they are on still track with their new roles and appropriate remedial interventions, from both internal and external service providers, must be made where there are deviations.

#### 5.2.4 Emotional Strain Support Systems

The results showed that the majority of employees suffered emotional strain as a result of restructuring and it is evident that a sense of loss and sadness were the primary causes of emotional strain. Viljoen and Rathmann (2009) stated that restructuring of tertiary education institutions created emotional turmoil and stress among the members of the academic and support staff. Firstly, UKZN must ensure that the information disseminated dispels any rumours that restructuring is about getting rid of employees. Employees must be assured that although restructuring may result in their jobs being redefined, UKZN will exhaust all avenues to ensure that their continued employment is preserved. In fact, employees should be convinced that they are part of the new dispensation and future plans. According to Burke *et al.* (2011) it is possible to restructure without downsizing and downsize without restructuring. Management must make their commitment to this undertaking very clear. Secondly, emotional strain support systems such as change management workshops and one-

on-one counselling sessions must be arranged throughout the restructuring process. Professional service providers must be sourced both internally and externally to render the necessary support service depending on the level of emotional trauma being dealt with. The evidence in Figure 4.6 revealed that the employees who experienced job satisfaction after restructuring derived their job satisfaction mostly from the enjoyment of working with new colleagues. Attempts should be made by UKZN to extend the enjoyment of working with new colleagues to all employees by organizing effective team building events and workshops aimed at improving cordiality and companionship among the new teams.

#### 5.2.5 Humane Treatment of Staff during Restructuring

The results in Table 4.9 revealed that the majority of the respondents rated ‘ensure that people are treated humanely throughout the restructuring process’ as the most important success factor. The Indian respondents, more than other race groups, were the ones who felt very strongly about this aspect. The results showed that support staff at UKZN suffered in many ways during the restructuring and, that they were yearning for treatment that would comfort and console them. The processes associated with restructuring that affect employees such as the filling of new jobs and consultations with displaced employees must be conducted in a manner that will respect and protect the self-esteem and integrity of employees. Enough time should be allowed for the restructuring process to avoid very tight timelines that may result in being impatient with the employees especially when they have to make crucial decisions about their future. Management must refrain from using threats or force to obtain employees’ consent. Personal and family needs must be taken into account when employees are considered for positions on other campuses and the necessary relocation assistance must be in place for all those that have to relocate. Counselling sessions and emotional support systems to assist those who are overwhelmed by restructuring to cope must be arranged in manner that they are easily accessible by all employees and that those using these support systems are not made to feel that they are wasting production time. Employees must be allowed to voice their concerns and sentiments without the fear of being punished or denied opportunities. The sacrifices associated with the restructuring that are most likely to affect the welfare of employees must not be toned down or concealed. Assistance to secure alternative employment must be provided for displaced employees.

### 5.2.6 General Recommendations

The findings revealed that the majority of employees were affected by the restructuring and hence appropriate interventions were necessary to settle them after the restructuring has been finalized. UKZN should make an effort to assure employees that restructuring was a good exercise after all:

- Identify the short-term achievements and benefits of the restructuring and effectively communicate their direct contribution to the betterment of the systems and processes.
- Although only a handful of respondents indicated that they experienced job satisfaction after restructuring in terms of the results in Figure 4.6, the information drawn from this minor cohort is very important since most of them felt the enjoyment of working with new colleagues was the main cause of their job satisfaction. It would therefore be important to arrange forums and retreats to promote effective interactions between new members and the cross cross-pollination of ideas, knowledge and skills within the new teams that emanated from the restructuring.

### 5.3 Limitations of this Study

The study suffered a few limitations that arose during the process of data collection which had negative consequences. The shortcomings included electronic challenges, misunderstanding of certain questions and the sensitivity of the study. The following is the discussion of these weaknesses and some means to overcome them that can be used in future studies. It also became evident, during the process of analysing data and interpreting the results that the instrument used to collect data was poorly designed.

#### 5.3.1 Electronic Survey Challenges

The questionnaire was distributed electronically via an e-mail system to the entire target population. This method of collecting data had its shortcomings which included elimination of all respondents who did not have access to computers. Also, the questionnaire failed to cope with excessive downloads when it was released for the first time and it often froze during the process of completion. As a result, a number of respondents were forced to drop out before completing it in full. Although the researcher re-sent the message inviting the respondents to reattempt the electronic questionnaire, most of the dropouts did not make an effort to complete the questionnaire for the second or third time. Automatic e-mail replies also indicated that a number of respondents were absent on leave during the time of data

gathering and time constraints did not allow waiting for their return. In view of the foregoing, it is recommended that for any future research to be carried out on the same target population hard copies of the questionnaire must be made available for those that do have access to computers. The system or programme administrator must be informed in advance of the date and time of the first release of the electronic questionnaire and be requested to implement preventive measures with regard to the adverse impact of the excessive download. Sufficient time must be allowed for data collection to allow all those that are absent on leave to return and access the questionnaire.

### 5.3.2 Misunderstanding of Certain Questions of the Questionnaire

The nature of certain responses indicated that some respondents experienced difficulty in comprehending certain questions, particularly questions 10 and 11. The respondents were given five options for each of these questions and were requested to rank them from 1 – 5 where 1 was the most important and 5 the least important. However, it was discovered when the data were analysed that certain respondents did not rank the options at all or some, and hence there was missing data with regard to these particular questions. In the future, the researcher must give an example of how similar questions should be answered to alleviate any misunderstanding on the part of respondents.

### 5.3.3 Sensitivity of the Study

The rate of responses was affected by the sensitivity of the subject since some people may have opted not to participate. Although the majority of these individuals simply ignored the electronic questionnaire, one written response was received by the researcher where a respondent informed that he wished to revoke his right to complete the questionnaire. The researcher also received telephone calls from respondents who were concerned about the protection and guarantee of their anonymity. Concerns arose from the feelings that electronic responses could be tracked back to the specific authors. In the future, data collection methods that ease the concern of respondents must be adopted such as printed hard copies of questionnaires that do not create any historical electronic records with the risk of being traced back to the specific authors.

## 5.4 Recommendations for Future Research

The following specific areas should be considered for research studies in the future.

- Restructuring and how it affects Indian employees.
- Emotional strain caused by restructuring and how it affects female employees.
- Effective restructuring communication with a diverse South African workforce.
- An investigation should be conducted on how to improve job satisfaction after restructuring.
- Theories of restructuring: factors in the workplace.

## 5.5 Summary

This study sought to establish the impact of the restructuring on members of the support staff at UKZN. In terms of the objectives of the study, the evidence provided by the findings revealed that job security, job satisfaction, organizational commitment and employee emotions were adversely affected by the restructuring. However, employee health and well-being was not negatively affected by restructuring. The findings also indicated that employees felt that the humane treatment of people during restructuring was most important. These salient findings were discussed in detail. Recommendations were put forward to assist UKZN in making future restructuring processes more successful. The recommendations could reduce the negative attitudinal factors such as job dissatisfaction, lack of organizational commitment, job insecurity and a sense of loss and, at the same time, create a favourable work environment after the restructuring process.

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## APPENDIX I Gatekeeper's Permission



29 March 2012

Mr Themba E Mbongwe  
Manager : School Operations  
School of Built Environment & Development Studies  
Howard College Campus  
UKZN

Email: [mbongweE@ukzn.ac.za](mailto:mbongweE@ukzn.ac.za)

Dear Mr Mbongwe

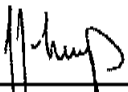
### **RE: PERMISSION TO CONDUCT RESEARCH**

Gatekeeper's permission is hereby granted for you to conduct research at the University of KwaZulu-Natal towards your postgraduate studies, provided Ethical clearance has been obtained via the Research Office. It is noted the title of your dissertation is:

"The Impact of Restructuring on College Support Staff at the University of KwaZulu-Natal"



Please note that the data collected must be treated with due confidentiality and anonymity.

Yours sincerely,

  
\_\_\_\_\_  
Professor JJ Meyerowitz  
**REGISTRAR**

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Office of the Registrar  
Postal Address: Private Bag X54001, Durban 4000, South Africa  
Telephone: +27 (0) 31 260 8005/2206 Facsimile: +27 (0) 31 260 7824/2204 Email: [registrar@ukzn.ac.za](mailto:registrar@ukzn.ac.za)  
Website: [www.ukzn.ac.za](http://www.ukzn.ac.za)

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## APPENDIX II Ethical Clearance Letter



Research Office, Govan Mbeki Centre  
Westville Campus  
Private Bag x54001  
DURBAN, 4000  
Tel No: +27 31 260 8350  
Fax No: +27 31 260 4609  
[snymanm@ukzn.ac.za](mailto:snymanm@ukzn.ac.za)

16 May 2012

Mr TE Mbongwe (210509640)  
Graduate School of Business and Leadership

Dear Mr Mbongwe

**PROTOCOL REFERENCE NUMBER: HSS/0148/012M**

**PROJECT TITLE: The Impact of Restructuring on College Support Staff at the University of KwaZulu-Natal**

In response to your application dated 04 April 2012, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

**Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.**

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

Take this opportunity of wishing you everything of the best with your study.

Yours faithfully

.....  
**Professor Steven Collings (Chair)**  
**HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE**

cc. Prof Anesh Singh  
cc. Wendy Clarke



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## APPENDIX III Questionnaire

Dear Respondent

I, Themba Emmanuel Mbongwe, an MBA student at the Graduate School of Business and Leadership of the University of KwaZulu-Natal invite you to participate in this study titled “The Impact of Restructuring on College Support Staff of the University of KwaZulu-Natal (UKZN). There are 25 questions and it will take less than 7 minutes to complete the questionnaire.

Your participation in this study is completely voluntary. There are no foreseeable risks associated with this project. However, if you feel uncomfortable answering any questions, you can withdraw from the survey at any point. It is very important for us to learn your opinion.

Your survey responses will be strictly confidential and data from this research will be reported only in the aggregate. Your information will be coded and will remain confidential. If you have questions at any time about the survey or the procedures, you may contact me or my supervisor on the numbers listed below:

Researcher: Themba Emmanuel Mbongwe on 031 260 2704 or by email [mbongwee@ukzn.ac.za](mailto:mbongwee@ukzn.ac.za)

Supervisor: Professor AM Singh on 031 260 7564

Research Office: Ms P Ximba on 031 260 3587

Thank you very much for your time and support. Please start with the survey now by clicking the “I Agree” button below.

☐ I Agree

1. Gender.
  - Male
  - Female
2. Race.
  - Black
  - Coloured
  - Indian
  - White
3. College.
  - Agriculture, Engineering and Science
  - Health Sciences
  - Humanities
  - Law and Management Studies
4. Peromnes Grade.
  - 17 – 15
  - 14 – 13
  - 12 – 09
  - 08 – 07
  - 06 and above
5. University Service.
  - 0 – 5 years
  - 6 – 10 years
  - 11 – 15 years
  - 16 years and above
6. Highest Educational Qualification (Completed)
  - Matric
  - Diploma
  - Degree
  - Postgraduate Diploma/Honours Degree



- Masters
  - PhD
7. How would you describe your feelings once you heard about the restructuring at the University of KwaZulu-Natal?
- I felt insecure
  - I felt apprehensive
  - I felt confused
  - I had no feelings
  - I felt change was needed
  - I felt very positive
8. How would you rate the objectives of the restructuring?
- Very unclear
  - Unclear
  - Neither clear nor unclear
  - Clear
  - Very unclear
9. The communication regarding restructuring was:
- Ineffective
  - Average
  - Effective
10. If you chose effective in Question 9, what factors did you consider as being effective?  
(Please rank them from 1 – 5 where 1 is the most effective and 5 is the least effective)
- The information was transparent
  - The information was regular
  - The information was honest
  - The information was unbiased
  - The information was complete
11. If you chose ineffective in Question 9, what factors did you consider to be ineffective? (Please rank them from 1 – 5 where 1 is the most ineffective and 5 is the

least ineffective)

- The information was secretive
- The information was irregular
- The information was dishonest
- The information was biased
- The information was incomplete

12. How did you feel about restructuring?

- I felt very positive
- I had neutral feelings
- I felt very negative

13. If you answered negative in Question 12, what effect did the restructuring have on your job security?

- I felt very unsecured
- I felt unsecured
- I was indifferent
- I felt secured
- I felt very secured

14. If you answered 'unsecured' or 'very unsecured' in Question 13, what action did you take?

- I did nothing
- I started looking for another job
- I considered taking early retirement
- I considered starting my own business

15. Were you in any way affected emotionally by the restructuring?

- Yes
- No

16. If you answered Yes to Question 15, how were your emotions affected?

- I was delighted as a result of the restructuring
- I was happy as a result of the restructuring

- I was angry as a result of the restructuring
- I was sad as a result of the restructuring
- I felt a sense of loss as a result of the restructuring

17. Were you diagnosed by a doctor that the restructuring has affected your health?

- Yes
- No

18. If you answered Yes to Question 17, what is the nature of your condition?

- Medical
- Psychological
- Both
- Other

19. If you answered Yes to Question 17, what treatment did you receive? More than one answer may be selected.

- Seeing a counsellor
- Admitted into a hospital
- Receiving medication
- Did not receive any treatment

20. Are you happy with your job since restructuring?

- Yes
- No

21. If you answered 'No' to Question 20, what factors are causing your unhappiness?

(More than one response can be selected)

- Uncertainty
- I am overloaded with work
- I have to adapt to new conditions
- I have to adapt to new colleagues
- I am working in a new environment
- I have to relearn my job
- The policies and procedures are more bureaucratic

22. If you answered 'Yes' to question 20, what factors are contributing to your happiness?

(More than one response can be selected)

- ☐ Extra pay
- ☐ Extra responsibility
- ☐ I enjoy the new environment
- ☐ I believe the systems are more streamlined and efficient
- ☐ I enjoy working with new colleagues

23. How would you rate the success of restructuring?

- ☐ Very unsuccessful
- ☐ Unsuccessful
- ☐ Neutral
- ☐ Successful
- ☐ Very successful

24. If you chose unsuccessful/very unsuccessful in Question 23, how has this affected your attitude?

- ☐ I will always protect the image of my College
- ☐ I will sometimes protect the image of my College
- ☐ I will never protect the image of my College

25. If you chose unsuccessful/very unsuccessful in Question 23, what would you do to ensure a successful restructuring if you were Executive Member? (Please rank them from 1 – 5 where 1 is the most important to you and 5 is the least important to you)

- ☐ Effective communication of the reasons for restructuring
- ☐ Clearly define the critical success factors
- ☐ Reflect on the past change projects within UKZN to establish both favourable factors (what has worked before) and unfavourable factors (what has not worked before)
- ☐ Ensure business as usual despite on-going transition
- ☐ Constantly monitor the restructuring plan to determine how the aspects of task and people of the plan are progressing
- ☐ Ensure that people are treated humanely throughout the restructuring process.